



**ADAMAS UNIVERSITY
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

PROGRAMME STRUCTURE & SYLLABUS

for

BACHELOR OF BUSINESS ADMINISTRATION

BBA / BBA (Hons.)/ BBA (Hons. With Research)

4 Years Programme

The Programme Structure of BBA

Year	Semester	Credit
First Year	Semester I	24
	Semester II	24
Second year	Semester III	22
	Semester IV	23
Third Year	Semester V	21
	Semester VI	23
Fourth year	Semester VII	21
	Semester VIII	20
Total Credit		178

Detailed Syllabus of BBA

Semester I						
Type of Course	Code	Title of the Course	Contact Hours Per Week			
			L	T	P	C
CC	MGT101	Principles of Management	3	1	0	4
CC	MGT102	Principles of Economics	3	1	0	4
CC	MGT121	Financial Accounting	3	1	0	4
AEC	AEC105	Business Communication-I	1	1	0	2
AEC	AEC121	General English	1	1	0	2
VAC	VAC105	Community Engagement and Social Responsibility	2	0	0	2
MDE	MGT111	Indian Knowledge System	2	0	0	2
AEC	AEC107/AEC108/AEC109	Foreign Language-I	2	0	0	2
SEC	GEN101	AI for Everyone	2	0	0	2
Semester Credit						24

MGT101	Principles of Management	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Familiarity with terms like organization, profit, goods, services, etc.				
Academic Year	2026-2027				

Course Objectives:

1. To enable the students to know evolution of Management,
2. To study the principles and functions of management.
3. To learn the application of the principles in an organization.
4. To help the students to develop cognizance of the importance of management principles.
5. To be aware of the student's contemporary issues and modern approaches to management.

Course Outcomes:

- CO1: To make use of the process, functions, principles of management in business scenarios.
- CO2. To utilize effective communication for operating the organization.
- CO3. Apply the leadership ability to manage the workforce in an organization.
- CO4. Categorize various management issues to structure the organization for effective controlling of organization
- CO5. Examine the factors that foster organizational change

Course Content:

Module 1 : Introduction to Management [8 L]

Nature, meaning and significance of management, Management as a Science or an Art, Difference between management & administration; management as a process, management as a functions, managerial skills, and managerial roles in organisation; quality of a good manager;

Module 2 : Approaches to Management [8 L]

Classical, Neo-classical and Modern Contributors to Management Thought ; Taylor and Scientific Theory, Fayol's and Organization Theory, Elton Mayo & Behavioural school & human relations school ; Peter Drucker and Management Thought.; Various Approaches to Management i.e. system approach , contingency approach etc., Indian Management Thought.

Module 3: Planning and Decision Making [8 L]

Planning: Nature, importance, forms, types, making planning effective, Significance & Limitations of Planning; Planning Premises – Meaning & Types, Strategic Planning –

Meaning & level, BCG model etc, MBO – Meaning, Process , importance ; Decision Making – Meaning, Types, Process, schools of decision making.

Module 4 : Organization Design and Structure [10 L]

Organization – Meaning, Process, Principles, Or Organization Structure – Determinants and Forms: Line, Functional, Line & Staff, Project, Matrix and Committees; Formal and Informal Organization; Departmentation – Meaning and Bases; Span of Control – Meaning and Factors Influencing; Authority, Responsibility and Accountability; Delegation – Meaning, Process; Principles; Centralization and Decentralization – Meaning; Degree of Decentralization; Difference between Delegation and Decentralization. Organization structure common in the tourism industry.

Module 5: Directing – Motivation & Leadership [8 L]

Motivation – Meaning , Definition, Significance & Limitations; contemporary theories of motivation; Financial and non-financial incentives of Motivation; Leadership - Definition, Significance of Leadership, Leadership styles ; Process and Barriers of Communication.

Module 6 : Controlling & Change [8 L]

Control – meaning & importance of control, steps of controlling process, designing control systems, financial control ; Organizational change – meaning, drivers of change, process of change, resistance to change, overcoming resistance to change; managing quality, innovation, concern for environment & sustainability of the organization & industry

Recommended Readings

1. Management: Stoner James. A, Freeman Edward, Gilbert Daniel , Pearson
2. Wehrich and Koontz, et al: Essentials of Management; Tata McGraw Hill
3. V.S.P Rao & Hari Krishna: Management-Text & Cases, Excel Books
4. Ramaswami T: Principles of Mgmt., Himalaya Publishing
5. Robbins, S. P: Management, Prentice Hall.
6. Prasad L M: Principles and Practice of Management, Sultan Chand & Sons-New Delhi

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT101	Principles of Management	CO1	3	2	2	0	1	2	2	3	3	2
		CO2	2	2	3	0	1	2	0	2	2	2
		CO3	2	2	3	2	0	1	0	0	3	3
		CO4	3	2	3	-	0	0	0	2	1	2
		CO5	2	2	3	2	2	3	2	2	2	3
		AVG. CO	2.4	2	2.8	1.2	1	1.6	1	1.8	2.2	2.4

MGT102	Principles of Economics	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of commerce and arithmetic skills				
Academic Year	2026-2027				

Course Objectives:

1. Provide foundational knowledge of micro and macroeconomic principles relevant to business decision-making.
2. Equip students with analytical tools to understand market dynamics, pricing, and consumer behavior.
3. Enable students to examine production, cost, and revenue structures of firms.
4. Explore macroeconomic concepts like inflation, GDP, and fiscal policy and their impact on business.
5. Introduce students to the components and dynamics of the Indian and global business environment.
6. Develop critical thinking in students to analyze current economic issues and apply economic reasoning in managerial decisions.

Course Outcomes:

- CO1: Understand and apply basic concepts of microeconomics such as demand, supply, elasticity, and utility.
- CO2: Analyze various market structures and determine price-output decisions.
- CO3: Examine production functions, cost behavior, and revenue models in short and long runs.
- CO4: Comprehend macroeconomic indicators and assess their influence on business performance.
- CO5: Interpret the interrelationship between economic policies and business environment in India.
- CO6: Critically evaluate real-world economic and business issues using economic reasoning.

Course Content:**Unit I: Introduction to Economics and Demand-Supply Analysis (10 L)**

- Nature, scope, and types of economics – micro vs. macro
- Basic economic problems and the role of price mechanism
- Demand: Law of demand, determinants, exceptions
- Supply: Law of supply and determinants
- Market equilibrium and impact of shifts in demand/supply
- Elasticity of demand and supply: Price, income, cross elasticity
- Case studies on price changes and demand forecasting (Indian context)

Unit II: Consumer and Producer Behavior (10 L)

- Utility analysis: Cardinal and ordinal approaches
- Law of diminishing marginal utility and equi-marginal utility
- Indifference curve analysis and consumer equilibrium
- Production theory: Law of variable proportions, isoquants
- Returns to scale, economies and diseconomies of scale

- Cost concepts: Fixed, variable, marginal, average costs
- Revenue analysis: TR, AR, MR and relationship with elasticity

Unit III: Market Structures and Pricing (10 L)

- Features and pricing under:
 - Perfect competition
 - Monopoly
 - Monopolistic competition
 - Oligopoly: Kinked demand, cartels, and price leadership
- Price discrimination and dumping
- Government regulations and competition law in India
- Real-life examples: Telecom, FMCG, and e-commerce pricing strategies

Unit IV: Introduction to Macroeconomics and National Income (10 L)

- Circular flow of income in two-, three-, and four-sector models
- National income: Concepts, methods of measurement, GDP, GNP, NNP, NI, PI, DPI
- Inflation: Causes, effects, and control measures
- Unemployment: Types and causes
- Business cycles: Phases and impact on business strategies
- Indian macroeconomic scenario: GDP trends, inflation control, fiscal policy

Unit V: Business Environment and Economic Policy in India (10 L)

- Meaning and significance of business environment
- Components: Economic, political, legal, social, technological, global
- Liberalization, Privatization, and Globalization (LPG reforms)
- Industrial policy and its implications for business
- Monetary and fiscal policy overview
- Economic planning in India: From Five-Year Plans to NITI Aayog
- Case studies: Impact of government policies on Indian industries

Recommended Readings:

1. Mankiw, N. Gregory – *Principles of Economics*, Cengage Learning
2. Samuelson, Paul A. & Nordhaus, William D. – *Economics*, McGraw Hill
3. Dhingra, I.C. – *Essentials of Economics*, Sultan Chand & Sons
4. Sundaram & Vaish – *Principles of Economics*, Ratan Prakashan
5. Francis Cherunilam – *Business Environment*, Himalaya Publishing
6. RBI and GOI Reports for real data analysis and current policies

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT 102	Principles of Economics	CO1	3	2	0	0	1	2	0	3	2	1
		CO2	3	3	0	0	1	2	0	3	3	2
		CO3	3	3	0	0	1	2	0	3	3	2
		CO4	3	2	1	0	2	2	1	2	2	2
		CO5	2	2	1	2	3	2	1	2	3	3
		CO6	3	3	2	2	2	3	2	3	3	3
		AVG. CO	2.83	2.5	0.67	1.17	1.67	2.17	0.67	2.67	2.67	2.17

MGT121	Financial Accounting	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of business mathematics and fundamental accounting concepts.				
Academic Year	2026-2027				

Course Objectives:

1. Introduce students to the fundamental concepts and principles of financial accounting.
2. Develop students' ability to record financial transactions through journals, ledgers, and trial balances.
3. Enable students to prepare final accounts of sole proprietors and understand the complete accounting cycle.
4. Familiarize students with depreciation accounting and accounting for non-trading organizations.
5. Explain accounting standards and the regulatory framework for financial reporting in India.
6. Enhance analytical skills through interpretation of financial statements for decision-making.

Course Outcomes:

- CO1: Understand the concepts, principles, and conventions underlying financial accounting.
- CO2: Record business transactions systematically using appropriate accounting techniques.
- CO3: Prepare and analyze final accounts including trading, profit & loss accounts, and balance sheets.
- CO4: Apply depreciation methods and prepare accounts for non-trading entities.
- CO5: Interpret and apply basic accounting standards and comprehend the Indian financial reporting framework.
- CO6: Analyze financial statements for business decisions using relevant tools and techniques.

Course Content:

Unit I: Introduction to Financial Accounting

(10 L)

- Meaning, objectives, and scope of accounting
- Types and branches of accounting
- Accounting concepts, principles, and conventions (GAAP)
- Accounting cycle and classification of accounts
- Rules of debit and credit, types of vouchers
- Journal entries and ledger posting
- Preparation of Trial Balance and rectification of errors

Unit II: Final Accounts of Sole Proprietorship

(10 L)

- Trading account, Profit and Loss account, and Balance Sheet
- Adjustments in final accounts: Outstanding, prepaid, accrued incomes, depreciation, etc.
- Closing entries and preparation of financial statements from trial balance
- Illustrations and numerical problems on complete final accounts

Unit III: Depreciation and Bank Reconciliation Statement (BRS) (10 L)

- Meaning, causes, and objectives of depreciation
- Methods: Straight Line Method (SLM), Written Down Value (WDV)
- Change in method of depreciation
- Concept and need for Bank Reconciliation Statement
- Preparation of BRS with and without adjusted cash book
- Common errors in cash book and passbook reconciliation

Unit IV: Accounting for Non-Trading Organizations (10 L)

- Features and differences from trading concerns
- Receipts and Payments Account
- Income and Expenditure Account
- Balance Sheet preparation
- Numerical illustrations for Clubs, Hospitals, and Charitable Organizations

Unit V: Accounting Standards and Financial Statement Analysis (10 L)

- Introduction to Indian Accounting Standards (Ind AS) and IFRS
- Overview of key AS/Ind AS (AS-1, AS-2, AS-9, AS-10)
- Users of financial statements
- Meaning, types, and objectives of financial statement analysis
- Tools: Comparative statements, Common-size statements, Trend analysis
- Basic ratio analysis: Liquidity, profitability, and solvency ratios
- Case studies: Interpreting company annual reports

Recommended Readings:

1. T.S. Grewal – *Introduction to Accountancy*, S. Chand
2. S.N. Maheshwari & S.K. Maheshwari – *Financial Accounting*, Vikas Publishing
3. R.L. Gupta & M. Radhaswamy – *Financial Accounting*, Sultan Chand
4. J.R. Monga – *Financial Accounting: Concepts and Applications*, Mayur Paperbacks
5. ICAI Publications – Relevant Accounting Standards (AS)
6. Annual Reports of Indian Companies for practice and reference

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT105	Financial Accounting	CO1	3	2	0	2	0	2	0	3	2	1
		CO2	3	3	0	2	0	2	0	3	3	2
		CO3	3	3	0	2	0	2	0	3	3	2
		CO4	3	2	0	2	0	2	0	3	2	2
		CO5	3	2	0	3	1	3	0	3	2	3
		CO6	3	3	1	2	1	3	1	3	3	3
		AVG. CO	3	2.5	0.17	2.17	0.33	2.33	0.17	3	2.5	2.17

AEC105	Business Communication-I	L	T	P	C
Contact Hours	50	1	1	0	2
Pre-requisites/Exposure	Proficiency in basic English language skills, including grammar, vocabulary and sentence structure.				
Academic Year	2026-2027				

Course Objectives:

1. To understand the concept, process, and importance of Business Communication.
2. To help students in understanding the basic principles and techniques of business communication.
3. To train students to acquire and master written communication for the corporate world.
4. To sensitize students to understand Business Communication in Global and Cross-Cultural context.

Course Outcomes:

- **CO1:** Understand the principles, types, and significance of business communication in organizational contexts.
- **CO2:** Apply effective oral and written communication techniques in professional formats such as emails, reports, memos, and presentations.
- **CO3:** Demonstrate communication skills in interpersonal situations including public speaking, interviews, and group discussions.
- **CO4:** Utilize non-verbal and digital communication tools appropriately in business scenarios.
- **CO5:** Identify common communication barriers and formulate strategies to overcome them in diverse and cross-cultural work environments.
- **CO6:** Exhibit ethical and professional standards in business communication practices.

Course Content:

Unit 1: Introduction to Communication in Organizations (10 L)

Introduction to Business Environment and Communication, Models of communication, Basics of Communication (types, channels and barriers), 7Cs of communication, Formal and informal communication, Listening Skills, communication on social media platforms.

Unit 2: Written Communication (15 L)

Planning and executing different types of messages, emails, formal letters (Planning & Layout of Business Letter) and informal messages on e-platforms, negative messages:

indirect & direct negative messages; Persuasive messages, request letters to various stakeholders, Sales Letters, Complaint & Follow up Letters, Promotion Letters, Job application Letters, cover letters, resume, Resignation Letters.

Unit 3 - Interpersonal Communication (10 L)

Team communication, managing communication during online meeting, communication with virtual team, communication in gig economy; Presentation skills (Verbal and non-verbal); Powerpoint presentation skills; Infographics, introduction to contemporary alternatives (such as- Prezi, Visme, Microsoft Sway, Zoho)

Unit 4 - Digital Communication (15 L)

Social media and individual, social media & organizations, Media Literacy; Strong Digital communication skills – email, instant messaging, video conferencing, e-meetings, Digital collaboration, digital citizenship –digital etiquettes & responsibilities; introduction to personal and organizational websites.

Recommended Readings:

1. AICTE's Prescribed – Communication Skills in English, Khanna Book Publishing.
2. Lesikar, R.V. & M.E. Flatley, "Business Communication: Connecting in a Digital World", McGraw-Hill Education.
3. Murphy, H. A., Hildebrandt, H. & Thomas, J.P., Effective Business Communication. McGraw Hill.
4. Mukerjee H. S., Business Communication: Connecting at Work. Oxford Publication
5. Boove, C.L., Thill, J. V. & Raina, R. L, Business Communication Today, Pearson.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
AEC 105	Business Communication-I	CO1	3	2	1	2	0	2	0	2	2	2
		CO2	3	3	2	2	0	2	0	2	3	2
		CO3	2	2	3	2	0	2	1	2	3	2
		CO4	2	2	2	2	1	2	1	2	2	2
		CO5	2	3	2	2	2	3	2	2	2	3
		CO6	2	2	2	3	2	3	2	2	2	3
		AVG. CO	2.33	2.33	2	2.17	1	2.33	1.17	2	2.33	2.33

AEC121	General English	L	T	P	C
Contact Hours	50	1	1	0	2
Pre-requisites/Exposure	Basic knowledge of English grammar, vocabulary and reading comprehension skills.				
Academic Year	2026-2027				

Course Objective:

1. To provide a learning environment to practice listening, speaking, reading and writing skills.
2. To assist the students to carry on the tasks and activities through guided instructions and materials.
3. To effectively integrate English language learning with employability skills and training.
4. To provide hands-on experience through case-studies, mini-projects, group and individual presentations.

Course Outcomes:

- **CO1:** Understand the fundamental concepts of English language skills including grammar, vocabulary, and sentence construction in listening, speaking, reading, and writing.
- **CO2:** Apply appropriate communication strategies in academic and workplace settings such as group discussions, presentations, and interpersonal communication.
- **CO3:** Analyze written and spoken English texts to identify key ideas, tone, and context, and respond with relevance and clarity.
- **CO4:** Evaluate and refine their own writing and speaking for coherence, correctness, and effectiveness using guided feedback.
- **CO5:** Create professional communication documents such as resumes, emails, and reports that reflect practical language use and employability skills.
- **CO6:** Design and deliver case studies, projects, and collaborative presentations using English fluently and confidently.

Course Content:**Unit- I: Vocabulary Building****(10 L)**

The concept of Word Formation, Root words from foreign languages and their use in English, Acquaintance with prefixes and suffixes from foreign languages in English to form derivatives, Synonyms, antonyms, and standard abbreviations.

Unit-II: Basic Writing Skills**(10 L)**

Sentence Structures, Use of phrases and clauses in sentences, Importance of proper punctuation, Creating coherence, Organizing principles of paragraphs in documents, Techniques for writing precisely

Unit- III: Identifying Common Errors in Writing**(6 L)**

Subject-verb agreement, Noun-pronoun agreement, Misplaced modifiers, Articles, Prepositions, Redundancies

Unit- IV: Nature and Style of sensible Writing**(6 L)**

Describing, Defining, Classifying, providing examples or evidence, writing introduction and conclusion, Module V: Writing Practices, Comprehension, Précis Writing, Essay Writing

Unit-V: Oral Communication (This Module involves interactive practice sessions in Language Lab)**(10 L)**

Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm, Common Everyday Situations: Conversations and Dialogues, Communication at Workplace, Interviews, Formal Presentations

Unit- VI: Oral Communication (This Module involves interactive practice sessions in Language Lab)**(8 L)**

Listening Comprehension, Pronunciation, Intonation, Stress and Rhythm, Common Everyday Situations: Conversations and Dialogues, Communication at Workplace, Interviews, Formal Presentations

Recommended Readings:

1. AICTE's Prescribed Textbook: Communication Skills in English (with Lab Manual), Anjana Tiwari, Khanna Book Publishing Co.,
2. Effective Communication Skills. Kul Bhushan Kumar, Khanna Book Publishing,
3. Practical English Usage. Michael Swan. OUP.
4. Remedial English Grammar. F.T. Wood. Macmillan.
5. On Writing Well. William Zinsser. Harper Resource Book.
6. Study Writing. Liz Hamp-Lyons and Ben Heasley. Cambridge University Press.
7. Communication Skills. Sanjay Kumar and PushpLata. Oxford University Press.
8. Exercises in Spoken English. Parts. I-III. CIEFL, Hyderabad. Oxford University Press.

Code	Cours e	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
AEC 102	Gener al Englis h	CO1	3	2	0	1	0	3	0	3	2	2
		CO2	3	3	2	2	0	3	1	3	3	2
		CO3	2	3	2	2	0	3	0	2	2	2
		CO4	2	2	2	3	1	3	1	2	2	3
		CO5	3	2	1	3	2	3	2	3	3	3
		CO6	3	3	2	2	2	3	3	3	3	3
		AVG. CO	2.67	2.5	1.5	2.17	1.17	3	1.17	2.67	2.5	2.5

VAC105	Community Engagement & Social Responsibility	L	T	P	C
Contact Hours	50	1	1	0	2
Pre-requisites/Exposure					
Academic Year	2026-2027				

Course Objectives:

- To develop an appreciation of rural culture, life-style and wisdom amongst students
- To learn about the status of various agricultural and rural development programmes
- To understand causes for rural distress and poverty and explore solutions for the same
- To apply classroom knowledge of courses to field realities and thereby improve quality of learning

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

- CO1 Gain an understanding of rural life, culture and social realities
- CO2 Develop a sense of empathy and bonds of mutuality with local community
- CO3 Appreciate significant contributions of local communities to Indian society and economy
- CO4 Learn to value the local knowledge and wisdom of the community
- CO5 Identify opportunities for contributing to community's socio-economic improvements

Unit I: Appreciation of Rural Society:

Rural and peri-urban life style, rural society, caste and gender relations, rural values with respect to community, rural culture, nature and resources, elaboration of “soul of India lies in villages’ (Gandhi), rural infrastructure.

Unit II: Understanding rural and local economy and livelihood:

Agriculture, farming, land ownership, water management, animal husbandry, non-farm livelihoods and artisans, rural entrepreneurs, rural markets, migrant labourer, impact of COVID-19 on Migrant Labourers.

Unit III: Rural and Local Institutions:

Traditional rural and community organizations, local administration and community involvement, Self-help Groups, Panchayat raj, institutions (Gram Sabha, Gram Panchayat, Standing Committees), Nagarpalikas and municipalities, local civil society.

Unit IV: Rural and National Development Programme:

History of rural development in India, Current national programs in India: Sarva Shiksha, Abhiyan, Beti Bachao, Beti Padhao, Ayushman Bharat, Swachh Bharat, PM Awas Yojana, Skill India, Gram Panchayat Decentralised Planning, NRLM, MNREGA, SHRM, Jal Jeevan Mission, SFURTI, Atma Nirbhar Bharat, etc.

Various schemes of West Bengal Government: Kanyashree, Rupashree, Yuvasree, Sikshashree, Jai Bangla, Lokprasar, Nijo Griha Nijo Bhumi, Swasthya Sathi, Gatidhara, Gitanjali, Khadya Sathi, Sabooj Sathi, Sabujshree, Sufal Bangla, Shishu Sathi, Sabala etc.

Recommended field-based practical activities:

- Interaction with SHG women members, and study of their functions and challenges; planning for their skill building and livelihood activities.
- Visit MGNREGS project sites, interact with beneficiaries and interview functionaries at the work site.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
AEC 102	General English	CO1	3	2	0	1	0	3	0	3	2	2
		CO2	3	3	2	2	0	3	1	3	3	2
		CO3	2	3	2	2	0	3	0	2	2	2
		CO4	2	2	2	3	1	3	1	2	2	3
		CO5	3	2	1	3	2	3	2	3	3	3
		CO6	3	3	2	2	2	3	3	3	3	3
		AVG. CO	2.67	2.5	1.5	2.17	1.17	3	1.17	2.67	2.5	2.5

	Indian Knowledge System (IKS)	L	T	P	C
Contact Hours	50	2	0	0	2
Pre-requisites/Exposure	Interest in Indian culture, history and philosophical traditions with basic reading comprehension skills.				
Academic Year	2026-2027				

Course Objectives:

1. Introduce students to the foundational principles and holistic worldview of the Indian Knowledge System (IKS).
2. Create awareness of the philosophical, scientific, educational, and socio-economic dimensions of traditional Indian thought.
3. Illustrate the relevance of ancient Indian concepts in modern business, governance, and sustainable development.
4. Enable appreciation of indigenous contributions in fields such as mathematics, management, economics, ethics, and ecology.
5. Foster cultural rootedness and interdisciplinary thinking aligned with Indian traditions and global practices.
6. Cultivate a value-based leadership approach through understanding Indian scriptures, ethics, and sustainable living.

Course Outcomes:

- CO1: Understand the foundational philosophies and scientific temper embedded in Indian knowledge systems.
- CO2: Appreciate the contributions of Indian traditions to science, mathematics, medicine, arts, and education.
- CO3: Apply principles of Indian economic and management thought to contemporary business contexts.
- CO4: Analyze ethical and ecological perspectives from Indian scriptures and their modern relevance.
- CO5: Demonstrate an understanding of Indian cultural identity, linguistic diversity, and holistic education systems.
- CO6: Reflect critically on IKS in solving modern challenges in business, leadership, and sustainability.

Course Content:**Unit I: Introduction to Indian Knowledge System (7 L)**

- Definition, scope, and importance of Indian Knowledge System (IKS)
- Characteristics of Indian knowledge traditions: Unity in diversity, holism, sustainability
- Sources of IKS: Vedas, Upanishads, Puranas, Arthashastra, and Smritis
- Traditional classification of knowledge: Shad-Darshanas (six systems of Indian philosophy)
- Modern relevance of IKS in nation-building and education

Unit II: Indian Sciences, Education and Knowledge Economy (8 L)

- Ancient Indian contributions to mathematics (Zero, decimal system, algebra), astronomy, metallurgy
- Ayurveda, Siddha, and holistic health practices

- Gurukul and Nalanda systems: Pedagogical approaches in traditional Indian education
- Indigenous innovations and knowledge in agriculture, water management, architecture
- Indian perspective on knowledge economy and learning as a lifelong pursuit

Unit III: Indian Economic Thought and Management Practices (8 L)

- Kautilya's Arthashastra: Principles of statecraft, administration, taxation, and trade
- Indian management models: Leadership, motivation, governance from Mahabharata and Ramayana
- Dharma, Artha, Kama, Moksha – The four Purusharthas and their application in value-based business
- Ethics and corporate responsibility in Indian tradition
- Case studies: Ancient Indian trade networks, guilds, and entrepreneurship practices

Unit IV: Culture, Ecology, and Sustainability in Indian Tradition (7 L)

- Concept of 'Vasudhaiva Kutumbakam' and global ethics
- Environmental consciousness in Indian texts: Prithvi Sukta, Bhoomi concept
- Traditional Indian festivals and rituals linked to seasons and agriculture
- Role of arts, music, dance, and yoga in holistic well-being
- Sustainable living: Lessons from Indian ecological practices and rural wisdom

Recommended Readings:

1. Michel Danino – *Indian Knowledge Systems*, Indian Institute of Technology Gandhinagar
2. Sanskrit Commission Report, Govt. of India
3. Radhakrishnan, S. – *Indian Philosophy*
4. Kangle, R. P. – *The Kautilya Arthashastra*
5. Selected papers from the Indian Council of Philosophical Research (ICPR)
6. NEP 2020 guidelines on Indian Knowledge Systems
7. NPTEL / SWAYAM videos on IKS and Ancient Indian Science

Code	Cours e	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
IKS1 01	Indian Know ledge Syste m (IKS)	CO1	3	2	1	2	1	3		3	2	2
		CO2	3	2	1	2	1	3	2	3	2	2
		CO3	3	3	2	2	2	3	2	3	3	2
		CO4	2	2	2	3	3	3	1	2	2	3
		CO5	2	2	2	3	2	3	1	2	2	3
		CO6	3	3	3	3	3	3	3	3	3	3
		AVG. CO	2.67	2.33	1.83	2.5	2	3	1.5	2.67	2.33	2.5

	CLL Foreign Language French Semester 1	L	T	P	C
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Version 1.0	Contact Hours - 30	2	0	0	2
Pre-requisites/Exposure					
Co-requisites	-				
Academic Year	2025-2026				

Programme Educational Objectives (PEO)

The French Programme aims to equip students with fundamental linguistic, cultural and communicative competencies for practical applications. The educational objectives are:

PEO1 – Equip students with essential French language skills for basic communication in everyday contexts

PEO2 – Strengthen linguistic competence through a structured progression of vocabulary, grammar and writing skills

PEO3 – Foster an appreciation of Francophone cultures, enhancing intercultural sensitivity and global perspectives

Course Description

This beginner-level course is designed to introduce students to the fundamentals of the French language while fostering an appreciation for Francophone culture. Through a communicative and immersive approach, students will develop essential skills in listening, speaking, reading and writing, along with a foundational understanding of French grammar and cultural nuances.

Course Content

Module 1: French Communication [8 hours]

- French alphabets, pronunciation and accents
- Basic expressions of greetings, expressions of politeness
- Numbers (cardinal, ordinal), Counting
- Communication in the class
 - Asking and giving information about someone
 - Saying the date and asking and telling the time
 - Colours
 - Days of the week and months of the year

Module 2: Grammar [10 hours]

- Definite and Indefinite Articles, Subject Pronouns
- Countries and nationalities
- Common adjectives to describe someone
- Irregular Verbs: être, avoir, aller, s'appeler
- Regular Verbs: ER, IR, RE group, Expressions with être and avoir
- Negative sentences

Module 3: French Culture and Civilisation

[6 hours]

- French gastronomy: French cheese and wines
- Famous French perfumes
- French cities and tourist places
- Francophone countries
- Renowned French personalities
- Significance of the French flag and currency

Module 4: Writing

[6

hours]

- Self-introduction
- Introducing someone else
- Basic conversation between two persons expressing their likes and dislikes

Course Outcomes (CO):

On completion of this first-semester course, the students will be able to

CO1 - Recall and recognize basic French alphabets, pronunciation rules, numbers, days, months and commonly used greetings and polite expressions

CO2 - Understand and explain the use of French grammatical elements such as articles, subject pronouns, common adjectives and regular/irregular verbs in simple sentences

CO3 - Evaluate and compare aspects of French culture and civilization, such as cuisine, cities, famous personalities and the role of Francophone countries, to appreciate cultural diversity

CO4 - Create short written dialogues or compositions in French involving self-introduction,

presenting others and exchanging preferences

Correlation Matrix between CO and PO and CO and PSO:

	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	2			1	3			1
CO2	3	3		3	3	3		3
CO3			3				3	
CO4	2	2	1	3	2	2	1	3

Degree of Correlation: 1 – low, 2 – medium, 3 – high

	CLL Foreign Language German Semester 1				L	T	P	C
Version 1.0	Contact Hours - 30				2	0	0	2
Pre-requisites/Exposure								
Co-requisites	-							
Academic Year	2025-2026							

Programme Educational Objectives (PEO)

The German Programme aims to equip students with fundamental linguistic, cultural and communicative competencies for practical applications. The educational objectives are:

PEO1 – Develop foundational skills in speaking, reading, writing, and listening, enabling effective

communication in German

PEO2 – Gain insight into German cultural practices, traditions and social etiquette

PEO3 – Acquire the ability to use German in real-life contexts, such as introducing oneself, in

restaurant interactions, in supermarkets, in commuting and in formal writing

PEO4 – Develop competence in German grammar, understanding articles, pronouns, conjunctions,

verb conjugations and sentence structures

Course Description

This beginner-friendly first-semester course is designed to introduce students to the fundamentals of German while immersing them in the rich cultural and linguistic landscape of German-speaking countries. This course will lay a strong foundation for communication, comprehension and cultural knowledge. Through interactive lessons, pronunciation drills, vocabulary-building exercises and cultural insights,

students will gain the confidence to speak, listen and understand the basics of German in everyday scenarios.

Course Content

Module 1: Introduction [2 hours]

- Overview of the Indo-European Family of Languages
- Concept of Germanic, Romance and Slavic Languages
- European Countries where German is spoken:
Germany, Austria, Switzerland, Luxembourg, Lichtenstein et. al.
- Variation of German accents across Germany, Austria and Switzerland
Hochdeutsch, Österreichisches Deutsch and Schweizerdeutsch

Module 2: The German Alphabet [2 hours]

- Letter by Letter – Building Blocks of a New Language
- A Fun Intro to German Letters
- The four special German characters – ä, ö, ü, ß and their significance

Module 3: Pronunciation Rules (From Bahnhof to Brötchen – Speaking Like a Local) [8 hours]

- Rules for Vowels: a, o, e
 - Rules for Special characters: ä, ö, ü
 - Rules for Diphthongs: ie, ei, ai, au, aü, eu
 - Rules for Consonants: b/d/g, h, j, r, s, v, y, z
 - Rules for Consonant Clusters: ch, sch, tsch, chs, sp/st, pf, ck, tz, ng
 - Rule for ig
- Activities: Pronouncing unknown German words from a Word Montage
Reading elementary, unknown German texts with correct pronunciation

Module 4: German Numbers [3 hours]

- High-Five to German!

- The eins, zwei, drei of German numbers: counting from 1 to 100
- Activity: Listening Exercises on Numbers

Module 5: Reading the Clock like a Native German – Tick-Tock auf Deutsch
[3 hours]

- Formal Time
- Informal Time
- Exercise: Telling the time by looking at pictures of clocks

Module 6: Grammar - Mission: Grammatik Possible
[2 hours]

- Definite and Indefinite Articles in the Nominativ
- Personal Pronouns in the Nominativ

Module 7: Speaking German – Basic German Greetings and Expressions:
[3 hours]

- Hallo or Guten Tag?
 Navigating the Art of First Impressions - Mastering German Greetings
- From Tschüss to Bis Bald! – Saying Goodbye
 Farewell in German
- Wie Geht's? – How are you?
 Conversational Starters
- Danke, Bitte, Entschuldigung – The Magic Words You'll Use Every Day
 Essential German Politeness
- Ja, Nein, Vielleicht – Yes, No, Perhaps
 Common Responses & Reactions
- Jawohl! Ach So! – Expressions That Make You Sound Like a Local
 Authentic German Exclamations

Module 8: German Culture
[3 hours]

- Why Germans Love Punctuality – And How to Never Be 'Zu Spät!' Again!
 (Understanding Social Etiquette)
- Dining Etiquette: How to say "Guten Appetit!" and "Prost!" correctly
- The 'Feierabend' Philosophy – How Germans Unwind After Work
 Work-Life Balance & Leisure Culture
- "Kuchen und Kaffee" – What Germans eat and drink
 Traditional German Food and Everyday Eating Habits
- Karneval, Oktoberfest, Ostern, Christmas Markets & Silvester
 German Festivals and Seasonal Events

Module 9: Elementary Vocabulary

[4 hours]

- Schwarz, Weiss & everything in between – A Colourful Dive into German!
- Making colours fun
- From Oma to Onkel – Who's Who in the Family Tree?
- Navigating Family Vocabulary
- From Küche to Keller – A Tour of Your House in German
- Essential Home Vocabulary
- Hop On, Hop Off – Mastering German Transport Without Missing Your Bus
- Understanding Transport Terms
- Audio Comprehensions

Course Outcomes (CO):

On completion of this first-semester course, the students will be able to

CO1 - Understand the historical and linguistic background of German within the Indo-European language family

CO2 - Master basic pronunciation rules and apply them to pronounce German words

CO3 - Learn to count and tell time in German

CO4 - Develop a foundation in elementary German grammar, in articles and personal pronouns

CO5 – Learn basic German greetings and expressions and practice speaking

CO6 - Gain insights into German cultural norms, traditions and etiquette, helping them blend into native conversations

CO7 - Build essential vocabulary for greetings, family, colours, transport and daily interactions

Correlation Matrix between CO and PO and CO and PSO:

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8
CO1	3								3							
CO2		3	2	2	2	2	2	2	2	2	2	2	2	2	2	2
CO3			3								3					
CO4				3	3		3					3	3			3
CO5					3	2	1						3	2	1	
CO6						3		3						3		3
CO7			1		2	2	3	3			1		2	2	3	3

Degree of Correlation: 1 – low, 2 – medium, 3 – high

	CLL Foreign Language Spanish Semester 1	L	T	P	C
Version 1.0	Contact Hours - 30	2	0	0	2
Pre-requisites/Exposure					
Co-requisites	-				
Academic Year	2025-2026				

Programme Educational Objectives (PEO)

The Spanish Programme aims to equip students with fundamental linguistic, cultural and communicative competencies for practical applications. The educational objectives are:

PEO1 – Equip students with the ability to communicate effectively in basic spoken and written

Spanish in familiar contexts

PEO2 – Provide a strong foundation in Spanish grammar, vocabulary and pronunciation

PEO3 – Develop cross-cultural awareness and appreciation of Hispanic cultures and global diversity

PEO4 – Enable students to engage in real-life situations using Spanish through listening, speaking, reading and writing practice

Course Description

This first-semester course offers a lively introduction to the Spanish language. Beginning with the Spanish alphabet and fundamental pronunciation, students will explore practical expressions used in greetings, introductions and everyday conversations. With a blend of situational vocabulary and grammar, learners will acquire useful words related to daily life—covering topics such as food, travel, time and the classroom. Simultaneously, students will master basic grammar concepts including verb conjugation, personal pronouns and articles.

Course Content

Module 1: Introduction [2 hours]

- Introduction to Spanish Language and Alphabet

Module 2: Expressions [4 hours]

- Greetings and Farewell
- Introducing yourself: name, nationality, profession

Module 3: Gender and Number

[3 hours]

- Introduction to gender and number
(masculine/feminine, singular/plural)

Module 4: Spanish Number System

[2 hours]

- Counting from 1 to 100

Module 5: Time in Spanish

[3 hours]

- Units of Time: Days, Months, Seasons
- Telling Time and Date

Module 6: Basic Vocabulary

[6 hours]

- Colours and Shapes
- Food and Drinks
- Travel and Directions
- Classroom and University

Module 7: Elementary Grammar

[10 hours]

- Regular verb conjugations in the present tense (ar, er, ir)
- Verb "ser" and nationalities
Verb "estar" and location
- Personal Pronouns
- Articles (Definite / Indefinite)

Course Outcomes (CO):

On completion of this first-semester course, the students will be able to

CO1 - Master the Spanish alphabet and build a foundation in pronunciation

CO2 - Use basic expressions to greet others and introduce themselves

CO3 - Understand gender and number agreement in nouns and adjectives

CO4 - Count in Spanish, tell time and express dates, days, months and seasons

CO5 - Identify and use common vocabulary related to food, colours, directions, and classroom settings to support communication in relevant contexts

CO6 - Demonstrate understanding of elementary grammar, including personal pronouns,
articles and present tense conjugation of regular and essential irregular verbs

Correlation Matrix between CO and PO and CO and PSO:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	2		2		1		2	2		
CO2	2	3	2		1				2		
CO3	1	1	3					1	1	3	
CO4	2			1	1		2	1	1		
CO5	3	2		2	2		1	2	2		
CO6	2	2	3	1	3		2	3	1	3	

Degree of Correlation: 1 – low, 2 – medium, 3 – high

GEN101	AI for Everyone				L	T	P	C
Contact Hours	50				2	0	0	2
Pre-requisites/Exposure								
Academic Year	2026-2027							

Industry Collaboration: Intel (Joint Curriculum)

- CO1: Demonstrate an understanding of foundational concepts of Artificial Intelligence and its relevance across diverse non-STEM domains.
- CO2: Apply no-code AI tools and basic programming to solve simple real-world problems through use cases in fields like commerce, sociology, psychology, and humanities.
- CO3: Analyze ethical, social, and psychological implications of AI, including concerns related to data bias, privacy, and automation.
- CO4: Collaborate in teams to conceptualize and present an AI-based solution or prototype relevant to their field of study using structured problem-solving approaches.

Module-Wise Syllabus

Module 1: Introduction to AI and Project Cycle

2 Hours

- Introduction to Artificial Intelligence
- AI vs Human Intelligence
- AI Project Lifecycle (Intel Framework)

Module 2: AI in Everyday Life and Society

3 Hours

- AI applications in Commerce, Social Media, Education, and Psychology
- Case studies from History, Literature, and Language
- Examples: Chatbots, Recommendation Systems, Voice Assistants

Module 3: No-Code AI Tools and Use Cases

6 Hours

- Hands-on with GUI-based AI tools
- Use cases:
 - Predictive Maintenance
 - Image Classification
 - Viral Post Prediction
 - Employee Attrition Prediction

Module 4: Ethics, Data & Society

3 Hours

- How AI learns from Data
- Bias and Fairness in AI
- Ethical concerns: Privacy, Surveillance, Job Displacement
- Classroom Debate or Discussion

Module 5: Introduction to Python for AI (Guided)

4 Hours

- Python Basics: Syntax, Variables, Loops
- Using Python Libraries: NumPy, Pandas
- Simple Data Visualization using Matplotlib

Module 8: Career Growth & AI Skills

3 Hours

- Design Thinking for AI Projects
- Entrepreneurial Thinking in AI Age
- Future Skills and AI Readiness

Course Outcomes \ Program Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1			2	2	1			1		2
CO2	2	2	3	1	3					2	1	2
CO3		1			1	3	3	3		2		2
CO4		2	2		2	1		1	3	3	2	3

Reference Books:

1. AI for Everyone

Author: Saptarshi Goswami

Publisher: Pearson Education

2. Introduction to Artificial Intelligence

Author: Dr. Dinesh Peter & Dr. Ajay Rana

Publisher: Cengage Learning

3. Artificial Intelligence: Made Simple

Author: H. S. Behera

Publisher: BPB Publications

4. Artificial Intelligence Simplified

Author: Amit Konar

Publisher: New Age International

Semester II						
Type of Course	Code	Title of the Course	Contact Hours Per Week			
			L	T	P	C
CC	MGT103	Behavioural Science	3	1	0	4
CC	MGT104	Business Mathematics & Statistics-I	3	1	0	4
CC	MGT106	Management Accounting	3	1	0	4
AEC	SEC151	Basics of Data Analytics	1	1	0	2
VAC	VAC111	Environmental Science & Sustainability	1	1	0	2
AEC	AEC110/AEC111/AEC112	Foreign Language-II	1	1	0	2
AEC	AEC115	Business Communication-II	1	1	0	2
MDC	COM121	Basics of Insurance	2	1	0	3
	CLL103	Soft Skills and Aptitude I	1	0	0	1
Semester Credit						24

MGT103	Behavioural Science	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of human psychology and organizational behaviour.				
Academic Year	2025-2026				

Course Objectives:

Provide scope to the students to develop behavioral insight, identifying and prioritizing behaviors effectively, in the context of individuals, groups and organizations.

1. Use behavioral frameworks to systematically investigate and analyze behaviors.
2. Develop a behavior change intervention using a behavioral analysis.
3. Think through how a behavior change intervention can be implemented effectively.

Course Outcomes:

- CO1.To understand the fundamental concepts and theories of behavioral science in individual, group, and organizational contexts.
- CO2. To develop an awareness of human behavior and its impact on organizational effectiveness.
- CO3. To enhance skills in communication, decision-making, and interpersonal relations.
- CO4. To develop critical skills for managing teams and fostering a positive organizational culture.
- CO5. To apply behavioral insights to address management challenges into real-world business scenarios.

Course Content:

Unit 1: Introduction to Behavioral Science (10 L)

- Definition, Nature, and Scope of Behavioral Science
- Importance of Behavioral Science in Management
- Relationship with Psychology, Sociology, and Anthropology
- Ethical Perspectives in Behavioral Science

Unit 2: Understanding Individual Behavior (10 L)

- Personality: Theories and Types
- Perception: Process and Factors Influencing Perception
- Motivation: Theories (Maslow, Herzberg, McClelland, Vroom)
- Emotional Intelligence and its Role in Decision-Making

Unit 3: Group Dynamics (10 L)

- Groups and Teams: Types and Development Stages (Tuckman's Model)
- Leadership: Styles and Theories (Trait, Behavioral, Contingency, Transformational)
- Power and Politics in Organizations
- Conflict: Sources, Types, and Resolution Techniques

Unit 4: Organizational Behavior (10 L)

- Organizational Culture and Climate

- Stress and Well-Being in Organizations
- Communication: Process, Types, and Barriers
- Change Management and Resistance to Change

Unit 5: Behavioral Applications in Management

(10 L)

- Negotiation and Persuasion Skills
- Decision-Making Processes
- Diversity and Inclusion in the Workplace
- Behavioral Insights for Innovation and Creativity

Recommended Readings:

1. Aswathappa, K.: Organization Behaviour, Himalaya Publishing House, Mumbai.
2. Prasad, L.M.: Organization Theory and Behaviour, HPH, New Delhi.
3. Luthans, F.: Organizational Behaviour, Ed. VII, PHI, New Delhi.
4. Robins, S.P. and Sanghi, S.: Organizational Behaviour, Ed. XI, Pearson-Education, New Delhi.
5. Newstrom, J. W. and Davis, K: Organizational Behaviour: Human Behaviour at Work, Ed. V. New Delhi: Tata McGraw Hill.
6. Mullins, L. J.: Management and Organizational Behaviour, Pearson- Education, N. Delhi.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT 103	Behavioural Science	CO1	3	2	2	1	1	2	1	3	2	2
		CO2	2	3	3	2	2	2	2	2	3	3
		CO3	2	3	3	2	1	2	2	2	3	2
		CO4	2	2	3	3	2	2	2	2	3	3
		CO5	3	3	3	2	2	3	2	3	3	3
		AVG .CO	2.4	2.6	2.8	2	1.6	2.2	1.8	2.4	2.8	2.6

MGT104	Business Mathematics & Statistics-I	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic knowledge of mathematics (algebra, arithmetic and data representation & interpretation)				
Academic Year	2025-2026				

Course Objectives:

1. Understand the fundamental concepts of arithmetic, algebra, and statistics

- relevant to business decision-making.
2. Apply mathematical and statistical techniques in solving real-life business and economic problems.
 3. Develop logical reasoning and analytical skills required for quantitative problem solving.
 4. Use statistical tools to summarize and interpret business data effectively.
 5. Lay the foundation for more advanced quantitative and analytical courses in business studies.

Course Outcomes:

- CO1 Understand and apply basic concepts of arithmetic and algebra in business contexts.
- CO2 Solve linear equations and apply matrix operations in business and economics.
- CO3 Summarize data using statistical measures such as mean, median, mode, and dispersion.
- CO4 Understand and use basic probability concepts in business-related problems.
- CO5 Apply correlation and regression techniques for business forecasting and analysis.

Course Content:

UNIT I: Basic Arithmetic and Algebra

(10 L)

- Number system – Types of numbers, operations on numbers
- Laws of indices and surds
- Ratio and proportion, percentages, profit and loss, simple and compound interest
- Linear equations and inequalities (single and two variables)
- Algebraic expressions and formulas used in business

UNIT II: Matrices and Determinants

(10 L)

- Introduction to matrices: types, addition, subtraction, and multiplication
- Determinants and their properties
- Inverse of a matrix
- Solution of system of linear equations using matrices (Cramer's Rule and Matrix Inversion)

UNIT III: Introduction to Statistics & Data Presentation

(10 L)

- Meaning and scope of statistics in business
- Collection and classification of data
- Frequency distribution and tabulation
- Diagrammatic and graphical representation: bar diagram, histogram, pie chart, ogive

UNIT IV: Measures of Central Tendency and Dispersion

(10 L)

- Measures of central tendency: Mean (Arithmetic, Weighted, Geometric), Median,

Mode

- Measures of dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation

UNIT V: Correlation, Regression, and Probability

(10 L)

- Correlation: Types, Karl Pearson's Coefficient, Spearman's Rank Correlation
- Regression: Linear regression equations and business application
- Basic Probability: Concepts, types of events, addition and multiplication theorems, simple business examples

Recommended Readings:

1. R.S. Soni – *Business Mathematics and Statistics*, Pitambar Publishing.
2. Dr. S.P. Gupta – *Statistical Methods*, Sultan Chand & Sons.
3. P.N. Arora and S. Arora – *Mathematics for Management*, S. Chand.
4. Naval Bajpai – *Business Statistics*, Pearson Education.
5. N.G. Das – *Statistical Methods*, Tata McGraw Hill.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT 104	Business Mathematics & Statistics-I	CO1	3	2	1	0	0	2	1	3	2	1
		CO2	3	3	1	0	0	2	1	3	2	1
		CO3	2	3	1	1	1	2	2	3	2	2
		CO4	2	3	1	1	1	2	2	2	2	2
		CO5	2	3	2	1	1	2	2	3	2	2
		AVG. CO	2.4	2.8	1.2	0.6	0.6	2	1.6	2.8	2	1.6

MGT106	Management Accounting	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Knowledge of Financial Accounting, Cost Accounting				
Academic Year	2025-2026				

Course Objectives:

- To provide a conceptual understanding of management accounting as a tool for planning, control, and decision-making.

- To develop students' ability to analyze and interpret financial and cost data for managerial purposes.
- To familiarize students with budgeting, standard costing, and performance evaluation techniques.
- To enhance analytical skills required for short-term and long-term managerial decisions.
- To introduce responsibility accounting and strategic performance measurement systems used in modern organizations.

Course Outcomes:

After successful completion of the course, students will be able to:

- **CO1:** Explain the nature, scope, objectives, and significance of management accounting.
- **CO2:** Analyze financial statements using ratio, trend, comparative, and common-size analysis.
- **CO3:** Prepare fund flow and cash flow statements and interpret their managerial implications.
- **CO4:** Prepare and analyze budgets and apply standard costing and variance analysis techniques.
- **CO5:** Apply marginal costing and CVP analysis for managerial decision-making.
- **CO6:** Evaluate organizational performance using responsibility accounting and modern performance measurement tools.

Course Content:

Module 1: Introduction to Management Accounting (6 Lectures)

- Meaning, nature, and scope of management accounting
- Objectives and functions of management accounting
- Distinction between financial accounting, cost accounting, and management accounting
- Role of management accountant in a modern organization
- Tools and techniques of management accounting
- Limitations of management accounting

Module 2: Financial Statement Analysis (10 Lectures)

- Meaning, objectives, and importance of financial statement analysis

- Types of financial statements
- Comparative statements and common-size statements
- Trend analysis
- Ratio analysis: liquidity, solvency, profitability, and activity ratios
- Interpretation of ratios and limitations of financial analysis

Module 3: Fund Flow and Cash Flow Analysis (8 Lectures)

- Concept of funds and working capital
- Statement of changes in working capital
- Preparation of fund flow statement
- Uses and limitations of fund flow analysis
- Meaning and importance of cash flow statement
- Preparation of cash flow statement as per Accounting Standard (AS-3)

Module 4: Budgeting and Budgetary Control (10 Lectures)

- Meaning, objectives, and importance of budgeting
- Advantages and limitations of budgeting
- Types of budgets: fixed and flexible budgets
- Functional budgets: sales, production, purchase, cash, and expenses budgets
- Master budget
- Performance budgeting
- Zero-based budgeting and comparison with traditional budgeting

Module 5: Standard Costing, Marginal Costing and Decision Making (10 Lectures)

- Meaning, objectives, and advantages of standard costing
- Setting of standards: ideal and attainable standards
- Variance analysis: material, labour, and overhead variances (basic level)
- Meaning and significance of marginal costing
- Contribution and P/V ratio
- Break-even analysis and margin of safety
- Managerial decision-making: make or buy, product mix, pricing, and shut-down decisions

Module 6: Responsibility Accounting and Performance Measurement (6 Lectures)

- Concept and objectives of responsibility accounting

- Types of responsibility centres: cost, revenue, profit, and investment centres
- Transfer pricing: meaning and basic methods
- Performance measurement tools: ROI and Residual Income
- Balanced Scorecard: concept and perspectives
- Overview of strategic cost management

Recommended Readings:

1. Management Accounting by M.N. Arora – Himalaya Publishing House
2. Management Accounting by Dr. S.N. Maheshwari – Sultan Chand & Sons
3. Management Accounting: Principles and Applications by R.P. Rastogi – Taxmann
4. Introduction to Management Accounting by Horngren, Sundem & Stratton – Pearson Education
5. Cost and Management Accounting by Jawahar Lal – Himalaya Publishing House

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT106	Management Accounting	CO1	3	2	2	2	1	1	1	3	2	2
		CO2	3	3	3	2	1	1	2	3	3	3
		CO3	3	3	3	2	1	2	2	3	3	3
		CO4	3	3	3	2	1	1	2	3	3	3
		CO5	3	2	3	2	2	2	2	3	3	3
		CO6	3	3	3	3	2	2	2	3	3	3
		AVG. CO	3	2.67	2.83	2.33	1.33	1.50	1.83	3.00	2.83	2.83

SEC151	Basics of Data Analytics	L	T	P	C
Contact Hours	50	1	1	0	2
Pre-requisites/Exposure	Fundamental understanding of computer operations along with logical reasoning and analytical skills.				
Academic Year	2025-2026				

Course Objectives:

1. Develop foundational data analytics skills using MS Excel.
2. Understand and apply basic and advanced Excel functions for data analysis.
3. Learn to visualize and interpret data effectively through charts and dashboards.
4. Gain hands-on experience in working with real-world datasets.

Course Outcomes:

- CO1: Discuss the fundamental concepts of descriptive analytics, probability and sampling.
- CO2: Explain predictive analytics with the help of different regression techniques.
- CO3: Evaluate the use of different Supervised and Unsupervised techniques.
- CO4: Illustrate the importance of time series forecasting and relevant applications.

Course Content:**Unit 1: Introduction to Data Analytics and Excel Basics (4 L)**

- Overview of Data Analytics: Concepts and Applications
- Introduction to MS Excel Interface and Features
- Basic Operations: Data Entry, Formatting, and Conditional Formatting, Basic Arithmetic and Logical Operations
- Managing Worksheets and Workbooks

Unit 2: Data Cleaning and Preparation (6 L)

- Importance of Data Cleaning in Analytics
- Techniques for Data Cleaning: Removing Duplicates, Handling Missing Data, Text-to-Columns, Splitting and Combining Data
- Sorting and Filtering Data
- Using Flash Fill and AutoFill

Unit 3: Functions for Data Analysis (8 L)

- Numeric and Statistical Functions
 - SUM, AVERAGE, MIN, MAX, COUNT, COUNTA, COUNTIF
 - ROUND, TRUNC, ABS
- Text Functions
 - LEFT, RIGHT, MID, LEN, TRIM, CONCATENATE (or CONCAT), TEXT
- Logical and Lookup Functions

- IF, AND, OR, IFERROR
- VLOOKUP, HLOOKUP, INDEX, MATCH
- Date and Time Functions
 - TODAY, NOW, YEAR, MONTH, DAY, WEEKDAY, DATEDIF

Unit 4: Data Visualization (6 L)

- Introduction to Charts and Graphs
- Creating and Customizing: Column, Bar, Line, and Pie Charts, Scatter Plots and Combo Charts
- Conditional Formatting with Visualization
- Introduction to Sparklines

Unit 5: Pivot Tables and Dashboards (6 L)

- Creating and Modifying Pivot Tables
- Grouping, Filtering, and Sorting Data in Pivot Tables, Calculated Fields and Items in Pivot Tables
- Introduction to Slicers
- Designing a Basic Dashboard
- Combining Charts, Pivot Tables, and Slicers
- Formatting for Presentation

Recommended Readings

- "Excel Data Analysis For Dummies" by Paul McFedries
- "Microsoft Excel 2019 Data Analysis and Business Modeling" by Wayne Winston
- "Data Analytics Using Microsoft Excel" by Trevver Rees
- "Excel Dashboards and Reports For Dummies" by Michael Alexander and John Walkenbach

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SEC151	Basics of Data Analytics	CO1	3	2	1	1	1	2	2	3	2	1
		CO2	3	3	1	1	1	3	2	3	2	1
		CO3	3	3	2	1	2	3	3	3	3	2
		CO4	2	3	2	1	2	3	3	3	2	2
		AVG. CO	2.75	2.75	1.5	1	1.5	2.75	2.5	3	2.25	1.5

VAC111	Environmental Science & Sustainability	L	T	P	C
Contact Hours	50	1	1	0	2

Pre-requisites/Exposure	Basic awareness of environmental issues, ecological concepts and general science at school level.
Academic Year	2025-2026

Course objectives:

1. Understand the fundamental concepts of environment and ecosystems.
2. Learn the causes and consequences of environmental degradation.
3. Explore the principles of sustainability and sustainable development.
4. Analyze the role of businesses in promoting environmental responsibility.
5. Evaluate environmental policies, practices, and sustainable innovations in industries.

Course Outcomes:

- CO1 Understand basic concepts of ecology, biodiversity, and environmental science.
- CO2 Analyze environmental issues related to pollution, climate change, and resource depletion.
- CO3 Understand the concept of sustainability and its dimensions (economic, social, environmental).
- CO4 Evaluate the role of businesses and individuals in promoting sustainable practices.
- CO5 Understand and assess various national and international environmental regulations and frameworks.
- CO6 Apply sustainability concepts to real-world business and community scenarios.

Course Content:

Unit I: Introduction to Environmental Science (10 L)

- Definition, scope, and importance
- Components of the environment: atmosphere, hydrosphere, lithosphere, biosphere
- Ecosystems and biodiversity
- Interdependence of humans and nature
- Environmental ethics and education

Unit II: Environmental Pollution and Climate Change (10 L)

- Types of pollution: air, water, noise, soil
- Industrial and urban waste management
- Global warming, greenhouse gases, ozone depletion
- Impact of climate change on ecosystems and economies
- Case studies: Bhopal gas tragedy, Chernobyl, air pollution in Delhi

Unit III: Natural Resources and Sustainable Development (10 L)

- Types of natural resources: renewable vs non-renewable
- Resource depletion: deforestation, overfishing, water crisis
- Principles of sustainability: triple bottom line

- SDGs (Sustainable Development Goals)
- Circular economy and green economy

Unit IV: Environmental Management & Business Sustainability (10 L)

- Corporate Social Responsibility (CSR) and environmental ethics
- Environmental management systems (EMS), ISO 14001
- Green marketing and green supply chains
- Sustainable innovations and eco-entrepreneurship
- ESG (Environmental, Social, Governance) criteria

Unit V: Policies, Movements, and Case Studies (10 L)

- Environmental laws: EPA 1986, Air & Water Acts, Forest Act, Biodiversity Act
- International agreements: Rio Summit, Kyoto Protocol, Paris Agreement
- Environmental movements in India: Chipko, Narmada Bachao Andolan
- Business case studies: ITC's e-Choupal, Tata's sustainability reporting
- Best practices in Indian industries

Recommended Readings:

1. Erach Bharucha – *Environmental Studies* (UGC)
2. P.D. Sharma – *Ecology and Environment*
3. S.K. Agarwal – *Environmental Management*
4. UNEP Reports on Sustainability
5. Government of India: MOEFCC (Ministry of Environment, Forest and Climate Change)

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
VAC 111	Environmental Science & Sustainability	CO1	2	2	1	1	3	2	1	2	1	2
		CO2	2	3	1	2	3	2	1	2	2	2
		CO3	2	2	2	2	3	2	2	2	2	3
		CO4	2	2	3	2	3	3	2	2	3	3
		CO5	2	2	2	3	3	3	2	2	2	3
		CO6	3	3	2	2	3	3	3	2	3	3
		AVG. CO	2.17	2.33	1.83	2	3	2.5	1.83	2	2.17	2.5

	CLL Foreign Language French Semester 2	L	T	P	C
Version 1.0	Contact Hours - 30	2	0	0	2
Pre-requisites/Exposure					
Co-requisites	-				
Academic Year	2025-2026				

Programme Educational Objectives (PEO)

The French Programme aims to equip students with fundamental linguistic, cultural and communicative competencies for practical applications. The educational objectives are:

PEO1 – Equip students with essential French language skills for basic communication in everyday contexts

PEO2 – Strengthen linguistic competence through a structured progression of vocabulary, grammar and writing skills

PEO3 – Foster an appreciation of Francophone cultures, enhancing intercultural sensitivity and global perspectives

Course Description

This second-semester course builds upon foundational knowledge to deepen students' linguistic competence in the French language and awareness of French culture. Designed for learners with prior exposure to elementary French, the course reinforces everyday communication, introduces nuanced grammatical structures and expands students' confidence in both oral and written expression.

Course Content

Module 1: French Communication [6 hours]

- Asking questions
- Visualising someone's daily life
- Describing the classroom
- Portraying the house

Module 2: Grammar [12 hours]

- Interrogative adverbs, Near future, Recent past
- Possessive adjectives, Pronominal verbs
- Irregular verbs : Faire, Prendre, Mettre, Lire, Venir, Voir, Boire, Savoir, Connaître, écrire
- Prepositions

Module 3: French Culture and Civilisation [6 hours]

- Markets in France

- French Festivals
- Sports
- French Newspapers and Magazines
- French Television Channels

Module 4: Writing
hours]

[6

- Writing an informal e-mail to a friend
- Passage on unseen topic
- Writing a paragraph on: My best friend / Summer vacation / Visiting France

Course Outcomes (CO):

On completion of this second-semester course, the students will be able to

CO1 - Converse in French by asking questions and describing daily routines, items in the

classroom and parts of the house

CO2 - Understand and apply French grammatical structures, including possessive adjectives, pronominal verbs, interrogative adverbs, near future and recent past

CO3 - Evaluate aspects of French culture such as markets, festivals and media

CO4 - Create written compositions in the form of informal e-mails and descriptive paragraphs

Correlation Matrix between CO and PO and CO and PSO:

	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3	PSO4
CO1	3	3			3	3		
CO2	3	3		3	3	3		3
CO3			3				3	
CO4	2	2	1	3	2	2	1	3

Degree of Correlation: 1 – low, 2 – medium, 3 – high

	CLL Foreign Language German Semester 2	L	T	P	C
Version 1.0	Contact Hours - 30	2	0	0	2
Pre-requisites/Exposure					
Co-requisites	-				
Academic Year	2025-2026				

Programme Educational Objectives (PEO)

The German Programme aims to equip students with fundamental linguistic, cultural and communicative competencies for practical applications. The educational objectives are:

PEO1 – Develop foundational skills in speaking, reading, writing, and listening, enabling effective communication in German

PEO2 – Gain insight into German cultural practices, traditions and social etiquette

PEO3 – Acquire the ability to use German in real-life contexts, such as introducing oneself, in restaurant interactions, in supermarkets, in commuting and in formal writing

PEO4 – Develop competence in German grammar, understanding articles, pronouns, conjunctions, verb conjugations and sentence structures

Course Description

The Second Semester of the German Language Course is designed to equip students with fundamental grammar, vocabulary, conversational skills and cultural insights essential for effective communication. Students will gain practical exposure to real-life scenarios, including introductions, ordering food, shopping and navigating public transport. Through structured activities such as role-playing, writing exercises and interactive simulations, learners will develop confidence in expressing themselves in German while understanding key aspects of German culture.

Course Content

Module 1: Grammar - Mission: Grammatik Possible

[10 hours]

- Everyday Verbs in the Present Tense
Verbs of type: kaufen / antworten / fahren / essen / geben / lesen / haben / sein
and similar verbs
- The Power of German Modal Verbs - From “Ich kann nicht!” to “Ich muss doch!”
Modal Verbs: sollen / wollen / können / dürfen / mögen / müssen / möchten
- Coordinate Conjunctions: und / oder / aber / sondern / denn
- Quizzes and Worksheets

Module 2: Speaking German – Real Life Scenarios in Germany:

[10 hours]

- The Art of Introducing Yourself in German - "Ich heiße... und du?"
Speaking Topics: Personal / Family / Studies / Food / Hobbies and Spare Time
Activity: Pair Work -
Students pair up for casual dialogues and switch partners every 3 minutes
- Essential Ordering Phrases in a German Restaurant
"Von Schnitzel bis Erdbeerkuchen mit Sahne"
Activity: Restaurant Simulation -
Students practice ordering different items using a mock menu
- Lost in the Aisles? Navigating a German Supermarkt Without Panic
Shopping Conversations: Prices, Discounts, Preferences
Activity: Simulated Shopping - "Customer and Store Attendant / Cashier"
practice
- Asking for Directions and using Public Transport
Navigating bus stops and train stations
Buying tickets and asking about timetables
Activity: Role Play -
Students ask for directions to famous places in Germany
Students buy train tickets at a railway station

Module 3: German Culture

[3 hours]

- Mastering German Greetings on Occasions and Holidays:
Alles Gute!
Gesundheit!
Herzlichen Glückwunsch zum Geburtstag! / zur Hochzeit!
Alles Gute zum Jahrestag!
Viel Glück für die Zukunft!
Frohe / Fröhliche Weihnachten!
Frohes neues Jahr! / Prosit Neujahr! / Guten Rutsch ins neue Jahr!
Frohe Ostern!
- German Media: Brief Overview
Newspapers – Die Zeit / Frankfurter Allgemeine / Süddeutsche Zeitung / Bild
Magazines: Spiegel / Stern / Focus / Kicker
Television: Deutsche Welle (DW) / ZDF / ARD / RTL
Popular talk shows (Markus Lanz, Anne Will)
- Tor! German Football: Snapshot
Bundesliga – The top-tier football league
German Football Clubs – FC Bayern München, Borussia Dortmund, RB Leipzig,

Bayer 04 Leverkusen

- German Car Industry: Brief Overview
Brands – Mercedes Benz, Audi, BMW, Volkswagen, Porsche

Module 4: Writing Skills

[3 hours]

- Writing 20-25 word brief e-mails or messages on instant messaging apps
Formal e-mails -
Greetings and Salutations: Sehr geehrte / Sehr geehrter
Valedictory Address: Mit freundlichen Grüßen / Mit freundlichem Gruß
Informal e-mails -
Greetings and Salutations: Hallo / Liebe / Lieber
Valedictory Address: Tschüss / Bis bald!
Activity: Students write a short email / message based on a given scenario like fixing up or cancelling an appointment, then peer-review each other's work

Module 5: Elementary Vocabulary

[4 hours]

- Surviving in a German City Without Getting Lost
Urban Vocabulary for Everyday Use: From Bahnhof to Brücke
- Dressing the German Way
Essential Clothing Vocabulary: From Mantel to Mütze
- Talking About the Weather Like a True German
Mastering Weather Terms: Regen oder Schnee?
- Learning about parts of the body without losing your head
Requisite Vocabulary for Anatomy: Von Kopf bis Fuß
- Audio Comprehensions

Course Outcomes (CO):

On completion of this second-semester course, the students will be able to

- CO1 - Use essential verbs, modal verbs and conjunctions to form sentences
CO2 - Introduce themselves, express personal preferences and participate in casual dialogues
CO3 - Order food, handle shopping interactions and ask for directions in German
CO4 - Learn common German greetings, football culture and about German media and
German car brands
CO5 - Compose short messages and emails, using appropriate salutations and valedictions

CO6 - Recognize essential words for urban navigation, clothing, weather and parts of the body

Correlation Matrix between CO and PO and CO and PSO:

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8
CO1				3	3		3					3	3		3	
CO2		2		3	3			2		2		3	3			2
CO3		2		3	3			2		2		3	3			2
CO4		2			2	3						2	2	3		
CO5				3			3	3				3			3	1
CO6		2			1		1	3		2			1		1	3

Degree of Correlation: 1 – low, 2 – medium, 3 – high

	CLL Foreign Language Spanish Semester 2	L	T	P	C
Version 1.0	Contact Hours - 30	2	0	0	2
Pre-requisites/Exposure					
Co-requisites	-				
Academic Year	2025-2026				

Programme Educational Objectives (PEO)

The Spanish Programme aims to equip students with fundamental linguistic, cultural and communicative competencies for practical applications. The educational objectives are:

PEO1 – Equip students with the ability to communicate effectively in basic spoken and written

Spanish in familiar contexts

PEO2 – Provide a strong foundation in Spanish grammar, vocabulary and pronunciation

PEO3 – Develop cross-cultural awareness and appreciation of Hispanic cultures and global diversity

PEO4 – Enable students to engage in real-life situations using Spanish through listening, speaking, reading and writing practice

Course Description

This course is the continuation of the foundational Spanish program, designed to deepen students' practical language abilities while expanding their understanding of Hispanic cultures. The course begins with thematic vocabulary relevant to daily

life—covering clothes, shopping, health, weather and seasons. Grammar instruction emphasizes constructing simple but varied sentence structures using prepositions, essential irregular verbs and reflexive forms. Modules in reading and writing reinforce literacy skills through short texts, emails and practical forms, while speaking sessions offer real-life communicative practice through role plays, dialogues and short oral presentations. Listening materials, including songs and authentic audio-visual resources, support comprehension and pronunciation. A dedicated culture module invites students to explore the traditions, festivals and social customs of the Spanish-speaking world, with thoughtful comparisons to Indian contexts.

Course Content

Module 1: Basic Vocabulary [4 hours]

- Clothes and Shopping
- Body Parts and Health
- Weather and Seasons

Module 2: Elementary Grammar [9 hours]

- Basic sentence structure: affirmative, negative, interrogative
- Prepositions (en, a, de, con, etc.)
- Introduction to important irregular verbs: ser, estar, tener, ir, hacer
- Possessive Adjectives
- Introduction to Reflexive Verbs

Module 3: Reading [3 hours]

- Reading Short Texts, Personal Info, Public Signs

Module 4: Writing [3 hours]

- Writing brief e-mails
- Filling up Forms in Spanish

Module 5: Speaking [5 hours]

- Guided Pronunciation Practice
- Role plays and mini dialogues

- (in markets, at a restaurant, asking for directions)
- Oral presentations (introduce a friend, describe a city)

Module 6: Listening

[3 hours]

- Audio and Video Comprehension
- Spanish Songs / Short Spanish Videos

Module 7: Spanish Culture

[3 hours]

- Introduction to Spanish-speaking countries & Spanish and Latin American Cultural Norms & Customs
- Famous festivals: La Tomatina, Día de los Muertos, Semana Santa
- Brief intro to Hispanic cuisine, music, cinema
- Cultural comparisons: India and the Hispanic World

Course Outcomes (CO):

On completion of this first-semester course, the students will be able to

CO1 - Demonstrate understanding of essential vocabulary related to clothing, shopping,

health and weather in oral and written communication

CO2 - Construct grammatically accurate affirmative, negative and interrogative sentences

using key irregular verbs, essential prepositions and reflexive structures

CO3 - Read and comprehend short Spanish texts, signs and personal information with

contextual accuracy

CO4 - Write brief personal emails and fill out basic forms in Spanish for real-world communication

CO5 - Engage in guided spoken interactions through dialogues, presentations and role plays

CO6 - Comprehend the main ideas from short Spanish audio and video content, including

songs and everyday conversations

CO7 - Recognize cultural aspects of the Hispanic world, including festivals, customs and

social norms and relate them meaningfully to Indian contexts

Correlation Matrix between CO and PO and CO and PSO:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3			1	3			2	1		

CO2	2	2	3	1	3		2	3	1	3	
CO3	2			3	1		3	1	3		
CO4	2	2	3		3	1				3	
CO5	2	3	3					3		3	
CO6	3			3		1	2		3	2	
CO7	2			2		3	2	1	2	2	3

Degree of Correlation: 1 – low, 2 – medium, 3 – high

AEC115	Business Communication-II					L	T	P	C
Contact Hours	50					1	1	0	2
Pre-requisites/Exposure	Completion of Business Communication -I and basic business correspondence.								
Academic Year	2026-2027								

Course Objectives:

1. Enhance oral and written communication skills in real-world business scenarios.
2. Build professional communication abilities for workplace contexts, including group dynamics and cross-cultural communication.
3. Refine persuasive and assertive communication techniques.
4. Familiarize students with corporate communication, crisis communication, and public relations.
5. Strengthen communication through modern digital platforms and analytics-based tools.

Course Outcomes:

- CO1: Demonstrate effective business communication across different media and platforms.
- CO2: Develop assertive, persuasive, and intercultural communication skills.
- CO3: Apply professional writing techniques for reports, proposals, and official communication.
- CO4: Manage corporate communication including PR, crisis communication, and internal communication.
- CO5: Utilize digital and social media tools strategically for organizational communication.
- CO6: Display enhanced presentation, negotiation, and interpersonal skills for workplace success.

Course Content:

Unit 1: Advanced Oral Communication (10 L)

- Group discussions and debates
- Business presentations with feedback

- Communication for leadership and motivation
- Negotiation and conflict resolution
- Role plays: handling client interactions, team communication
- Non-verbal communication refinement (facial expression, tone, posture)

Unit 2: Professional Business Writing (10 L)

- Business Reports (types, structure, and formats)
- Writing Executive Summaries, Memos, and Proposals
- Minutes of Meetings (MoM) and Notices
- E-mail Writing: Clarity, tone, etiquette
- Press Releases and Corporate Announcements

Unit 3: Corporate & Crisis Communication (10 L)

- Introduction to corporate communication strategy
- Internal communication (employee newsletters, internal emails)
- External communication (brand image, investor relations)
- Crisis communication: managing reputation during uncertainty
- Public Relations and media communication techniques

Unit 4: Intercultural and Global Communication (10 L)

- Cross-cultural communication challenges
- Managing virtual and global teams
- Communicating with international clients and partners
- Diversity, inclusion, and gender-sensitive language
- Ethical and legal considerations in global communication

Unit 5: Digital Communication and Analytics (10 L)

- Communication using LinkedIn, Slack, Teams, WhatsApp
- Analytics-based communication (e.g., using surveys, dashboards)
- Understanding engagement metrics (CTR, bounce rate, open rate)
- Online branding and digital reputation management
- Basics of AI tools in communication (e.g., Grammarly, ChatGPT)

Recommended Readings:

1. Lesikar, Flatley & Rentz – *Business Communication: Making Connections in a Digital World*
2. Shirley Taylor – *Model Business Letters, Emails and Other Business Documents*
3. Courtland L. Bovee & John V. Thill – *Business Communication Today*
4. Deborah Barrett – *Leadership Communication*
5. News articles, business reports, and communication blogs

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
AEC108	Business Communication	CO1	3	2	2	1	1	2	2	2	2	2
		CO2	2	3	3	2	2	3	2	2	3	3
		CO3	3	3	2	2	2	3	2	3	3	2

	cation-II	CO4	3	2	3	3	2	2	3	2	3	3
		CO5	2	3	3	2	3	3	3	2	3	3
		CO6	2	2	3	2	2	3	3	2	3	3
		AVG. CO	2.5	2.5	2.67	2	2	2.67	2.5	2.17	2.83	2.67

COM121	Basics of Insurance	L	T	P	C
Contact Hours	50	2	1	0	3
Pre-requisites/Exposure	Fundamental understanding of commerce, business concept and basic knowledge of financial terminology				
Academic Year	2026-2027				

Course Objectives

1. To understand the basic concepts, terminologies, and principles of insurance.
2. To familiarize students with the types and functions of insurance products.
3. To explain the process of risk management and its role in insurance.
4. To provide insights into policy structures, claims processing, and underwriting.
5. To highlight the importance of regulatory frameworks and ethical practices in insurance.

Course Outcomes:

- CO1. Define and explain the fundamental principles of insurance.
- CO2. Identify and differentiate between various types of insurance products.
- CO3. Analyze the role of insurance in managing risks.
- CO4. Understand the process of claims handling and policy management.
- CO5. Discuss the regulatory and ethical dimensions of the insurance industry.

Course Content:

Module 1: Introduction to Insurance (6 hours)

Definition and importance of insurance, History and evolution of insurance, Key terminologies: Risk, premium, policyholder, insurer, Principles of insurance: Utmost good faith, indemnity, subrogation, insurable interest, and contribution.

Module 2: Types of Insurance (6 hours)

Life insurance: Term plans, whole life, and endowment policies, General insurance: Health, motor, property, and liability insurance, Social insurance and microinsurance, Reinsurance and its significance.

Module 3: Risk Management in Insurance (6 hours)

Concept of risk and uncertainty, Risk assessment and mitigation techniques, Role of insurance in risk transfer and management.

Module 4: Policy Management and Claims (6 hours)

Structure of an insurance policy: Terms, conditions, and exclusions, Process of underwriting and premium determination, Claims processing: Filing, assessment, and settlement, Grievance redressal mechanisms in insurance.

Module 5: Regulatory Framework and Ethics in Insurance (6 hours)

Overview of insurance regulations in India (IRDAI), Ethical practices in insurance selling and claims handling, Consumer rights and responsibilities, Emerging trends in the insurance industry (digital insurance, Insurtech).

Recommended Readings:

1. "Principles of Risk Management and Insurance" by George E. Rejda and Michael McNamara.
2. "Insurance Theory and Practice" by Tripathy and Pal.
3. "Fundamentals of Insurance" by P.K. Gupta.
4. "General Insurance Business Operations and Regulatory Framework" by Ramesh Bangia.
5. "Life and Health Insurance Handbook" by Davis W. Gregg.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
COM 121	Basics of Insurance	CO1	3	2	1	1	1	2	1	2	2	2
		CO2	3	2	2	1	1	2	2	2	3	2
		CO3	3	3	2	2	2	2	2	2	3	3
		CO4	3	2	2	2	1	2	1	2	2	2
		CO5	2	2	2	3	2	3	2	2	2	3
		AVG. CO	2.8	2.2	1.8	1.8	1.4	2.2	1.6	2	2.4	2.4

MGT208	Marketing Management	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Principles of Management and Business Environment				
Academic Year	2025-2026				

Semester III						
Type of Course	Course Code	Name of Course	L	T	P	C
CC	MGT208	Marketing Management	3	1	0	4
CC	MGT209	Human Resource Management	3	1	0	4
CC	MGT203	Legal and Ethical Issues in Business	3	1	0	4
MDC	BGA203	Introduction to Digital Media	2	1	0	3
AEC	AEC106	Professional Communication Skills	2	0	0	2
SEC	SEC157	Management Information System	2	0	0	2
VAC	VAC211	Disaster Management	2	0	0	2
	CLL203	Soft Skills and Aptitude II	1	0	0	1
						22

Course Objectives:

1. Understand the foundational concepts of marketing, including the marketing environment and marketing mix.
2. Analyze consumer behavior and develop segmentation, targeting, and positioning strategies.
3. Comprehend the processes involved in product and pricing decisions.
4. Understand the role of distribution and promotional strategies in marketing.
5. Apply marketing planning tools and techniques in practical contexts.
6. Recognize the relevance of emerging trends such as digital marketing, CRM, and green marketing.

Course Outcomes:

- CO1 Explain core marketing concepts and the components of the marketing environment.
- CO2 Analyze consumer behavior and apply segmentation, targeting, and positioning principles.
- CO3 Evaluate product development stages, branding strategies, and pricing techniques.
- CO4 Design appropriate distribution channels and promotion mix strategies.
- CO5 Apply marketing research techniques, planning tools like SWOT and Porter's model in decision-making.
- CO6 Describe contemporary marketing practices including services, CRM, green, retail, and digital marketing.

Course Content:

Unit I: Fundamentals of Marketing and Marketing Environment (10 L)

- Marketing: Nature, scope, and definition
- Core marketing concepts
- Selling vs. Marketing
- Marketing Mix (4Ps and 7Ps)
- Recent trends in marketing in India
- Marketing environment: Micro and Macro
- Introduction to Marketing Information System (MIS)

Unit II: Consumer Behavior and Market Strategy (10 L)

- Consumer behavior: Nature, scope, significance
- Buying motives and buyer-seller dyads
- Market Segmentation: Concept, basis, and importance
- Targeting and Positioning (STP Framework)
- Scientific selling process: Prospecting, pre-approach, qualifying
- Concept of system selling

Unit III: Product and Pricing Decisions (10 L)

Product:

- Concept: Consumer vs. Industrial goods
- Product planning and development
- New Product Development (NPD)
- Product Life Cycle (PLC)
- Brand Management: Brand extension, rejuvenation, and re-launch

Pricing:

- Role of price in marketing mix
- Factors affecting price
- Pricing methods and strategies

Unit IV: Distribution and Promotional Strategies (10 L)

Distribution:

- Channels of distribution: Concept and types
- Role and design of distribution logistics systems
- Factors influencing channel choice
- Retailing and wholesaling
- Physical distribution: Transportation and warehousing

Promotion:

- Promotion mix and Integrated Marketing Communication (IMC)
- Advertising: Media types, merits and limitations, effectiveness
- Sales promotion, Personal selling, Direct marketing, Publicity

Unit V: Marketing Applications and Planning Tools (10 L)

- Marketing Planning: Corporate, SBU-level planning
- SWOT Analysis and Porter's Five Forces Model
- Marketing Research: Meaning, importance, steps, techniques
- Services Marketing

- Customer Relationship Management (CRM)
- Green Marketing
- Retail Management
- Digital Marketing (Basics only)

Recommended Readings:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha *Marketing Management: A South Asian Perspective*, Pearson Education, Latest Edition
2. Ramaswamy, V.S., & Namakumari, S., *Marketing Management: Global Perspective Indian Context*, McGraw Hill Education, Latest Edition
3. Chandrasekar, K. S., *Marketing Management: Text and Cases*, Vijay Nicole Imprints Pvt. Ltd., Chennai
4. Loudon, D.L. & Della Bitta, A.J., *Consumer Behavior: Concepts and Applications*, McGraw Hill Education
5. Zeithaml, Bitner, Gremler, & Pandit, *Services Marketing: Integrating Customer Focus across the Firm*, McGraw Hill Education

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT 208	Marketing Management	CO1	3	2	1	1	1	2	1	2	2	2
		CO2	3	3	2	2	2	2	2	2	3	3
		CO3	3	3	2	2	2	2	2	2	3	3
		CO4	3	2	2	1	2	2	2	1	3	2
		CO5	3	3	2	2	2	3	3	3	2	3
		CO6	2	2	1	3	3	3	3	2	2	3
		AVG. COe	2.83	2.5	1.67	1.83	2	2.33	2.17	2	2.5	2.67

MGT209	Human Resource Management	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Principles of Management and Behavioural Science				
Academic Year	2025-2026				

Course Objectives:

1. Provide foundational understanding of Human Resource Management and its evolution from personnel management.
2. Equip students with knowledge of human resource planning, recruitment, job analysis, and performance management systems.
3. Introduce tools and strategies used in training, compensation, and employee development.
4. Explain the regulatory, ethical, and industrial relations framework in Indian and global contexts.
5. Develop students' understanding of employee empowerment, grievance handling, and workplace discipline.
6. Enable students to apply HRM concepts through case analysis and practical illustrations.

Course Outcomes:

- CO1 Understand the core functions and evolving role of HRM in organizations.
- CO2 Identify and apply concepts of job analysis, design, HR planning, recruitment, and selection.
- CO3 Explain training methods, performance appraisal systems, and compensation practices.
- CO4 Analyze employee relations, grievance handling, and trade union roles in maintaining discipline.
- CO5 Evaluate employee empowerment practices and quality of work life in Indian and global contexts.
- CO6 Apply HRM concepts to real-life scenarios through case analysis and develop HR strategies.

Course Content:**Unit I: Foundations of Human Resource Management (10 L)**

- HRM: Definition, features, objectives, scope, importance
- HRM vs Personnel Management
- HRM functions and practices
- Role of Labour Welfare Officers in India
- Human Resource Planning (concept, process, factors)

Unit II: Job Analysis and Recruitment System (10 L)

- Job Analysis, Job Description, Job Specification
- Job Design Approaches
- Recruitment: Concept, Types, Factors
- Selection: Process, Tests, Barriers

Unit III: Training & Performance Management (10 L)

- Training: Needs, Types, Methods
- Performance Appraisal: Concept, Purpose, Process, Methods
- Career Planning & Development
- Major issues in appraisal systems

Unit IV: Compensation, Incentives & Industrial Relations (10 L)

- Wage and Salary Administration: Nature, Theories, Fixation
- Incentives: Concept, Types, Effective system
- Industrial Relations: Discipline, Grievance, Trade Unions
- Collective Bargaining & Industrial Disputes

Unit V: Empowerment, Ethics & Contemporary HR Practices (10 L)

- Employee Empowerment: Concept, Process, Indian & Global Views
- Employee Counseling
- Workplace Ethics in HRM
- Health, Safety, Voluntary Welfare Schemes
- Selective Cases: Applications in HRM

Recommended Readings:

1. K. Aswathappa – *Human Resource Management: Text and Cases*, McGraw-Hill Education
2. Gary Dessler – *Human Resource Management*, Pearson Education
3. C.B. Gupta – *Human Resource Management*, Sultan Chand & Sons
4. VSP Rao – *Human Resource Management*, Excel Books
5. Patnayak, Biswajeet: *Human Resource Management*, Ed. 3rd, 2006, PHI, New Delhi.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT 209	Human Resource Management	CO1	3	2	2	2	2	2	1	2	2	2
		CO2	3	3	3	2	2	2	2	2	3	3
		CO3	3	3	2	2	2	3	2	3	2	2
		CO4	3	2	2	3	2	2	2	2	2	3
		CO5	2	2	2	3	3	2	2	2	2	3
		CO6	3	2	3	2	2	3	2	3	3	3
		AVG. CO	2.83	2.33	2.33	2.33	2.17	2.33	1.83	2.33	2.33	2.67

MGT203	Legal and Ethical Issues in Business	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Business Environment & Indian Constitution				
Academic Year	2025-2026				

Course Objectives:

1. The course aims to provide students with the understanding of key legal and ethical issues in the business context of India
2. The course will help students to analyze ethical dilemmas in business decisions
3. The course will help the students to understand the legal and regulatory aspects of the business ethics that concern financial, competitive and charitable responsibilities of the organisations.
4. The course will help the students to gain knowledge about the ways in which the organizational and individual factors impact business ethics.

Course Outcomes:

- CO1: Understand the fundamental concepts of business law, including contract law, torts, and employment law.
- CO2: Analyze the legal principles governing sales, leases, negotiable instruments, and electronic fund transfers.
- CO3: Explain the significance of business ethics and corporate social responsibility in the Indian and global business context.
- CO4: Apply Indian philosophical and religious approaches to ethical decision-making in business contexts.
- CO5: Evaluate ethical dilemmas in functional areas of business (marketing, HR, finance) using decision-making frameworks.
- CO6: Demonstrate awareness of corporate governance practices and tools like whistleblowing and conflict resolution in promoting ethical behavior.

Course Content:

- **Unit 1: Introduction to Business Law (12 L)**
Business law – definition, scope, importance of understanding the role of law in business; Elements of a contract – offer and acceptance, consideration, contractual capacity; Essentials of a valid contract; Types of contracts; Performance obligations; Types of contract breaches and remedies; Product liability and consumer protection laws; Business torts; Employment law
- **Unit 2: Sales and Leases (10 L)**
Formation of Sales Contract: Contracts for Leasing Goods, Title and Risk of loss, Performance and remedies, Warranties and Product liability; Introduction to Negotiable Instruments, Negotiability, Negotiation and Holders in due course; Liability and discharge, Bank customer Relations/Electronic Fund Transfers.
- **Unit 3: Introduction to Business Ethics (14 L)**
The definition and importance of business ethics, business ethics in the Indian context; Institutionalization of Business Ethics in the organization, benefits of Ethical Conduct in Business, Ethical Issues and Stakeholder Concerns; Social Responsibility and Regulatory Framework: Corporate social responsibility; Environment & business; Issues related to Business Ethics in marketing, finance & human resource functions. Ethical responsibilities of multinational corporations; Ethical dilemmas facing businesses globally including issues related to discrimination, human rights, environmental impact, and intellectual property.
- **Unit 4: The Ethical Decision-making process (14 L)**
Philosophical approaches to ethical decision making; Ethics & Religious approaches; Moral & Legal aspects of ethical decision making: Ethical aspects in Bhagvat Gita; Kautaliya's Arthshastra; Swami Vivekanand on Ethics; Swami Vivekanand's message to the youth of India; Ethical Decision Making in

Organizations: Individual and Organizational Factors Influencing Ethical Decisions; Karmyog, Indian philosophy of work ethics; Kautilya's Arthshastra; Introduction to Integral Humanism; Ethical Decision-Making Frameworks to Improve Decision-Making Outcomes; Corporate Governance and its Impact on Ethical Decision-Making; Whistleblowing; Conflict Resolution.

Recommended Readings:

1. Tulsian, P. C. Business and Corporate Laws. S. Chand Publishing.
2. Fernando, A.C. Business Ethics and Corporate Governance. Pearson
3. Bayern, S. Business Law Beyond Business. J. Corp. L., 46, 521.
4. Vivekanand, S. To the Youth of India. Advaita Ashrama.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT 203	Legal and Ethical Issues in Business	CO1	3	3	2	2	2	2	1	2	2	2
		CO2	3	3	2	2	2	2	1	2	2	2
		CO3	3	2	2	3	3	2	2	2	2	3
		CO4	2	2	2	3	2	2	2	2	2	3
		CO5	2	3	3	3	3	3	2	3	3	3
		CO6	2	2	3	3	2	3	2	2	2	3
		AVG. CO	2.5	2.5	2.33	2.67	2.33	2.33	1.67	2.17	2.17	2.67

BGA203	Introduction to Digital Media	L	T	P	C
Contact Hours	50	2	1	0	3
Pre-requisites/Exposure	Media Literacy				
Academic Year	2025-2026				

Course Objectives:

1. To comprehend the basics of digitization and digital media.
2. To know about the digital society.
3. To understand digital activism.
4. To assess the technologies associated with digital media.

Course Outcomes:

- CO1: Define the meaning and concept of new media.
- CO2: Describe the theories of new media.
- CO3: Outline various new media theories and models.

		Average	2.5	2.33	2	1.83	2.5	2.33	2.5	2.33	2.33	2.5
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AEC106	Professional Communication Skills	L	T	P	C
Contact Hours	50	1	1	0	2
Pre-requisites/Exposure	Basic Proficiency in English Grammar and Vocabulary and Writing Skills				
Academic Year	2025-2026				

Course Objectives

1. To help the second language learners develop the ability to understand spoken language.
2. To enable students to communicate with clarity and precision at the workplace.
3. To give the students a perspective to appreciate life in its variables by exposing them to comprehension texts; and also to enrich their word power.
4. To enable students to acquire structure and written expression required for their profession.

Course Outcomes

- **CO1:** Define communication processes and to know the practical implications and its challenges at the workplace.
- **CO2:** Understand the practical uses of English grammar and to use grammar correctly and unambiguously.
- **CO3:** Develop fluency in speaking English in order to carry out effective professional communication.
- **CO4:** Identify difficult sounds, words and phrases to support listening comprehension and be familiar with the various strategies of reading and develop the ability to read texts with fluency, understanding and competence.
- **CO5:** Make use of different formats of business communication like reports, letters, CVs and other technical writings.

Course Content:

Unit I: Communication Skills

(10L)

Communication Skills- Process and importance of communication, Communication cycle; Objectives and Principles of communication; Barriers to communication; Interpersonal Communication Skills at Work and Study

Unit II: Grammar and Writing Skills

(10L)

Grammar: Voice Change, Prepositions, Conjunctions, Articles, Direct and Indirect Speech, Correction of Sentences, Writing skills: Business letters (types and format), CV

and Application Letters, Composition: Essays and Précis, Business Reports

Unit III: Speaking Skills (10L)

Speaking (basics of pronunciation), Group Discussion, Presentation skills, Voice Modulation and Tone, How to face an interview: frequently asked questions, body language and promptness

Recommended Readings:

1. Mishra. B, Sharma. S (2011) Communication Skills for Engineers and Scientists. PHI Learning Pvt. Ltd. ISBN: 8120337190.
2. Chaturvedi P. D, Chaturvedi M. (2011) Business Communication: Concepts, Cases and Applications. Pearson Education India. ISBN: 8131718727.
3. Greenbaum. Sidney. College Grammar of English. Longman Publishers. ISBN: 9780582285972.

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
AEC106	Professional Communication Skills	CO1	3	2	3	2	2	3	2	2	2	3
		CO2	3	2	2	2	2	3	2	2	2	2
		CO3	3	2	3	2	2	3	2	2	2	2
		CO4	2	2	2	2	2	3	2	2	2	2
		CO5	3	3	2	2	2	3	2	2	2	3
		Avg.	2.8	2.2	2.4	2	2	3	2	2	2	2.4

SEC157	Management Information System	L	T	P	C
Contact Hours	50	1	1	0	2
Pre-requisites/Exposure	Basic knowledge of computer fundamentals & business processes.				
Academic Year	2025-2026				

Course Objectives

1. To understand the role and importance of Management Information Systems in business.
2. To identify the key components and types of information systems.
3. To understand how integrated enterprise systems (ERP, CRM, SCM) drive operational excellence.

4. To explore how business analytics and data visualization support strategic decision-making.
5. To evaluate the business impact of emerging technologies (AI, Cloud, IoT) and the importance of cybersecurity and IT governance.

Course Outcomes

CO1: Understand the basic concepts, types, dimensions, and components of MIS, and evaluate the benefits and evolution of IT infrastructure in the digital firm era.

CO2: Apply database management principles by setting up and managing DBMS packages, creating Entity-Relationship diagrams, and understanding data models, data warehouses, and administration techniques.

CO3: Evaluate the role of Enterprise Applications (ERP, CRM, SCM) in unifying business processes, and utilize Business Intelligence (BI) concepts to translate raw data into actionable managerial insights.

CO4: Assess the business impact of emerging digital technologies (such as Cloud Computing, AI, and IoT), and formulate strategies for digital transformation, information security, and ethical IT governance.

Course Content

Unit 1: Fundamentals concepts of MIS (8L) Basics concepts of MIS/ Types of MIS, Dimension and components of IS, Benefits of MIS, IT infrastructure, and IT infrastructure evolution, Components of IT infrastructure, New approaches for system building in the digital firm era.

Unit 2: Data base management system (8L) Objectives of database approach- Characters of database Management systems- Data processing system- Components of DBMS packages - Database administration- Entity - Relationship (conceptual).

Unit 3: Enterprise Systems and Business Analytics (8L)

- **Enterprise Applications:** The business value of integrating systems. Core concepts of Enterprise Resource Planning (ERP), Supply Chain Management (SCM), and Customer Relationship Management (CRM) systems.
- **Business Intelligence (BI):** Transitioning data to strategic insights. The role of data warehousing and data mining in management.
- **Data-Driven Decision Making:** Introduction to business analytics, data visualization, and executive dashboards. How do managers utilize BI tools to track Key Performance Indicators (KPIs) and drive organizational strategy.

Unit 4: Digital Business, Emerging Tech & Information Security (6L)

- **Emerging Technologies in Management:** The managerial perspective on Cloud Computing (SaaS, IaaS, PaaS), Artificial Intelligence (AI) & Machine Learning

in business operations, and the integration of the Internet of Things (IoT) in service and manufacturing sectors.

- **Digital Transformation:** Platform economics, E-Commerce business models, and strategies for digital disruption.
- **Information Security & Governance:** Cybersecurity threats to modern enterprises, risk management, and the business cost of data breaches. Ethical considerations of AI, data privacy regulations, and IT governance for business leaders.

Recommended Readings

1. Laudon, K. C., & Laudon, J. P.. Management information systems: managing the digital firm. Fifteenth Edition. Pearson.
2. O'Brien, J. A., & Marakas, G. M. Management Information Systems. McGraw-Hill Education. *(Recommended addition for strong Enterprise Systems coverage).*
3. Coronel, C., & Morris, S.. Database systems: design, implementation, & management. Cengage Learning.
4. Sharda, R., Delen, D., & Turban, E. Analytics, Data Science, & Artificial Intelligence: Systems for Decision Support. Pearson. *(Recommended addition for modern BI and Analytics).*

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SEC157	Management Information System	CO1	3	2	2	2	2	3	2	2	2	2
		CO2	3	3	2	1	2	2	2	3	2	2
		CO3	3	3	3	2	2	3	3	3	3	2
		CO4	3	3	3	3	2	3	3	3	3	3
		Avg. CO	3	2.75	2.5	2	2	2.75	2.5	2.75	2.5	2.25

VAC211	Disaster Management	L	T	P	C
Contact Hours	50	2	0	0	2
Pre-requisites/Exposure	Basic awareness of Environmental Science, Geography and Social Responsibility..				
Academic Year	2026-2027				

Course Objectives:

- to provide understanding of the concepts related to disaster
- to highlight the importance and role of disaster management
- to enhance awareness of institutional processes and management strategies to mitigate the impacts of disasters

Course Outcomes:

- CO1: Articulate the critical role of disaster management in reducing risks and enhancing resilience.
- CO2: Identify and describe key institutional frameworks and processes in disaster management.
- CO3: Conduct risk assessments and develop disaster management plans for specific scenarios

Course Content:

- **Unit 1: Concepts and Terminologies**
Understanding key concepts of Hazards, disasters; Disaster types and causes (Geophysical, Hydrological, Meteorological, Biological and Atmospheric; Human-made); Global trends in disasters - Impacts (Physical, Social, Economic, Political, Environmental and Psychosocial); Defining Vulnerability (Physical Vulnerability; Economic Vulnerability; Social Vulnerability)
- **Unit 2: Key concepts of Disaster Management Cycle**
Components of disaster management cycle (Phases: Response and recovery, Risk assessment, Mitigation and prevention, Preparedness planning, Prediction and warning); Disaster risk reduction (DRR), Community based disaster risk reduction
- **Unit 3: Initiatives at national and international level**
Disaster Risk Management in India and at international level: Related policies, plans, programmes and legislation; International strategy for disaster reduction and other initiatives
- **Unit 4: Emergency Management**
Explosion and accidents (Industrial, Nuclear, Transport and Mining) - Spill (Oil and Hazardous material); Threats (Bomb and terrorist attacks) - Stampede and conflicts Training and Demonstration Workshops (at least two workshops) be organized in association with the NIDM, NDRF, NCDC, Param Military, Fire Brigade, CISF, local administration etc.

Recommended Readings:

1. Sharma, S.C. , Disaster Management, Khanna Book Publishing.
2. Clements, B. W.,: Disasters and Public Health: Planning and Response, Elsevier Inc.
3. Dunkan, K., and Brebbia, C. A., (Eds.) : Disaster Management and Human Health Risk: Reducing Risk, Improving Outcomes, WIT Press, UK.
4. Singh, R. B. (ed.), Natural Hazards and Disaster Management: Vulnerability and Mitigation, Rawat Publications, New Delhi.
5. Ramkumar, Mu, Geological Hazards: Causes, Consequences and Methods of Containment, New India Publishing Agency, New Delhi.

		COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
VAC 211	Disa ster Man age ment	CO1	3	2	3	3	3	2	2	2	2	3
		CO2	2	2	2	3	3	2	1	2	2	3
		CO3	3	3	3	2	3	2	2	3	2	3
		Average	2.67	2.33	2.67	2.67	3	2	1.67	2.33	2	3

Semester IV						
Type of Course	Code	Title of the Course	Contact Hours Per Week			
			L	T	P	C
CC	MGT204	Research Methodology	3	1	0	4
CC	MGT210	Entrepreneurship and Startup Ecosystem	3	1	0	4
CC	MGT211	Financial Management	3	1	0	4
CC	MGT212	Operations Management	3	1	0	4
VAC	VAC212	International Business	2	0	0	2
SEC	SEC158	Design Thinking and Innovation	1	1	0	2
SEC	SEC159	Data Analysis for Business using AI	1	0	2	2
	CLL204	Soft Skills and Aptitude III	1	0	0	1
Semester Credit						23

MGT211	Research Methodology	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Statistics & research skills				
Academic Year	2026-2027				

Course Objectives

1. To provide understanding and learning fundamental concepts in the field of Business Research.
2. To get a detailed idea on how to design research in relation to various business problems.
3. To equip the students with research tools to conduct research and analysis for effective decision making.
4. To explore the area of proposal writing and report preparation.

Course Outcome

- CO 1- Discuss basic concept of research methodology, identification of problem etc. CO 2- Recognize and develop on understanding of qualitative and quantitative research.
- CO3- Identify different Concept of Measurement and Levels of measurement and hypothesis testing.
- CO 4- Demonstrate different statistical tools with different business problems
- CO 5: Develop knowledge and skills on writing of research report

Course Contents:

UNIT- I

(14 L)

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers. Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design, Collection of Data.

UNIT - II (10L)

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data,

UNIT - III (12L)

Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data. Measurement and scaling techniques.

UNIT - IV (8 L)

Unit- Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS / Excel in Data Analysis, Testing of hypothesis- mean, proportion, variances; Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

UNIT - V (6 L)

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Recommended Readings:

1. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers).
2. Saunders - Research Methods for Business students (Prentice hall, 2nd Edition, 2007).
3. Cooper and Schindler - Business Research Methods (Tata McGraw Hill, 9th Edition)

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MG T440	Research Methodology	CO1	3	2	2	2	1	2	3	3	2	2
		CO2	3	3	2	1	1	3	3	3	2	2
		CO3	3	3	2	1	1	3	2	3	2	2
		CO4	3	3	2	1	1	3	2	3	3	2
		CO5	3	2	3	2	1	3	3	3	3	3
		Avg. CO	3	2.6	2.2	1.4	1	2.8	2.6	3	2.4	2.2

MGT210	Entrepreneurship and Startup Ecosystem	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic knowledge of business fundamentals, innovation concepts and problem-solving skills.				
Academic Year	2025-2026				

Course Objectives:

1. To understand Entrepreneurship and its types
2. To understand that not all ideas can be turned into viable business models and
3. guesstimate business potential of an idea
4. To understand different type of finances available and financing methods
5. To be able to draft business plans on an identified idea
6. To understand the nuances of operating a startup – low budget marketing,
7. stabilizing operations, build a team from scratch and scaling the business
8. To know what is a Family Business and how is it different from Entrepreneurship

Course Outcomes:

- CO1: Understand basic building blocks of creating a venture.
- CO2: Be able to identify a business opportunity and translate it into a viable business model.
- CO3: Identify the elements of the Indian entrepreneurship ecosystem and take relevant benefits from the constituents.
- CO4: Know the legacy of family businesses and key differentiations from entrepreneurship.

Course Content:

Unit 1: Introduction to Entrepreneurship & Family Business

- Definition and Concept of entrepreneurship
- Entrepreneur Characteristics
- Classification of Entrepreneurs
- Role of Entrepreneurship in Economic Development –Start-ups
- Knowing the characteristics of Family business with discussion on few Indian cases of Family Business like Murugappa, Dabur, Wadia, Godrej, Kirloskar etc.

Unit 2: Evaluating Business opportunity

- Sources of business ideas and opportunity recognition
- Guesstimating the market potential of a business idea
- Feasibility analysis of the idea
- Industry, competition and environment analysis

Unit 3: Building Blocks of starting ventures

- Low cost Marketing using digital technologies
- Team building from scratch
- Venture Funding
- Establishing the value-chain and managing operations

- Legal aspects like IPR and compliances

Unit 4: Start-up Ecosystem

- Know the components of the start-up ecosystem including Incubators, Accelerators, Venture Capital Funds, Angel Investors etc.
- Know various govt. schemes like Start-up India, Digital India, MSME etc.

Sources of Venture Funding available in India

- Source of Technology, Intellectual Property management

Recommended Readings:

1. Startup India Learning Program by Start Up India available at www.startupindia.gov.in
2. Entrepreneurship, Rajeev Roy, Oxford University Press
3. Entrepreneurship: Successfully Launching New Ventures by R. Duane Ireland Bruce R. Barringer, Pearson Publishing
4. Family Business Management by Rajiv Agarwal, Sage Publishing
5. Anish Tiwari , “Mapping the Startup Ecosystem in India”, Economic & Political Weekly

Code	Course	COs	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MG T210	Entrepreneurship and Startup Ecosystem	CO1	3	2	2	1	1	2	3	2	3	2
		CO2	3	3	2	2	1	3	3	3	3	2
		CO3	3	3	2	2	2	3	3	3	3	3
		CO4	3	2	2	2	1	2	2	2	3	3
		AVG. CO	3	2.5	2	1.75	1.25	2.5	2.75	2.5	3	2.5

MGT206	Financial Management	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Accounting principles & Mathematics				
Academic Year	2026-2027				

Course Objectives:

1. Provide an in-depth view of the process in financial management of the firm.
2. Develop knowledge on the allocation, management and funding of financial resources.
3. Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
4. Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance

Course Outcomes

- CO1: Explain the concept of fundamental financial concepts, especially time value of money
- CO2: Apply capital budgeting projects using traditional methods.
- CO3: Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances
- CO4: Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting

Course Content:**Unit 1: Nature of Financial Management****(10L)**

Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organization of finance function; Concept of Time Value of Money, present value, future value, and annuity.

Unit 2: Risk & Return**(10L)**

Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

Unit 3: Long -term investment decisions**(10L)**

Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitability Index Method.

Unit 4: Concept and Measurement of Cost of Capital**(10L)**

Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights. Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

Unit 5: Dividend Policy Decision**(10L)**

Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit 6: Working Capital Management**(10L)**

Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital

Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Recommended Readings:

1. Financial Management by I M Pandey (Vikas Publication)
2. Bhalla, V.K. (2009). *Financial Management*. New Delhi: Anmol Publications
3. Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. (2009). *Principles of corporate finance* (8th ed.). New Delhi: Tata Mc-Graw Hill.
4. Brigham, E. F., & Houston, J. F. (2007). *Fundamentals of financial Management* (11th ed.). USA: Thomson.
5. Chandra, P. (2008). *Financial management* (7th ed.). New Delhi: Mc-Graw Hill

Code	Course	COs	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MG T206	Financial Management	CO1	3	2	2	1	1	2	2	3	2	2
		CO2	3	3	2	1	1	2	2	3	2	2
		CO3	3	3	3	2	1	3	2	3	3	2
		CO4	3	3	2	2	1	3	3	3	3	3
		AVG. CO	3	2.75	2.25	1.5	1	2.5	2.25	3	2.5	2.25

MGT207	Operations Management	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic knowledge of business processes and supply chain fundamentals.				
Academic Year	2026-2027				

Course Objectives

1. Explain the role and importance of operations management in the functioning of businesses.

2. Familiarize students with the concepts, tools, and techniques used in operations decision-making.
3. Enable students to analyze and evaluate production systems and process designs.
4. Equip students with the knowledge to manage resources, quality, and supply chain operations effectively.
5. Develop skills for applying operations management concepts in real-life business scenarios.

Course Outcomes

- CO1 Understand the fundamental concepts and scope of operations management.
- CO2 Apply principles of product and process design in different production systems.
- CO3 Plan and control production using scheduling and MRP tools.
- CO4 Evaluate quality and maintenance systems using modern quality tools.
- CO5 Analyze and manage inventory and supply chain operations for efficiency and sustainability.

Course Content:

Unit 1: Introduction to Operations Management (10 Lectures)

- Nature, scope, and importance of Operations Management
- Historical evolution of operations management
- Operations vs. Production management
- Role of operations manager
- Operations strategy and competitiveness

Unit 2: Product and Process Design (10 Lectures)

- Product life cycle and product design process
- Process types: job, batch, assembly line, continuous
- Process design and analysis
- Facility layout and types: product, process, fixed-position, cellular
- Capacity planning and utilization

Unit 3: Production Planning and Control (10 Lectures)

- Objectives and functions of PPC
- Aggregate planning strategies
- Master production schedule (MPS)
- Materials requirement planning (MRP) and ERP basics
- Scheduling, dispatching, and Gantt charts

Unit 4: Quality Management and Maintenance (10 Lectures)

- Introduction to quality and quality control
- TQM, Six Sigma, and Kaizen
- Statistical Quality Control (SQC)
- Maintenance management: preventive and breakdown
- Lean systems and Just-In-Time (JIT)

Unit 5: Supply Chain and Inventory Management (10 Lectures)

- Concept of supply chain and logistics
- Supply chain drivers and decision areas
- Types of inventory and inventory control techniques (EOQ, ABC)
- Vendor management and outsourcing
- Sustainability in operations and supply chain

Recommended Readings:

- Heizer, J., Render, B., & Munson, C. (2020). Operations Management (13th ed.). Pearson Education.
- Stevenson, W. J. (2021). Operations Management (14th ed.). McGraw Hill Education.
- Chary, S. N. (2017). Production and Operations Management (5th ed.). McGraw Hill Education India.
- Bedi, K. (2019). Production and Operations Management (3rd ed.). Oxford University Press
- Mahadevan, B. (2015). Operations Management: Theory and Practice (3rd ed.). Pearson Education.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MG T207	Operations Management	CO1	3	2	2	1	2	2	2	3	2	2
		CO2	3	3	2	1	2	2	2	3	3	2
		CO3	3	3	3	2	1	3	2	3	3	2
		CO4	3	2	3	2	2	2	2	3	2	2
		CO5	3	3	2	2	3	3	2	3	3	3
		Avg. CO	3	2.6	2.4	1.6	2	2.4	2	3	2.6	2.2

VAC212	International Business	L	T	P	C
Contact Hours	50	2	0	0	2
Pre-requisites /Exposure	Basic understanding of economic principles, business environment and global trade concepts.				
Academic Year	2026-2027				

Course Objectives:

1. This course provides an overview of the importance of international business and trade in the global economy.
2. Students will learn various international trade theories.
3. It explores the factors that influence success in international markets.
4. Students will learn about the techniques and strategies associated with marketing, distribution, and managing international business effectively.
5. Will learn various tariff and non-tariff barriers in trade; trade agreements, objectives and its impact international business.

Course Outcomes

- CO1. Recognise the concepts of international business and international trade theories
- CO2. Understanding globalization and its effects on international business.
- CO3. Getting familiar with the operational environment of international business in foreign markets.
- CO4. Understanding marketing challenges in the international market and adapting to these challenges.
- CO5. Familiarity with tariff and non-tariff barriers, role of WTO and regional trade agreements.

Course Content:**Unit 1:****(15 L)**

Business, Trade and the Economy: Terminology, Concepts and Business Communications Practices, The Importance of International Business, The Impact of International Business on India. Introduction to International Trade Theory: Mercantilism, Absolute Cost Advantage Theory, Comparative Cost Advantage Theory, Porter's Diamond of Advantage, Theory and international Interdependence

Unit II:**(10 L)**

Global Environment for Business: Globalization and its effects on Business, Factors Influencing Participation in International Business, Foreign Market selection process. Foreign market Entry modes: Franchising, Exporting, Licensing, International Agents, International Distributors, Cross Border Mergers & Acquisitions, Strategic Alliances, Joint Ventures

Unit III:**(10 L)**

Factors Influencing Success in International Markets: Cultural Factors, Political, Economic, and Geographic Factors, Avoiding & Managing Common Mistakes & Problems, India's International Competitiveness.

Unit IV:**(10 L)**

Marketing Challenges, Approaches and Distribution: Marketing Challenges in international market, Marketing Approaches, Logistics & Global Distribution network.

Unit V:**(15 L)**

Understanding Integrations: Tariff and Non-Tariff barriers, General Agreement on Trade and Tariffs (GATT), General Agreement on Trade and Services (GATS). Understanding Functions of: Global Integrations- WTO. Regional Integrations: European Union (EU), North American Free Trade Agreement (NAFTA), South Asian Association for Regional Cooperation (SAARC).

Recommended Readings:

1. Daniels, J.D., Radebaugh L.H., Sullivan D.P. & Prashant Salwan (2019), International
2. Business: Environments and Operations, Pearson Hall, Delhi
3. P. Subba Rao, International Business, Himalaya Publishing House
4. Svend Hollensen and Madhumita Banerjee, Global Marketing, Pearson
5. Charles W L Hill. And Arun Kumar Jain (20018), International Business: competing in the global market place, 6ed. Mc Graw-Hill

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
VAC 212	International Business	CO1	3	2	2	2	2	2	2	3	2	2
		CO2	3	3	2	2	3	3	3	3	3	2
		CO3	3	3	2	2	3	2	2	3	3	2
		CO4	3	3	2	2	2	2	3	3	3	3
		CO5	3	3	2	3	3	2	3	3	2	3
		Avg. CO	3	2.8	2	2.2	2.6	2.2	2.6	3	2.6	2.4

SEC158	Design Thinking and Innovation	L	T	P	C
Contact Hours	50	0	0	2	2
Pre-requisites /Exposure	Basic communication, creative thinking, problem-solving, empathy, and openness to user-centric collaboration.				
Academic Year	2026-2027				

Course Objectives:

1. Introduce students to design-based thinking approach to solve problems
2. Observe and assimilate unstructured information to well framed solvable problems
3. Introduce student to templates of ideation
4. Understand the importance of prototyping in the innovation journey
5. Implementing innovation projects.

Course Outcomes:

- CO1: Propose real-time innovative product designs and Choose appropriate frameworks, strategies, techniques during prototype development.
- CO2: Know wicked problems and how to frame them in a consensus manner that is agreeable to all stakeholders using appropriate frameworks, strategies, techniques during prototype development.
- CO3: Analyze emotional experience and Inspect emotional expressions to better understand users while designing innovative products.
- CO4: Apply iterative prototyping techniques to test and refine innovative solutions.
- CO5: Collaborate effectively in diverse teams to co-create user-centric solutions.
- CO6: Evaluate the feasibility, viability, and desirability of proposed innovations using appropriate validation tools.

Course Content:**Unit 1: Basics of Design Thinking****(10 L)**

- Understand the concept of innovation and its significance in business
- Understanding creative thinking process and problem solving approaches
- Know Design Thinking approach and its objective
- Design Thinking and customer centricity – real world examples of customer challenges, use of Design Thinking to Enhance Customer Experience, Parameters of Product experience, Alignment of Customer Expectations with Product.
- Discussion of a few global success stories like AirBnB, Apple, IDEO, Netflix etc.
- Explain the four stages of Design Thinking Process – Empathize, Define, Ideate, Prototype, Implement

Unit 2: Learning to Empathize and Define the Problem**(8 L)**

- Know the importance of empathy in innovation process – how can students develop empathy using design tools
- Observing and assimilating information
- Individual differences & Uniqueness Group Discussion and Activities to encourage the understanding, acceptance and appreciation of individual differences. What are wicked problems. Identifying wicked problems around us and the potential impact of their solutions

Unit 3 : Ideate, Prototype and Implement**(6 L)**

- Know the various templates of ideation like brainstorming, systems thinking
- Concept of brainstorming – how to reach consensus on wicked problems
- Mapping customer experience for ideation
- Know the methods of prototyping, purpose of rapid prototyping.
- 5. Implementation

Unit 4 : Feedback, Re-Design & Re-Create**(6 L)**

- Feedback loop, focus on User Experience, address ergonomic challenges, user focused design
- Final concept testing,
- Final Presentation – Solving Problems through innovative design concepts & creative solution

Recommended Readings:

1. E Balaguruswamy , Developing Thinking Skills (The way to Success), Khanna Book Publishing Company
2. Tim Brown, “Change by Design: How Design Thinking Transforms, Organizations and Inspires Innovation”, Harvard Business Review
3. 8 steps to Innovation by R T Krishnan & V Dabholkar, Collins Publishing
4. Design Thinking by Nigel Cross, Bloomsbury

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SEC 158	Design Thinking and Innovation	CO1	3	3	3	2	2	2	3	3	3	2
		CO2	3	3	3	3	2	2	3	3	3	3
		CO3	3	2	2	2	2	2	3	3	2	3
		CO4	3	3	2	2	2	2	3	3	3	2

		CO5	3	3	3	2	2	2	3	3	3	3
		CO6	3	3	3	3	3	3	3	3	3	3
		AVG . CO	3	2.83	2.67	2.33	2.17	2.17	3	3	2.83	2.67

SEC159	Data Analysis for Business using AI	L	T	P	C
Contact Hours	50	0	0	2	2
Pre-requisites /Exposure	Basic knowledge of statistics and spreadsheet tools (like Excel or Google Sheets)				
Academic Year	2026-2027				

Course Objectives:

1. Understand the role of data analysis in business decision-making.
2. Explore the integration of Artificial Intelligence in business analytics.
3. Learn the use of data visualization and statistical tools for data interpretation.
4. Apply supervised and unsupervised AI techniques to solve real-world business problems.
5. Interpret business data using AI-powered tools and platforms (e.g., Excel AI, Power BI, Google AI, etc).

Course Outcomes:

- CO1 Explain the fundamentals of data analysis and the role of AI in business
- CO2 Classify and apply data types, sources, and preprocessing techniques
- CO3 Use statistical and visualization tools to interpret business data
- CO4 Demonstrate the application of basic AI techniques (e.g., classification, clustering)
- CO5 Analyze case studies and industry applications using AI tools for decision-making

Course Content:

Unit 1: Introduction to Business Data Analysis and AI (6 L)

- Concept of data, information, and knowledge
- Business Intelligence vs. Business Analytics vs. AI
- Types of data: structured, semi-structured, unstructured
- Overview of AI and machine learning in business analysis
- Key applications: customer segmentation, sales prediction, risk analysis

Tools/Examples: ChatGPT for data interpretation, Google Trends, Excel AI features

Unit 2: Data Sources and Preprocessing (6 L)

- Primary vs. secondary data in business research
- Internal and external sources of data (CRM, social media, sensors, etc.)
- Data collection tools (Google Forms, APIs, web scraping overview)
- Data cleaning: handling missing values, outliers, duplicates
- Data preparation: encoding, normalization, scaling

Tools: MS Excel, Google Sheets, Power Query, OpenRefine

Unit 3: Data Analysis and Visualization (6 L)

- Descriptive statistics: mean, median, mode, variance, correlation
- Exploratory Data Analysis (EDA)
- Business dashboards and KPIs
- Data visualization best practices
- Using AI-powered tools for visual storytelling

Tools: MS Excel (Pivot Tables, Charts), Power BI, Google Looker Studio

Unit 4: Machine Learning for Business Analysis (6 L)

- Supervised learning: linear regression, decision trees, classification
- Unsupervised learning: clustering, association rules
- Business use cases: customer churn prediction, demand forecasting
- Introduction to AutoML platforms (Teachable Machine, BigML, etc.)
- Ethics and limitations in using AI for business decisions

Tools/Demos: Google Teachable Machine, ChatGPT, Microsoft Azure ML Studio

Unit 5: Applications and Case Studies (6 L)

- Retail: Inventory optimization, sales forecasting using AI
- Finance: Credit scoring, fraud detection
- HR: AI in recruitment and attrition analysis
- Marketing: Campaign optimization, customer sentiment analysis
- Group project/presentation on real business problem using AI-powered insights

Recommended Readings:

1. “Data Science for Business” by Foster Provost & Tom Fawcett – O’Reilly
2. “Artificial Intelligence for Business” by Doug Rose – Pearson Education
3. “Business Analytics: Data Analysis & Decision Making” by Albright & Winston – Cengage
4. “Python for Data Analysis” by Wes McKinney – O’Reilly (*optional reference for interested students*)
5. “AI and Analytics for Managers” by U. Dinesh Kumar – Wiley India

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SEC 159	Data Analysis for	CO1	3	3	2	2	2	3	2	3	2	2
		CO2	3	3	2	2	2	2	2	3	2	2

	Business using AI	CO3	3	3	2	2	2	2	2	3	2	2
		CO4	3	3	2	2	2	2	3	3	3	2
		CO5	3	3	3	2	3	3	3	3	3	3
		Avg. CO	3	3	2.2	2	2.2	2.4	2.4	3	2.4	2.2

Semester- V							
Type of Course	Code	Title of the Course	Contact Hours Per Week				
			L	T	P	C	
CC	MGT301	Strategic Management	3	1	0	4	
CC	MGT302	Logistics and Supply Chain Management	3	1	0	4	
DSE-I (MM/HR/FIN/BA/LSCM)	MM301/FM301/HR301/BA301/SCM301/DM301	Discipline Specific Electives - I	3	1	0	4	
DSE-II (MM/HR/FIN/BA/LSCM)	MM302/FM302/HR302/BA302/SCM302/DM302	Discipline Specific Electives - II	3	1	0	4	
SEC	SEC160	Major Project (evaluation in 6th sem)					
SEC	INT301	Internship				4	
DSE (NON CREDIT)	DSE301	Discipline Specific Elective (Audit Course)	0	0	0	0	
		Soft Skills and Aptitude IV				1	
Semester Credits							21

MGT301	Strategic Management	L	T	P	C
Contact Hours	60	3	1	0	4
Pre-requisites/Exposure	Basic knowledge on Functional areas of Management				
Academic Year	2026-2027				

Course Objectives:

- To explore concepts of Business strategy, Policy, and strategic management process.
- The course will help to learn to frame Organisation's vision, mission, examine principles, techniques,
- Students will be introducing models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation.
- The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.

Course Outcomes

On completion of this course, the students will be able to:

- CO- 1 Understand the basic concepts and principles of strategic Business analysis the internal and external environment of business.
- CO-2 Develop and prepare organizational strategies that will be effective for the current business environment.
- CO-3 Devise strategic approaches to managing a business successfully in a global context.
- CO-4 Basic understanding of the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations.
- CO-5 Develop students to think critically and strategically. Understand the nature of services, and distinguish between products and services.

Course Structure:

- **Unit 1:** [8L]
Business Strategy: Introduction, Concept of Business Strategy, Need for Business Strategy, Essentials of Effective Strategy, Effects of Inadequate Strategies, Functions of Business Strategies
- **Unit II:** [8L]
Business Policy: Introduction, Definition of Business Policy, Factors influencing Business Policy, Business Policy vs. Strategy, Policy decisions and their impact on Business Strategies
- **Unit III:** [10L]
Strategic Management: Introduction, Strategic Management – Definition, Meaning and Role, Objectives of Strategic Management, Benefits of Strategic Management, Importance of Strategic Management, Causes for failure of Strategic Management
- **Unit IV:** [8L]
Strategic Management Process: Introduction, Strategic Management Process, Strategic Vision and the role of a Strategist, Criteria for Effective strategy, Role of Strategic Management in Policy Making
- **Unit V:** [8L]
Strategic Analysis: Introduction, Strategic Analysis – definition, Need for Strategic Analysis & Environmental Scanning, Understanding environment of business for strategic analysis, Strategic thinkers & their contributions, Role of Strategic Analysis in Policymaking.
- **Unit VI:** [8L]
Strategy Formulation: Introduction, Types of Strategies, Steps in Strategy Formulation, Core Competencies and their Importance in Strategy Formulation,
- **Unit VII:** [6L]
Strategic Planning and Implementation: Introduction, Strategic Planning Process, Types of Strategies, Stability, Expansion or Growth, Mergers and Acquisitions, Activating Strategy, Issues in Strategy Implementation, Integrating the Functional Plan and Policies
- **Unit VIII:** [4L]
Strategic Leadership: Introduction, Leadership Functions, Leadership Traits, Leadership Styles, Strategic Leadership and Competitive Advantage

Recommended Readings:

1. TH-1. Bartlett, C. A., Ghoshal, S., & Beamish, P. W. (2009). Transnational management: Text, cases & readings in cross-border management (6th ed.). London: McGraw-Hill
2. TH-2. Grant, R. M. (2010). Cases to accompany contemporary strategy analysis (7th ed.). London: John Wiley.
3. TH-3. Porter, M. E. (2004). Competitive strategy. (2004). New York: Simon & Schuster
4. TH-4. Prahalad, C. K., & Krishnan, M. S. (2008). The New Age of innovation: Driving co created value through global networks. New York: McGraw Hill.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT301	Strategic Management	CO1	3	2	1	1	2	1	1	2	1	1
		CO2	3	3	2	1	2	2	2	2	2	1
		CO3	2	3	3	2	3	2	2	2	3	2
		CO4	3	2	2	2	2	2	1	2	1	2
		CO5	2	2	2	2	2	3	3	2	2	3
		AVG. CO	2.6	2.4	2.0	1.6	2.2	2.0	1.8	2.0	1.8	1.8

MGT302	Logistics and Supply Chain Management	L	T	P	C
Contact Hours	60	3	1	0	4
Pre-requisites	Basic understanding of business operations and distributions				
Academic Year	2026-2027				

Course Objectives:

- This course would help students develop an understanding about the role of supply chain management in business.
- Distribution and supply chain functions, key issues of supply chain and the drivers of supply chain performance.
- This course would also give exposure to the students with basic concepts of supply chain management for cost effective functioning of the business.
- To provide basic knowledge of information technology application in supply chain management.

Course Outcomes

On completion of this course, the students will be able to:

- CO1. Understanding the basic fundamentals of logistics and supply chain management.
- CO2. Recognise the importance of inventory and its planning.
- CO3. Need for warehousing, network of warehouses, and distribution centres.
- CO4. Importance of transportation and its role in logistics and supply chain management.

- CO5. Awareness of information technology and its application in supply chain management.

Course Content:

- **Unit 1:** [15L]
Introduction to Logistics and Supply Chain Management: Scope and Components of Logistics; Logistics and Marketing; Logistics Planning, Principles and focus Areas; Supply Chain Drivers and Obstacles; Demand Management and Forecasting in a Supply Chain and Supply Chain Integration.
- **Unit II:** [15L]
Managing Inventory: Inventory Planning; Managing Inventory in a Supply Chain; Factors Driving Inventory; Category and Types of Inventory ; Inventory Classifications; ABC Inventory Analysis; Inventory Costs; Inventory control and functions.
- **Unit III:** [10L]
Warehousing: Purpose and Reasons of Warehousing; Network of Warehouses; Distribution Centres; Market Positioning; Production Positioning; Intermediate Positioning.
- **Unit IV:** [10L]
Transportation: Transportation Principles; Network Design and Selection Criteria; Relative Merits Analysis; Costs Factors; Customer Service Factors; Reverse Logistics; Advantages & Disadvantages of all forms of Logistics
- **Unit V:** [10L]
Information Technology: Basic concept of information technology, Enterprise Resource Planning, Application of information technology in supply chain management.

Recommended Readings:

1. Janat Shah, Supply Chain Management, Pearson
2. V.V. Sople, Supply Chain Management, Pearson
3. K. Shridhara Bhat, Logistics and Supply Chain Management, e/2018, Himalaya Publishing House
4. Donald J Bowersox, David J Closs & M Bixby Cooper, Supply Chain Logistics Management, e/2019, Tata McGraw Hill education

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT302	Logistics and Supply Chain Management	CO1	3	2	2	1	1	2	2	3	2	2
		CO2	3	3	2	1	1	2	2	3	2	2
		CO3	3	3	2	1	2	2	2	3	2	2
		CO4	3	3	2	1	2	2	2	3	2	2
		CO5	3.0	2.75	2.0	1.0	1.5	2.0	2.0	3.0	2.0	2.0
		AVG. CO	3	2	2	1	1	2	2	3	2	2

Semester- VI						
Type of Course	Code	Title of the Course	Contact Hours Per Week			
			L	T	P	C
CC	MGT333	Project Management	3	1	0	4
CC	MGT304	Business Taxation	3	1	0	4
SEC	MGT428	Business Ethics and Corporate Governance	2	0	0	2
DSE-III((MM/HR/FIN/BA/L SCM)	MM303/FM303/HR303/BA 303/SCM303/DM303	Discipline Specific Electives - III	3	1	0	4
DSE-IV(MM/HR/FIN/BA/L SCM)	MM304/FM304/HR304/BA 304/SCM304/DM304	Discipline Specific Electives - IV	3	1	0	4
SEC	SEC160	Major Project [Initiated in 5th Semester]	0	0	0	4
DSE(NON CREDIT)	DSE302	Discipline Specific Elective (Audit Course)				0
		Soft Skills and Aptitude V				1
Semester Credits						23

MGT333	Project Management	L	T	P	C
Contact Hours	60	3	1	0	4
Pre-requisites	Basic understanding of management principles & finance				
Academic Year	2026-2027				

Course Objectives

1. To develop an understanding of the fundamental concepts, tools, and techniques of project management.
2. To enable students to plan, schedule, and control projects effectively.
3. To familiarize learners with project life cycle, feasibility analysis, and risk management.
4. To build competencies in resource allocation, budgeting, and team management.
5. To enhance decision-making skills for successful project execution in real business environments.

Course Outcomes (COs)

After completion of the course, students will be able to:

- CO1: Understand the concepts, characteristics, and life cycle of projects.
- CO2: Apply project planning and scheduling techniques such as PERT and CPM.
- CO3: Analyze project feasibility, budgeting, and cost control mechanisms.
- CO4: Evaluate risks and implement appropriate risk management strategies.
- CO5: Develop skills in project execution, monitoring, and team coordination.

Course Content

• Module 1: Introduction to Project Management

[8L]

- Meaning, nature, and characteristics of projects
- Project vs. operations
- Project Life Cycle
- Role and responsibilities of project manager
- Project Management in modern business

• Module 2: Project Identification & Feasibility Analysis [10L]

- Project identification and selection
- Market and demand analysis
- Technical feasibility
- Financial feasibility (NPV, IRR, Payback Period)
- Social and environmental considerations

• Module 3: Project Planning and Scheduling [12L]

- Project planning process
- Work Breakdown Structure (WBS)
- Network analysis: PERT and CPM
- Time estimation and critical path
- Gantt charts and project scheduling tools

Module 4: Project Financing, Budgeting & Control [10L]

- Project cost estimation
- Budget preparation
- Sources of project finance
- Cost control and performance measurement
- Earned Value Analysis (basic concept)

Module 5: Risk Management & Project Execution [10L]

- Types of project risks
- Risk identification and analysis
- Risk mitigation strategies
- Project implementation and monitoring
- Team management, leadership, and communication in projects

Recommended Readings

1. K. K. Chitkara – *Project Management: Planning, Scheduling and Controlling*
2. Prasanna Chandra – *Projects: Planning, Analysis, Financing, Implementation and Review*
3. Harold Kerzner – *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*
4. Clifford F. Gray & Erik W. Larson – *Project Management: The Managerial Process*
5. Vasant Desai – *Project Management*
6. Pinto, J. K. – *Project Management: Achieving Competitive Advantage*

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT333	Project Management	CO1	3	2	2	1	1	2	2	3	2	2
		CO2	3	3	2	1	1	2	3	3	2	2
		CO3	3	3	2	2	2	2	2	3	2	2
		CO4	3	3	2	2	2	2	3	3	2	3
		CO5	3	3	3	2	2	2	3	3	3	3
		AVG. CO	3.0	2.8	2.2	1.6	1.6	2.0	2.6	3.0	2.2	2.4

MGT304	Business Taxation	L	T	P	C
Contact Hours	60	3	1	0	4
Pre-requisites	Basic understanding of financial accounting principles, including bookkeeping and financial statement preparation				
Academic Year	2026-2027				

Course Objectives

1. To provide students with a fundamental understanding of the Indian taxation system.
2. To develop knowledge of direct and indirect taxes applicable to business entities.
3. To familiarize students with computation of taxable income and tax liability.
4. To understand GST framework and its application in business transactions.
5. To enhance analytical ability in tax planning and compliance.

Course Outcomes (COs)

- CO1: Explain the basic concepts, structure, and principles of taxation in India.
- CO2: Compute taxable income and tax liability for individuals and business entities.
- CO3: Analyse provisions related to heads of income under the Income Tax Act.
- CO4: Understand GST framework, registration, and compliance procedures.
- CO5: Apply tax planning techniques and evaluate tax-saving strategies in business decisions.

Course Content

Module 1: Introduction to Taxation

[12L]

- Meaning, objectives, and types of taxes
- Direct vs Indirect Taxes
- Canons of taxation
- Overview of Indian Tax Structure
- Residential status and scope of total income

Module 2: Income Tax Fundamentals**[12L]**

- Heads of Income: Overview
- Income from Salary
- Income from House Property
- Profits and Gains from Business or Profession (basic concepts)
- Capital Gains and Income from Other Sources (introductory)

Module 3: Computation of Taxable Income**[12L]**

- Deductions under Section 80C to 80U
- Computation of Gross Total Income
- Total Income and Tax Liability (individuals)
- Filing of Income Tax Returns (basic procedures)

Module 4: Goods and Services Tax (GST)**[12L]**

- Concept and objectives of GST
- GST structure: CGST, SGST, IGST
- Registration process
- Input Tax Credit (ITC)
- GST returns and compliance
- GST in business transactions

Module 5: Tax Planning and Management**[12L]**

- Tax planning vs tax evasion vs tax avoidance
- Tax management strategies
- Role of taxation in business decisions
- Overview of tax authorities and administration

Recommended Readings

1. Singhania, V.K. & Singhania, M. – *Students' Guide to Income Tax*, Taxmann Publications
2. Ahuja, Girish & Gupta, Ravi – *Systematic Approach to Income Tax*, Bharat Law House
3. Datey, V.S. – *Indirect Taxes: GST and Customs Law*, Taxmann
4. Mehrotra, H.C. & Goyal, S.P. – *Income Tax Law and Practice*, Sahitya Bhawan
5. Government of India – *GST Portal* (www.gst.gov.in) for practical updates
6. Income Tax Department Website – www.incometax.gov.in

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT304	Business Taxation	CO1	3	2	1	2	1	2	1	3	1	2
		CO2	3	3	2	2	1	2	2	3	2	2
		CO3	3	3	2	2	1	2	2	3	2	2
		CO4	3	3	2	3	2	2	2	3	2	3
		CO5	3	3	3	3	2	3	3	3	3	3
		AVG. CO	3.0	2.8	2.0	2.4	1.4	2.2	2.0	3.0	2.0	2.4

MGT428	Business Ethics and Corporate Governance	L	T	P	C
Contact Hours	30	2	0	0	2
Pre-requisites	Fundamental knowledge of business operations, management, or commerce				
Academic Year	2026-2027				

Course Objectives

1. To develop an understanding of ethical principles and their application in business decision-making.
2. To familiarize students with corporate governance mechanisms and best practices.
3. To analyze ethical dilemmas in business and promote responsible managerial behavior.
4. To highlight the role of corporate governance in ensuring accountability and transparency.
5. To sensitize students towards corporate social responsibility and sustainable development.

Course Outcomes (COs)

After completion of the course, students will be able to:

- CO1: Understand fundamental concepts and theories of business ethics.
- CO2: Analyze ethical issues and dilemmas in business using appropriate frameworks.
- CO3: Explain the principles, structure, and importance of corporate governance.
- CO4: Evaluate corporate governance practices and regulatory frameworks in India.
- CO5: Assess the role of CSR and sustainability in responsible business practices.

Course Content

Module 1: Introduction to Business Ethics

[6L]

- Meaning, nature, and scope of business ethics
- Importance of ethics in business
- Ethical theories: Utilitarianism, Deontology, Virtue ethics
- Ethics vs. law vs. values
- Ethical decision-making models

Module 2: Ethical Issues in Business

[6L]

- Ethical dilemmas in management
- Ethics in marketing, finance, HRM, and operations
- Corporate frauds and scandals (case studies)
- Whistleblowing and insider trading

- Code of ethics and ethical leadership

Module 3: Corporate Governance

[8L]

- Meaning and significance of corporate governance
- Principles of corporate governance
- Corporate governance models (Anglo-American, German, Japanese)
- Board of Directors: Roles, responsibilities, and composition
- Role of stakeholders in governance

Module 4: Governance Framework in India

[5L]

- Corporate governance in India
- SEBI guidelines and Clause 49 / LODR Regulations
- Companies Act, 2013 (key provisions related to governance)
- Role of audit committees, independent directors
- Corporate governance failures (case studies: Satyam, IL&FS, etc.)

Module 5: CSR and Sustainability

[5L]

- Concept of Corporate Social Responsibility (CSR)
- CSR under Companies Act, 2013
- Business and environment ethics
- Sustainability and triple bottom line (People, Planet, Profit)
- Emerging trends in ethical business practices

Recommended Readings

1. Fernando, A.C. – *Business Ethics and Corporate Governance*, Pearson Education.
2. Crane, A. & Matten, D. – *Business Ethics*, Oxford University Press.
3. Velasquez, M.G. – *Business Ethics: Concepts and Cases*, Pearson.
4. Mallin, C.A. – *Corporate Governance*, Oxford University Press.
5. Sharma, J.P. – *Corporate Governance, Business Ethics and CSR*, Ane Books.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT428	Business Ethics and Corporate Governance	CO1	3	2	2	3	2	2	2	3	2	3
		CO2	2	3	2	3	2	2	3	2	2	3
		CO3	3	2	2	3	2	2	2	3	2	3
		CO4	3	3	2	3	2	2	2	3	2	3
		CO5	2	2	2	3	3	2	3	2	3	3
		AVG. CO	2.6	2.4	2.0	3.0	2.2	2.0	2.4	2.6	2.2	3.0

Semester- VII						
Type of Course	Code	Title of the Course	Contact Hours Per Week			
			L	T	P	C
CC	MGT401	AI for Business	3	1	0	4
CC	MGT402	Entrepreneurial Leadership	3	1	0	4
DSE-V((MM/HR/FI N/BA/LSCM))	MM401/FM401/HR401/BA401/SCM401/DM401	Discipline Specific Electives - V	3	1	0	4
DSE-VI(MM/HR/FI N/BA/LSCM)	MM402/FM402/HR402/BA402/SCM402/DM402	Discipline Specific Electives - VI	3	1	0	4
SEC	SEC162	Dissertation work [evaluation in Eighth semester]	0	0	0	-
SEC	SEC161	CAPSTONE PROJECT	0	0	4	4
	CLL405	Soft Skills and Aptitude VI				1
Semester Credit						21

MGT401	AI for Business	L	T	P	C
Contact Hours	60	3	1	0	4
Pre-requisites	Basic understanding of data analytics, statistics, and business strategy, with optional exposure to Python programming				
Academic Year	2026-2027				

Course Objectives

The course aims to:

1. To introduce students to the fundamentals of Artificial Intelligence and its relevance in business decision-making.
2. To develop understanding of AI tools and techniques used in modern business environments.
3. To enable students to analyze business problems and apply AI-based solutions.
4. To familiarize learners with applications of AI in marketing, finance, HR, and operations.
5. To create awareness about ethical, legal, and societal implications of AI in business.

Course Outcomes (COs)

After completion of the course, students will be able to:

- CO1: Understand the basic concepts, tools, and technologies of Artificial Intelligence in business.
- CO2: Analyze business problems and identify appropriate AI-based solutions.
- CO3: Apply AI tools and techniques in functional areas like marketing, finance, HR, and operations.
- CO4: Evaluate the impact of AI on business strategy, decision-making, and organizational performance.
- CO5: Examine ethical, legal, and societal issues related to the use of AI in business.

Course Content

Module 1: Introduction to AI in Business

[10L]

- Meaning, definition, and evolution of AI
- Types of AI: Narrow, General, and Super AI
- AI vs Machine Learning vs Deep Learning
- Role of AI in digital transformation
- AI adoption in businesses: Opportunities and challenges
- Overview of AI tools (ChatGPT, automation tools, analytics platforms)

Module 2: AI Technologies and Tools

[12L]

- Basics of Machine Learning (Supervised & Unsupervised Learning)
- Introduction to Neural Networks and Deep Learning
- Natural Language Processing (NLP) and Chatbots
- Robotic Process Automation (RPA)
- AI tools for business analytics (Power BI, Tableau with AI features)
- Hands-on exposure (conceptual) to AI-based platforms

Module 3: Applications of AI in Business Functions

[14L]

- Marketing: Customer segmentation, recommendation systems, sentiment analysis
- Finance: Fraud detection, risk analysis, algorithmic trading
- Human Resource Management: AI in recruitment, employee engagement, performance analytics
- Operations & Supply Chain: Demand forecasting, inventory optimization, logistics automation
- Case studies of AI implementation in companies

Module 4: AI for Decision Making & Strategy

[10L]

- AI-driven decision-making models
- Predictive and prescriptive analytics
- Business intelligence and AI integration
- AI in strategic management and competitive advantage
- Data-driven culture in organizations

Module 5: Ethical, Legal and Future Aspects of AI

[8L]

- Ethical issues in AI (bias, fairness, transparency)
- Data privacy and security concerns
- Legal framework and regulations of AI
- AI and future of jobs
- Responsible AI and sustainability

Recommended Readings

Textbooks:

1. Russell, S. & Norvig, P. – *Artificial Intelligence: A Modern Approach*, Pearson
2. Kaplan, A. – *Artificial Intelligence: What Everyone Needs to Know*, Oxford University Press
3. Marr, B. – *Artificial Intelligence in Practice*, Wiley

Reference Books:

4. Davenport, T. & Ronanki, R. – *Artificial Intelligence for the Real World*, Harvard Business Review

5. Agrawal, A., Gans, J., & Goldfarb, A. – *Prediction Machines*, Harvard Business Press
6. Boucher, P. – *Artificial Intelligence: How Does It Work, Why Does It Matter?*, European Parliament

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MGT401	AI for Business	CO1	3	2	2	1	1	2	2	3	2	2
		CO2	2	3	2	1	1	2	3	3	2	2
		CO3	3	3	2	1	2	2	3	3	3	2
		CO4	3	3	3	2	2	2	3	3	2	2
		CO5	2	2	2	3	3	2	2	2	1	3
		AVG. CO	2.6	2.6	2.2	1.6	1.8	2.0	2.6	2.8	2.0	2.2

MGT402	Entrepreneurial Leadership	L	T	P	C
Contact Hours	60	3	1	0	4
Pre-requisites	Basic understanding of business management or a keen interest in innovation and leadership.				
Academic Year	2026-2027				

Course Objectives

1. To develop an understanding of entrepreneurial leadership concepts and their role in modern organizations.
2. To enhance leadership skills required for innovation, decision-making, and opportunity recognition.
3. To familiarize students with entrepreneurial mindset, risk-taking ability, and strategic thinking.
4. To enable students to understand team building, leadership styles, and organizational growth in entrepreneurial settings.
5. To provide practical exposure to entrepreneurial challenges and leadership practices.

Course Outcomes (COs)

After successful completion of the course, students will be able to:

- **CO1:** Understand the concepts, traits, and theories of entrepreneurial leadership.
- **CO2:** Analyze opportunities and demonstrate entrepreneurial decision-making skills.
- **CO3:** Apply leadership styles and strategies in managing entrepreneurial ventures.
- **CO4:** Evaluate challenges in innovation, team building, and growth of startups.
- **CO5:** Develop an entrepreneurial mindset with ethical and socially responsible leadership practices.

Course Content

Module 1: Introduction to Entrepreneurial Leadership

[10L]

- Concept of Entrepreneurship and Leadership

- Entrepreneur vs Manager vs Leader
- Meaning and importance of Entrepreneurial Leadership
- Characteristics and competencies of entrepreneurial leaders
- Role of leadership in startups and SMEs

Module 2: Entrepreneurial Mindset and Opportunity Recognition [12L]

- Entrepreneurial mindset and thinking patterns
- Creativity, innovation, and idea generation
- Opportunity identification and evaluation
- Risk-taking, uncertainty, and decision-making
- Design thinking in entrepreneurship

Module 3: Leadership Skills for Entrepreneurs [12L]

- Leadership styles (transformational, transactional, situational)
- Emotional intelligence and leadership effectiveness
- Communication, negotiation, and conflict management
- Team building and motivation in startups
- Networking and relationship building

Module 4: Managing Entrepreneurial Ventures [10L]

- Business model and value creation
- Strategic planning and execution
- Growth strategies and scaling up
- Resource mobilization (finance, human, technology)
- Managing change and innovation

Module 5: Ethics, Sustainability and Contemporary Issues [8L]

- Ethical leadership in entrepreneurship
- Corporate social responsibility (CSR)
- Sustainable entrepreneurship
- Women entrepreneurship and social entrepreneurship
- Digital entrepreneurship and emerging trends

Recommended Readings

Books:

1. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. – *Entrepreneurship* (McGraw Hill)
2. Kuratko, D. F. – *Entrepreneurship: Theory, Process and Practice* (Cengage Learning)
3. Northouse, P. G. – *Leadership: Theory and Practice* (Sage Publications)
4. Gupta, C. B. & Srinivasan, N. P. – *Entrepreneurial Development* (Sultan Chand)
5. Ries, E. – *The Lean Startup* (Crown Business)

Journals & Online Resources:

- Harvard Business Review (HBR)
- Journal of Entrepreneurship
- NPTEL / SWAYAM Courses on Entrepreneurship
- Startup India Portal (www.startupindia.gov.in)

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
		CO1	3	2	2	2	1	2	2	3	2	2

MGT402	Entrepreneurial Leadership	CO2	3	3	2	2	1	2	3	3	3	2
		CO3	2	3	3	2	1	2	2	2	3	2
		CO4	2	3	3	2	2	2	2	2	3	2
		CO5	2	2	2	3	3	2	2	2	3	3
		AVG. CO	2.4	2.6	2.4	2.2	1.6	2.0	2.2	2.4	2.8	2.2

Semester- VIII							
Type of Course	Code	Title of the Course	Contact Hours Per Week				
			L	T	P	C	
DSE-VII(MM/HR/FIN/BA/LSCM)	MM403/FM403/HR403/BA403/SCM403/DM403	Discipline Specific Electives - VII	4	0	0	4	
DSE-VIII(MM/HR/FIN/BA/LSCM)	MM404/FM404/HR404/BA404/SCM404/DM404	Discipline Specific Electives - VIII	4	0	0	4	
DSE-IX(MM/HR/FIN/BA/LSCM)	MM405/FM405/HR405/BA405/SCM405/DM405	Discipline Specific Electives - IX	4	0	0	4	
SEC	SEC162	Dissertation work [Started in Seventh semester]	0	0	16	8	
Total Semester Credit							20

Specialisation/Elective papers

Marketing Management (DSE)

MM301	Introduction to Digital Marketing	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of marketing concepts				
Academic Year	2026-2027				

Course Objectives:

1. To develop fundamentals idea of Digital marketing.
2. The course will help to learn different digital marketing techniques in modern business environment.

3. The course should develop idea on the application of various digital marketing policies.

Course Outcomes:

- CO1: Understand basic concept of digital marketing and its application in business.
 - CO2: Various components of digital marketing and its application in business.
 - CO3: Appraise the application of digital marketing strategy and digital marketing mix.
 - CO4: Implementation Ad words and various digital advertise process in practical.
 - CO5: Design of online promotion like ads and other promotional tools.
-

Course Content:

This course provides a comprehensive introduction to the concepts and practices of digital marketing in the contemporary business environment. It covers the fundamentals of online marketing, digital platforms, and emerging trends that influence consumer behavior and business strategies. The course focuses on key areas such as digital marketing strategies, website development, search engine optimization (SEO), social media marketing, and online advertising tools. It also emphasizes understanding the digital marketing environment, including micro and macro factors affecting online businesses. Through a blend of theoretical knowledge and practical exposure, students will develop the ability to design, implement, and evaluate effective digital marketing campaigns in a dynamic and competitive marketplace.

Module 1: Concept, significance, nature, objectives and scope of digital marketing, applications of digital marketing, stages of digital marketing, impact of digital marketing on society and business, Digital marketing Vs Traditional Marketing. (10L)

Module 2: Internet Micro Environment, Different Components, Marketplace, Customers, Online buyer behavior, competitors, suppliers. Internet Macro Environment, Social Factors, Legal issues, Technological factors, Economic factors, political factors. (15L)

Module 3: Digital marketing strategy, scope, integrated digital marketing, Channel marketing strategy, Internet and Marketing Mix, Strategic Goal setting, Strategy formulation, Identification of Website Types, Selection of template, Edit Website, Content writing, Publish website. (15L)

Module 4: Ad words overview, Introduction, Signup, concept of Display Ad, Video Ad, Shopping Ad Online customers, E-retailing, E-retail activities, Implications for e-retail marketing strategy, B2B e-context, commercial exchanges, Trading relationship, digital marketing. (10L)

Module 5: Design of website and application of search engine optimization, social media marketing and analytics. (10L)

Recommended Readings

1. Design of website and application of search engine optimization, social media marketing and analytics. (10L)
2. Dave Chaffy, Fiona E Chadwick, K Johnston, R Mayer Internet Marketing : Strategy, Implementation and Practices , Pearson
3. Raghevendra K and Shruthi Prabhakar Digital Marketing.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MM301	Introduction to Digital Marketing	CO1	3	1	-	-	-	0	0	0	0	0
		CO2	3	2	-	1	-	2	0	3	3	0
		CO3	2	3	2	-	1	2	0	3	0	0
		CO4	1	2	2	3	2	2	2	3	0	0
		CO5	1	1	3	3	2	2	2	1	0	0
		AVG. CO	1.4	1.9	1.2	1.2	0.8	1.5	0.8	2	0.6	0

MM302	Sales & Distribution Management	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				
Academic Year	2026-2027				

Course Objectives:

1. Proficient and knowledgeable about the various disciplines contribution in understanding sales & distribution strategy in a holistic manner.
2. Familiar with the advances in sales and distribution techniques in deciphering buyer motivation, and behaviour.
3. Equipped with frameworks to analyse sales process and use this in designing marketing strategies and in enhancing the effectiveness of marketing programmes.

Course Outcomes:

- CO1: Identify appropriate Sales Forecasting method to be adopted by a company.
- CO2: Understand situation of opening a new outlet, student manager will be able to draft a sales plan.
- CO3: Analyse situation of Selling products / services, student manager should be able to explain Personal Selling Process.
- CO4: Design of newly launched company, student manager should be able to design an effective Sales Compensation Plan for Sales Executive.
- CO5: Design of distribution strategy for start up and logistics industries.

Course Content:

This course provides a comprehensive understanding of sales and distribution management in a dynamic business environment. It focuses on key aspects such as sales planning, forecasting, personal selling, sales force management, and channel design. The course also covers distribution strategies, logistics, channel intermediaries, and performance evaluation of marketing channels. Emphasis is placed on developing practical skills in designing sales strategies, managing sales teams, and optimizing distribution networks. Through theoretical concepts and real-world applications, students will be equipped to effectively manage sales operations and distribution systems for achieving organizational objectives.

Module 1: Introduction to Sales & Distribution Management- Overview of the course, Understanding some key terms and concepts. Understanding Channel Intermediaries- Role of the intermediary, Evolution of channel structures, Reverse distribution, Distributor

& retailer management. Channel designing & multi channel marketing - Channel designing approach, Framework for taking Channel Decisions, Multi channel designs, Dilemmas in channel correction., Make or buy decision in channel management. Managing Marketing Channels- The need for channel management, Channel conflict. Channel Power, Operational issues in channel Management. (10L)

Module 2: Physical distribution - Tradeoff's involved, Total system cost approach, Case study , Legal aspects of channel management - Sale of goods act, Contract act, Restrictive trade practice. Measuring - Marketing Channel Performance-Effectiveness, Equity, Efficiency, Tracking Mechanism Case Study (Evergreen Products). (15L)

Module 3: Introduction to Sales Management - Objectives of Sales Management-Interface of Sales with different function, Theories of Selling, a. AIDAS theory b. Buying formulae c. Need Satisfaction Selling d. Features V/S Benefits. (15L)

Module 4: Sales Target Setting-Setting Sales Objectives Sales forecasting Policies which affect sales. Sales force Design: The Sales Executive-Functions-Qualities required . Personnel management, Recruitment, Training Programs, Sales force Motivation, Personal relationship in channel management. (10L)

Module 5: Sales Administration - Sales Budgets, Sales Territories, Sales force conflicts , Credit controls, Trade Communications, Sales Reporting & Monitoring , People Management skills, Common Malpractices. (10L)

Recommended Readings

1. Sales management concepts practices and practices, Johnson E M, Mc Graw Hill
2. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2003). Sales Management. Prentice Hall of India, Delhi.
3. Coughlan A.T., Anderson E., Stern L.W and Ansary A.E. (2001), Marketing Channels, Pearson Education.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MM3 02	Sales & Distribution Management	CO1	3	3	2	2	1	–	–	1	–	1
		CO2	3	3	3	2	1	1	–	2	3	1
		CO3	2	2	3	1	–	–	–	3	2	1
		CO4	2	3	3	2	1	–	–	2	3	1
		CO5	3	3	3	2	2	2	1	2	3	1
		AVG. CO	2.45	2.45	2.45	1	1	0.6	0.2	2	2.16	1

MM303	Consumer Behaviour	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				
Academic Year	2026-2027				

Course Objectives:

1. Proficient and knowledgeable about the various disciplines contribution in understanding buyer behaviour in a holistic manner.
2. Familiar with the advances in consumer research in deciphering buyer motivation, and behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions)
3. Equipped with frameworks to analyse consumers' behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes

Course Outcomes:

- CO1: Understanding of basic concept and philosophy of consumer behavior.
 - CO2: Discuss consumer Value Framework as a framework for understanding Consumer Behaviour in a marketing context.
 - CO3: Identify behavioural changes of the consumers with changing in social-cultural status.
 - CO4: Recognize behavioural pattern of the consumer in individual and group settings.
 - CO5: Illustrate buying behaviours followed by marketers using different models of consumer behaviour.
-

Course Content:

This course provides a comprehensive understanding of consumer behavior and its importance in marketing decision-making. It examines the psychological, social, and cultural factors that influence consumer buying behavior across pre-purchase, purchase, and post-purchase stages. The course explores key concepts such as consumer perception, motivation, learning, attitudes, and decision-making processes, along with various consumer behavior models. It also emphasizes the impact of social groups, cultural influences, and changing lifestyles on consumption patterns. Through theoretical frameworks and case-based insights, students will develop the ability to analyze consumer behavior and apply these insights in designing effective marketing strategies.

Module 1: Consumer Behaviour- Introduction; Consumer Decision Making Process; value satisfaction and retention; Consumer research; Segmentation, targeting and positioning; Consumer behaviour models: Howard and Sheth, Nicosia and Engle and Blackwell model.

Module 2: Consumer as an individual – Consumer perception; Motivation; Consumer learning; Consumer attitude formation and change. CLV and its application.

Module 3: Consumer and cultural influences, Social class influences, Group influences and consumer behaviour, Reference group and opinion leadership.

Module 4: Ad words overview, Introduction, Signup, concept of Display Ad, Video Ad, Shopping Ad Online customers, E-retailing, E-retail activities, Implications for e-retail marketing strategy, B2B e-context, commercial exchanges, Trading relationship, digital marketing

Module 5: Case study of consumer behavior: and Consumer research

- Starbucks: Just who is their customers.
- How "Maggi Noodles" tried to gain Trust via Digital Medium
- Articles on behavioural models

Recommended Readings

1. Schiffman, L G and Kamar, Consumer Behaviour, Pearson
2. Schiffman, L G and Kanuk, L L Consumer Behaviour, Prentice Hall of India
3. Suja Nair, Consumer Behaviour in Indian Perspective, Himalaya Publishing house
4. Kazmi S H H; Akthar, J; Consumer Behavior- Text and Cases, Excel Book

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MM303	Consumer Behaviour	CO1	3	2	–	–	–	–	–	1	–	1
		CO2	3	3	2	–	–	–	–	2	1	1
		CO3	2	3	2	1	–	2	–	2	–	1
		CO4	2	3	2	2	–	–	–	2	–	1
		CO5	3	3	3	2	1	–	–	2	1	1
		AVG. CO	2.3	2.8	1.6	1	0.2	0.4	0.8	1.6	0.4	1

MM304	Integrated Marketing Communication	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				
Academic Year	2026-2027				

Course Objectives:

1. To enable students with different terminology and concepts of advertising and sales promotion.
2. To understand different key components of advertising and their market applications.
3. To get exposure with different techniques of sales promotion and how marketer apply this.

Course Outcomes:

- CO1: Discuss different concepts of advertising and sales promotion and other terminology with these.
- CO2: Identify strengths, weaknesses, opportunities and threats (SWOT) of different kinds of promotional campaigns.
- CO3: Develop creative strategies of different types of advertising.
- CO4: Illustrate different models of advertising in different market situation.
- CO5: Explain the different concepts of sales promotion techniques in the market.

Course Content:

This course provides a comprehensive understanding of integrated marketing communication and its role in promoting products and services in a competitive market. It focuses on key elements such as advertising, media planning, and sales promotion, along with the development of effective communication strategies. The course covers concepts like advertising objectives, budgeting, media selection, advertising appeals, and evaluation of advertising effectiveness. It also examines various sales promotion techniques targeted at consumers, trade partners, and sales force. Through theoretical concepts and practical insights, students will develop the ability to design, implement, and evaluate integrated communication campaigns across different media platforms.

Module 1: Advertising: Meaning, Features, Functions; Setting of Advertising objectives; Advertising Budget. Approaches of Advertising - DAGMAR (defining Advertising Goals for Measured Advertising Results), AIDA (Attention, Interest, Desire and Action). (10L)

Module 2: Advertising Media: Media Types & its Evolution, Factors Affecting Media Choice; Internet Advertising- Meaning, Components, Advantages, Limitations, Types of Internet Advertising. Advertising Appeals. (15L)

Module 3: Media planning - The function of media planning in advertising, Role of media planner, Challenges in media planning, Media planning process, Media planning for consumer goods, Media planning for industrial goods. Selecting suitable media options-TV, Radio, Magazine, Newspapers, Pamphlets and brochures, direct mail, outdoor media. (15L)

Module 4: Evaluation of Advertising Effectiveness - Methods Of Measuring Advertising Effectiveness) Pre And Post Testing. According To Objective (Communication and Sales), According to technique (experiment And Survey), Pre-testing Method) Measuring Consumer. (10L)

Module 5: Forms of sales promotion: Consumer oriented sales promotion, trade oriented sales promotion and sales force oriented sales promotion. Major tools of sales promotion: Samples, point of purchase, displays and demonstration. Exhibition and Fashion shows, sales contest and game of chance and skills, lotteries, gifts, offers, premium and free goods, Prince Packs, rebates, patronage, rewards etc. Conventions, conference and trade shows, specialities and novelties, Developing a sales promotion programmes, pre testing implementing, evaluating the results and making necessary modification. (10L)

Recommended Readings

1. Advertising and Promotion: An Integrated Marketing Communications Perspective by George E Belch.
2. Advertising Management 5/E 5th Edition (English, Paperback, David A. Aaker, John G. Myers, Rajeev Batra).
3. Rajeev Batra, John G. Myers, David A. Aaker, Advertising Management, Pearson Education.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MM3 04	Integrate d Marketin g communi cation	CO1	2	2	0	3	0	0	0	0	0	0
		CO2	3	2	2	0	0	2	0	1	3	0
		CO3	0	1	0	0	3	2	0	1	0	0
		CO4	0	0	0	3	1	2	2	0	0	0
		CO5	0	2	3	0	0	0	2	1	0	0
		AVG. CO	1	1.4	1	1.2	0.8	1.2	0.8	0.6	0.6	0

MM401	Services Marketing	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				
Academic Year	2026-2027				

Course Objectives:

1. To have an overview on services, its classification, factors and challenges.
2. To develop the knowledge on Service Marketing Mix Strategies.
3. To enhance understanding on Extended Service Marketing Mix Strategies.
4. To learn about Service Quality and Methods of Measuring and improving it.

Course Outcomes:

- CO1: Understand the fundamental concepts, characteristics, and scope of services marketing.
- CO2: Analyze consumer behavior and expectations in service settings.
- CO3: Apply the extended marketing mix (7Ps) in designing effective service strategies.
- CO4: Evaluate service quality, customer satisfaction, and relationship marketing practices.
- CO5: Develop innovative service marketing strategies for real-world business scenarios.

Course Content:

This course provides a comprehensive understanding of services marketing and its growing importance in the modern economy. It focuses on the unique characteristics of services, service classification, and the challenges faced in managing service organizations. The course covers the extended marketing mix (7Ps), including service product design, pricing strategies, service distribution, and promotional approaches. It also emphasizes service quality, customer satisfaction, and relationship marketing, along with methods for measuring and improving service performance. Through theoretical concepts and practical applications, students will develop the ability to design and manage effective service marketing strategies in diverse business contexts.

Module 1: Introduction to Service Management - Concept, Meaning & Definition: Services. Characteristics of Services, Factors Contributing to Growth of the Service Sector., Classification of Services, Challenges faced by Services. (10L)

Module 2: Product: Service Product, Designing the Service Concept, The Flower of Service, Branding Service Product and Experience. (Branding Strategies & Challenges - Overview) (15L)

Module 3: Pricing: Objectives of Pricing, Pricing Strategy on Three Foundations-Cost (Monetary and Non-Monetary Cost), Competition, Value to Customer, Revenue Management-Reserving Capacity for High Yield Customers, How Does Competitors Pricing Affect Revenue Management, Designing Rate Fences.

Place: Distribution in Services Context. 1. What is Being Distributed? 2. How Should Services be Distributed? 3. Where and When Services are Delivered?, Franchising and Self Service Technologies. (15L)

Module 4: Promotion: Role of Marketing Communication, Challenges of Services Communications, Marketing Communications Mix.

Service Quality - Perspectives of Service Quality - Dimensions of Service Quality - Gap Model Measuring and Improving Service Quality. (10L)

Module 5: Managing Demand and Capacity - Defining Productive Capacity - From Excess Demand to Excess Capacity - Managing Capacity - Understanding Demand Patterns - Managing Demand - Waiting Lines and Queuing Systems. (10L)

Recommended Readings

1. Wirtz, J., & Lovelock, C. (2011). Services marketing: People, technology, strategy. World Scientific.
2. Jauhari & Dutta, (2009). Services: Marketing, Operations and Management. Oxford Higher Education
3. Nargundkar, R. (2010). Services Marketing 3E. India: McGraw-Hill Education (India) Pvt Limited.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MM4 01	Services Marketing	CO1	3	2	–	–	–	2	–	3	2	1
		CO2	2	3	–	2	–	2	–	2	3	2
		CO3	2	2	3	2	–	2	–	3	2	3
		CO4	2	3	–	2	–	2	–	2	3	2
		CO5	2	3	3	3	–	2	–	3	2	3
		AVG. CO	2.15	2.6	3	2.5		2		2.5	2.5	2

MM402	Sustainable Marketing	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				
Academic Year	2026-2027				

Course Objectives:

1. This course provides foundational knowledge about current sustainability challenges.
2. It explores the principles and practices of sustainable marketing, and examines how to effectively integrate sustainability into the marketing mix.
3. Helps to create a more sustainable marketing plan and strategy.

Course Outcomes:

- CO1: Understand the concept and importance of sustainability in modern marketing.
- CO2: Analyse the environmental and social impacts of marketing decisions.
- CO3: Apply sustainable principles to product, pricing, promotion, and distribution strategies.
- CO4: Evaluate ethical issues and corporate social responsibility (CSR) in marketing.
- CO5: Develop sustainable marketing strategies for real-world business scenarios.

Course Content:

This course provides an understanding of sustainable marketing and its relevance in addressing contemporary environmental and social challenges. It explores the concept of sustainability, sustainable development, and the transition from traditional to sustainable marketing practices. The course focuses on sustainable consumer behavior, ethical consumption, and the integration of sustainability into the marketing mix, including product design, pricing, distribution, and promotion. It also examines corporate social responsibility (CSR), business ethics, and stakeholder perspectives in marketing decisions. Through theoretical insights and practical applications, students will develop the ability to design sustainable marketing strategies aligned with long-term business and societal goals.

Module 1: Introduction to sustainable marketing, Concept of sustainability and sustainable development -Evolution of marketing: Traditional vs Sustainable marketing- Triple Bottom Line (People, Planet, Profit) -Role of sustainability in business and society -Overview of global sustainability challenges. (10L)

Module 2: Consumer behavior and sustainability, Green consumer behavior and awareness, Factors influencing sustainable consumption, Ethical consumption and responsible buying, Market segmentation for green consumers, Barriers to sustainable consumer behavior. (15L)

Module 3: Sustainable marketing mix, Product: Eco-friendly design, lifecycle analysis, green packaging, Price: Pricing strategies for sustainable products, Place: Sustainable distribution and supply chains, Promotion: Green advertising, eco-labeling, avoiding greenwashing. (15 L)

Module 4: Corporate Social Responsibility and Ethics, Concept and scope of CSR, Business ethics in marketing, Stakeholder theory, Sustainability reporting and standards, Case studies of responsible and irresponsible marketing practices. (10L)

Module 5: Sustainable Marketing Strategies and Future Trends, Sustainable branding and positioning, Innovation in sustainable marketing, Digital marketing and sustainability, Circular economy and sharing economy, Future trends and global perspectives in sustainable. (10 L)

Recommended Readings

1. Wirtz, J., & Lovelock, C. (2011). Services marketing: People, technology, strategy. World Scientific.
2. Jauhari & Dutta, (2009). Services: Marketing, Operations and Management. Oxford Higher Education
3. Nargundkar, R. (2010). Services Marketing 3E. India: McGraw-Hill Education (India) Pvt Limited.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2	PSO 3
M M4 02	Sustainable Marketing	CO 1	3	2	–	–	–	2	3	2	3	1
		CO 2	2	3	–	2	–	3	3	2	3	2
		CO 3	2	2	3	2	–	3	3	3	3	3
		CO 4	2	3	–	2	–	3	3	2	3	2
		CO 5	2	3	3	3	–	3	3	3	3	3
		AV G. CO	2.16	2.4	1	1.2	0.4	2.8	3	2.4	3	2.16

MM403	Marketing Analytics	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				

Academic Year	2026-2027
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Course Objectives:

1. To develop analytical skills in students for data-driven marketing decisions using statistical tools, models, and modern analytics techniques.
2. To analyze various marketing analytics techniques like CLV, Time series.
3. Helps to design various marketing plan by using analytics tools.

Course Outcomes:

- CO1: Understand fundamental concepts of marketing analytics.
 - CO2: Apply data collection and preprocessing techniques.
 - CO3: Analyze customer data for segmentation and retention.
 - CO4: Evaluate marketing mix using analytical tools.
 - CO5: Use digital analytics tools for decision-making.
-

Course Content:

This course provides a comprehensive understanding of marketing analytics and its role in data-driven decision-making. It focuses on the collection, preparation, and analysis of marketing data to generate actionable insights. The course covers key concepts such as customer analytics, segmentation, customer lifetime value (CLV), churn analysis, and marketing mix evaluation. It also introduces analytical tools and techniques used in digital marketing, including web analytics, SEO/SEM analysis, and predictive analytics. Emphasis is placed on applying analytical methods to improve marketing performance, optimize strategies, and support effective business decisions in a data-driven environment.

Module 1: Introduction to marketing analytics, Meaning and scope of Marketing Analytics, Role of data in marketing decision-making, Types of marketing data (structured & unstructured), Key marketing metrics (ROI, CLV, CAC, Conversion Rate), Introduction to tools: Excel, Google Analytics. (10L)

Module 2: Data collection and preparation, Sources of marketing data (primary & secondary), Data collection methods (surveys, online tracking, CRM), Data cleaning and preprocessing, Handling missing values and outliers
Data integration and transformation. (15L)

Module 3: Customer analytics, Customer segmentation (Demographic, Behavioral, Psychographic), RFM Analysis (Recency, Frequency, Monetary), Customer Lifetime Value (CLV), Churn analysis and retention strategies

Personalization and targeting. (15L)

Module 4: Marketing mix analytics, Product, Price, Place, Promotion analytics, Pricing analytics and elasticity

Advertising effectiveness and ROI analysis, Sales forecasting techniques, Attribution models in digital marketing Case studies of responsible and irresponsible marketing practices. (10L)

Module 5: Digital and advance marketing analytics, Web and social media analytics, SEO & SEM analytics

Sentiment analysis and text mining, Predictive analytics and machine learning basics
Ethics and data privacy in marketing. (10L)

Recommended Readings

1. Lean Analytics: Use Data to Build a Better Startup Faster – Alistair Croll & Ben Yoskowitz
2. Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know – Mark Jeffery

Code	Cours e	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MM 403	Marke ting Analyt ics	CO1	3	2	–	–	1	–	–	1	–	1
		CO2	3	3	2	3	2	–	–	1	–	1
		CO3	3	3	3	2	2	1	–	2	1	1
		CO4	3	3	3	2	3	1	–	2	2	1
		CO5	3	3	3	2	3	1	1	2	2	2
		AV G. CO	3	2.6	2.1	2	2.16	0.6	0.2	1.6	1	1.16

MM404	AI & Technology in Marketing	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				
Academic Year	2026-2027				

Course Objectives:

1. To introduce the fundamentals of Artificial Intelligence (AI) and its role in modern marketing.
2. To develop understanding of data-driven decision-making using AI tools and technologies.
3. To analyze customer behavior and marketing strategies using AI-based applications.
4. To equip students with practical knowledge of digital tools, automation, and ethical considerations in AI-driven marketing.

Course Outcomes:

- CO1: Understand fundamental concepts of marketing analytics
 - CO2: Apply data collection and preprocessing techniques
 - CO3: Analyze customer data for segmentation and retention
 - CO4: Evaluate marketing mix using analytical tools
 - CO5: Use digital analytics tools for decision-making
-

Course Content:

This course provides an understanding of the role of artificial intelligence and emerging technologies in modern marketing practices. It focuses on the application of AI tools and data-driven techniques to analyze consumer behavior, enhance customer insights, and improve marketing decision-making. The course covers key areas such as machine learning applications, customer segmentation, predictive analytics, marketing automation, chatbots, and digital personalization strategies. It also examines the use of AI in digital marketing channels including SEO, social media, and programmatic advertising, along with ethical considerations and data privacy issues. Through theoretical concepts and practical applications, students will develop the ability to leverage AI and technology for effective and innovative marketing strategies.

Module 1: Introduction to AI in Marketing, Meaning, scope, and evolution of AI, AI vs Machine Learning vs Deep Learning, Role of AI in marketing transformation, Data as the foundation of AI

Overview of AI applications in marketing. (10L)

Module 2: Data, analytics and customer insights, Types of marketing data (Big Data, structured/unstructured)

Data collection tools (CRM, web analytics), Customer segmentation using AI

Predictive analytics and forecasting, Customer journey mapping using data. (15 L)

Module 3: AI Tools and technologies in Marketing, Chatbots and virtual assistants

Recommendation systems (e.g., e-commerce), Marketing automation tools

AI in content creation (text, image, video), Voice search and AI assistants. (15L)

Module 4: Digital Marketing with AI, AI in SEO and SEM, Social media analytics using AI

Programmatic advertising, Personalization and targeting strategies, Email marketing automation. (10L)

Module 5: Ethics, Challenges and future trends, Ethical issues in AI (privacy, bias, transparency), Data protection and regulations, Challenges in AI adoption, Future trends (Generative AI, Hyper-personalization)

AI and sustainable marketing. (10L)

Recommended Readings

1. Chaffey, D. – Digital Marketing: Strategy, Implementation and Practice, Pearson
2. Davenport, T. H., Guha, A., Grewal, D., & Bressgott, T. – How Artificial Intelligence Will Change the Future of Marketing, Journal of the Academy of Marketing Science
3. Russell, S., & Norvig, P. – Artificial Intelligence: A Modern Approach, Pearson
4. McKinsey & Company – The State of AI in Marketing (Reports)
5. Kotler, P., Kartajaya, H., & Setiawan, I. – Marketing 5.0: Technology for Humanity, Wiley
6. Agrawal, A., Gans, J., & Goldfarb, A. – Prediction Machines: The Simple Economics of Artificial Intelligence, Harvard Business Review Press
7. Marr, B. – Artificial Intelligence in Practice, Wiley
8. Ryan, D. – Understanding Digital Marketing, Kogan Page

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
M M4 04	AI and Tech nolog y in Mar ketin g	CO 1	3	2	–	–	1	–	–	1	–	1
		CO 2	3	3	2	3	2	1	–	2	–	1
		CO 3	3	3	3	2	3	1	1	2	2	2
		CO 4	3	3	3	2	3	1	1	2	2	2

		CO 5	2	3	2	2	1	3	2	2	1	3
		AV G. CO	2.6	2.6	2	2	2	1.16	0.8	2	1	2.16

MM405	Content creation and digital influence	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				
Academic Year	2026-2027				

Course Objectives:

1. To develop understanding of content creation principles across digital platforms.
2. To equip students with skills to create engaging, relevant, and audience-centric content.
3. To analyze the role of digital influencers and social media in shaping consumer behavior.
4. To apply digital tools and strategies for building online presence and brand influence.

Course Outcomes:

- CO1: Understand fundamental concepts of marketing analytics
- CO2: Apply data collection and preprocessing techniques
- CO3: Analyze customer data for segmentation and retention
- CO4: Evaluate marketing mix using analytical tools
- CO5: Use digital analytics tools for decision-making

Course Content:

This course provides an understanding of content creation and its role in digital marketing and online brand building. It focuses on developing engaging, audience-centric content across various digital platforms such as social media, blogs, videos, and other formats. The course covers key areas including content strategy, storytelling, copywriting, visual content creation, and the use of digital tools for content development and distribution. It also examines the role of digital influencers, personal branding, and influencer marketing strategies in shaping consumer behavior. Emphasis is placed on

content performance analytics, platform algorithms, and emerging trends, enabling students to design effective digital content and influence strategies in a competitive online environment.

Module 1: Introduction to content creation, Meaning and importance of content creation , Types of digital content (blogs, videos, podcasts, infographics) Content marketing vs traditional marketing, Content lifecycle and strategy, Role of storytelling in content. (10L)

Module 2: Content development & creativity, Content ideation and planning, Copywriting techniques and storytelling , Visual content creation (images, videos, reels) , Tools for content creation (e.g., Canva, Adobe Premiere Pro), Content calendar and scheduling. (15L)

Module 3: Digital platform and influencer Marketing, Overview of platforms: Instagram, YouTube, Facebook, LinkedIn , Concept of digital influence and personal branding , Types of influencers (nano, micro, macro, celebrity) , Influencer marketing strategies and collaborations, Ethics and transparency in influencer marketing. (15L)

Module 4: Content distribution and analytics, Content distribution channels , SEO basics and content optimization , Social media algorithms and reach , Key performance metrics (engagement, reach, CTR), Tools: Google Analytics, Hootsuite. (10L)

Module 5: Digital influence strategy and trends, Building digital presence and online identity, Viral marketing and trend analysis , Monetization strategies (ads, sponsorships, affiliate marketing) , AI in content creation and automation , Future trends in digital influence (10L)

Recommended Readings

1. Pulizzi, J. – Epic Content Marketing, McGraw Hill
2. Handley, A. – Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content, Wiley
3. Ryan, D. – Understanding Digital Marketing, Kogan Page
4. Chaffey, D. – Digital Marketing: Strategy, Implementation and Practice, Pearson
5. De Veirman, M., Cauberghe, V., & Hudders, L. – Influencer Marketing Research (Journal of Marketing Studies)
6. Brown, D., & Hayes, N. – Influencer Marketing: Who Really Influences Your Customers?, Routledge
7. Tuten, T., & Solomon, M. – Social Media Marketing, Sage Publications
8. Statista / HubSpot Reports – Content Marketing & Influencer Trends

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
M M4 05	Conte nt creati on	CO 1	3	2	–	–	1	–	–	1	–	1
		CO 2	2	2	3	1	3	–	–	3	1	2

	and digital influence	CO 3	2	3	2	2	1	2	–	2	–	1
		CO 4	3	3	2	3	3	1	–	2	1	2
		CO 5	3	3	3	2	3	1	1	2	2	2
		AV G. CO	2.6	2.6	2	1.6	2.1	0.8	0.2	2	0.8	1.6

Digital Marketing (DSE)

DM301	Introduction to Digital Marketing	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of marketing concepts				
Academic Year	2026-2027				

Course Objectives:

4. To develop fundamentals idea of Digital marketing.
5. The course will help to learn different digital marketing techniques in modern business environment.
6. The course should develop idea on the application of various digital marketing policies.

Course Outcomes:

- CO1: Understand basic concept of digital marketing and its application in business.
- CO2: Various components of digital marketing and its application in business.
- CO3: Appraise the application of digital marketing strategy and digital marketing mix.
- CO4: Implementation Ad words and various digital advertise process in practical.
- CO5: Design of online promotion like ads and other promotional tools.

Course Content:

This course provides a comprehensive introduction to the concepts and practices of digital marketing in the contemporary business environment. It covers the fundamentals

of online marketing, digital platforms, and emerging trends that influence consumer behavior and business strategies. The course focuses on key areas such as digital marketing strategies, website development, search engine optimization (SEO), social media marketing, and online advertising tools. It also emphasizes understanding the digital marketing environment, including micro and macro factors affecting online businesses. Through a blend of theoretical knowledge and practical exposure, students will develop the ability to design, implement, and evaluate effective digital marketing campaigns in a dynamic and competitive marketplace.

Module 1: Concept, significance, nature, objectives and scope of digital marketing, applications of digital marketing, stages of digital marketing, impact of digital marketing on society and business, Digital marketing Vs Traditional Marketing. (10L)

Module 2: Internet Micro Environment, Different Components, Marketplace, Customers, Online buyer behavior, competitors, suppliers. Internet Macro Environment, Social Factors, Legal issues, Technological factors, Economic factors, political factors. (15L)

Module 3: Digital marketing strategy, scope, integrated digital marketing, Channel marketing strategy, Internet and Marketing Mix, Strategic Goal setting, Strategy formulation, Identification of Website Types, Selection of template, Edit Website, Content writing, Publish website. (15L)

Module 4: Ad words overview, Introduction, Signup, concept of Display Ad, Video Ad, Shopping Ad Online customers, E-retailing, E-retail activities, Implications for e-retail marketing strategy, B2B e-context, commercial exchanges, Trading relationship, digital marketing. (10L)

Module 5: Design of website and application of search engine optimization, social media marketing and analytics. (10L)

Recommended Readings

4. Design of website and application of search engine optimization, social media marketing and analytics. (10L)
5. Dave Chaffy, Fiona E Chadwick, K Johnston, R Mayer Internet Marketing : Strategy, Implementation and Practices , Pearson
6. Ragheendra K and Shruthi Prabhakar Digital Marketing.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MM301	Introduction to Digital Marketing	CO1	3	1	-	-	-	0	0	0	0	0
		CO2	3	2	-	1	-	2	0	3	3	0
		CO3	2	3	2	-	1	2	0	3	0	0
		CO4	1	2	2	3	2	2	2	3	0	0
		CO5	1	1	3	3	2	2	2	1	0	0

		AVG. CO	1.4	1.9	1.2	1.2	0.8	1.5	0.8	2	0.6	0
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DM302	Integrated Marketing Communication	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				
Academic Year	2026-2027				

Course Objectives:

4. To enable students with different terminology and concepts of advertising and sales promotion.
5. To understand different key components of advertising and their market applications.
6. To get exposure with different techniques of sales promotion and how marketer apply this.

Course Outcomes:

- CO1: Discuss different concepts of advertising and sales promotion and other terminology with these.
- CO2: Identify strengths, weaknesses, opportunities and threats (SWOT) of different kinds of promotional campaigns.
- CO3: Develop creative strategies of different types of advertising.
- CO4: Illustrate different models of advertising in different market situation.
- CO5: Explain the different concepts of sales promotion techniques in the market.

Course Content:

This course provides a comprehensive understanding of integrated marketing communication and its role in promoting products and services in a competitive market. It focuses on key elements such as advertising, media planning, and sales promotion, along with the development of effective communication strategies. The course covers concepts like advertising objectives, budgeting, media selection, advertising appeals, and evaluation of advertising effectiveness. It also examines various sales promotion techniques targeted at consumers, trade partners, and sales force. Through theoretical concepts and practical insights, students will develop the ability to design, implement, and evaluate integrated communication campaigns across different media platforms.

Module 1: Advertising: Meaning, Features, Functions; Setting of Advertising objectives; Advertising Budget. Approaches of Advertising - DAGMAR (defining Advertising Goals for Measured Advertising Results), AIDA (Attention, Interest, Desire and Action). (10L)

Module 2: Advertising Media: Media Types & its Evolution, Factors Affecting Media Choice; Internet Advertising- Meaning, Components, Advantages, Limitations, Types of Internet Advertising. Advertising Appeals. (15L)

Module 3: Media planning - The function of media planning in advertising, Role of media planner, Challenges in media planning, Media planning process, Media planning for consumer goods, Media planning for industrial goods. Selecting suitable media options-TV, Radio, Magazine, Newspapers, Pamphlets and brochures, direct mail, outdoor media. (15L)

Module 4: Evaluation of Advertising Effectiveness - Methods Of Measuring Advertising Effectiveness) Pre And Post Testing. According To Objective (Communication and Sales), According to technique (experiment And Survey), Pre-testing Method) Measuring Consumer. (10L)

Module 5: Forms of sales promotion: Consumer oriented sales promotion, trade oriented sales promotion and sales force oriented sales promotion. Major tools of sales promotion: Samples, point of purchase, displays and demonstration. Exhibition and Fashion shows, sales contest and game of chance and skills, lotteries, gifts, offers, premium and free goods, Prince Packs, rebates, patronage, rewards etc. Conventions, conference and trade shows, specialities and novelties, Developing a sales promotion programmes, pre testing implementing, evaluating the results and making necessary modification. (10L)

Recommended Readings

4. Advertising and Promotion: An Integrated Marketing Communications Perspective by George E Belch.
5. Advertising Management 5/E 5th Edition (English, Paperback, David A. Aaker, John G. Myers, Rajeev Batra).
6. Rajeev Batra, John G. Myers, David A. Aaker, Advertising Management, Pearson Education.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MM3 04	Integrate d Marketin g communi cation	CO1	2	2	0	3	0	0	0	0	0	0
		CO2	3	2	2	0	0	2	0	1	3	0
		CO3	0	1	0	0	3	2	0	1	0	0
		CO4	0	0	0	3	1	2	2	0	0	0
		CO5	0	2	3	0	0	0	2	1	0	0
		AVG. CO	1	1.4	1	1.2	0.8	1.2	0.8	0.6	0.6	0

DM303	Consumer Decision Making in Digital Era	L	T	P	C
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Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				
Academic Year	2026-2027				

Course Objectives:

1. To develop a comprehensive understanding of consumer behaviour in the digital environment by integrating interdisciplinary perspectives.
2. To familiarize students with emerging trends in digital consumer research, including online decision-making processes and behavioural analytics.
3. To equip learners with frameworks and tools to analyse digital consumer behaviour and apply insights to marketing strategies and digital campaigns.

Course Outcomes:

- CO1: Understand the fundamental concepts and evolution of consumer behaviour in the digital era
 - CO2: Apply consumer value frameworks in analysing online consumer decision-making.
 - CO3: Examine the impact of digital and socio-cultural transformations on consumer behaviour.
 - CO4: Analyse individual and group behaviour in digital and social media contexts.
 - CO5: Evaluate digital consumer behaviour models and their application in marketing strategies
-

Course Content:

This course explores consumer decision-making within the rapidly evolving digital landscape. It focuses on how digital technologies, online platforms, and data-driven environments influence consumer behaviour across pre-purchase, purchase, and post-purchase stages. Key topics include digital perception, online motivation, social media influence, e-commerce dynamics, and data analytics. The course integrates theoretical frameworks with practical applications, enabling students to understand and respond to digital consumer trends effectively.

Module 1: Introduction to Consumer Behaviour in Digital Era

Evolution of consumer behaviour in digital environments , Digital consumer decision-making process , Customer value, satisfaction, and retention in online contexts , Digital consumer research and analytics , Segmentation, targeting, and positioning in digital markets , Consumer behaviour models in digital context

Module 2: Digital Consumer as an Individual

Online consumer perception and attention , Digital motivation and engagement , Learning in digital environments (AI recommendations, personalization) , Attitude formation through online content and reviews , Customer Lifetime Value (CLV) in digital platforms

Module 3: Social and Cultural Influences in Digital Space

Digital communities and social networks , Cultural influences in global digital markets , Social class and lifestyle in online consumption , Reference groups, influencers, and opinion leadership , Role of user-generated content and online reviews

Module 4: Digital Marketing Ecosystem and Consumer Interaction

Search engine marketing and online advertising (Display, Video, Shopping Ads) , E-commerce and m-commerce behaviour , Customer journey mapping in digital platforms , Omni-channel retailing and digital touchpoints , B2B digital consumer behaviour , Data privacy, ethics, and trust in digital marketing

Module 5: Case Studies and Applications

Digital transformation of consumer behaviour: selected case studies , Brand trust and crisis management in digital media , Social media campaigns and consumer engagement , Behavioural analytics and insights from digital platforms , Research articles on emerging digital consumer behaviour models

Recommended Readings

- 1) Schiffman, L. G. & Wisenblit, J. – *Consumer Behaviour*, Pearson
- 2) Solomon, M. – *Consumer Behaviour: Buying, Having and Being*, Pearson
- 3) Ryan, D. – *Understanding Digital Marketing*, Kogan Page
- 4) Chaffey, D. & Ellis-Chadwick, F. – *Digital Marketing*, Pearson
- 5) Nair, Suja – *Consumer Behaviour in Indian Perspective*, Himalaya Publishing

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
DM303	Consumer Decision Making in Digital Era	CO1	3	2	–	–	–	–	–	1	–	1
		CO2	3	3	2	–	–	–	–	2	1	1
		CO3	2	3	2	1	–	2	–	2	–	1
		CO4	2	3	2	2	–	–	–	2	–	1
		CO5	3	3	3	2	1	–	–	2	1	1
		AVG. CO	2.3	2.8	1.6	1	0.2	0.4	0.8	1.6	0.4	1

DM304	Marketing Analytics	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				
Academic Year	2026-2027				

Course Objectives:

4. To develop analytical skills in students for data-driven marketing decisions using statistical tools, models, and modern analytics techniques.
5. To analyze various marketing analytics techniques like CLV, Time series.
6. Helps to design various marketing plan by using analytics tools.

Course Outcomes:

- CO1: Understand fundamental concepts of marketing analytics.
 - CO2: Apply data collection and preprocessing techniques.
 - CO3: Analyze customer data for segmentation and retention.
 - CO4: Evaluate marketing mix using analytical tools.
 - CO5: Use digital analytics tools for decision-making.
-

Course Content:

This course provides a comprehensive understanding of marketing analytics and its role in data-driven decision-making. It focuses on the collection, preparation, and analysis of marketing data to generate actionable insights. The course covers key concepts such as customer analytics, segmentation, customer lifetime value (CLV), churn analysis, and marketing mix evaluation. It also introduces analytical tools and techniques used in digital marketing, including web analytics, SEO/SEM analysis, and predictive analytics. Emphasis is placed on applying analytical methods to improve marketing performance, optimize strategies, and support effective business decisions in a data-driven environment.

Module 1: Introduction to marketing analytics, Meaning and scope of Marketing Analytics, Role of data in marketing decision-making, Types of marketing data (structured & unstructured), Key marketing metrics (ROI, CLV, CAC, Conversion Rate), Introduction to tools: Excel, Google Analytics. (10L)

Module 2: Data collection and preparation, Sources of marketing data (primary & secondary), Data collection methods (surveys, online tracking, CRM), Data cleaning and preprocessing, Handling missing values and outliers
Data integration and transformation. (15L)

Module 3: Customer analytics, Customer segmentation (Demographic, Behavioral, Psychographic), RFM Analysis (Recency, Frequency, Monetary), Customer Lifetime Value (CLV), Churn analysis and retention strategies
Personalization and targeting. (15L)

Module 4: Marketing mix analytics, Product, Price, Place, Promotion analytics, Pricing analytics and elasticity
Advertising effectiveness and ROI analysis, Sales forecasting techniques, Attribution models in digital marketing
Case studies of responsible and irresponsible marketing practices. (10L)

Module 5: Digital and advance marketing analytics, Web and social media analytics, SEO & SEM analytics
Sentiment analysis and text mining, Predictive analytics and machine learning basics
Ethics and data privacy in marketing. (10L)

Recommended Readings

3. Lean Analytics: Use Data to Build a Better Startup Faster – Alistair Croll & Ben Yoskowitz
4. Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know – Mark Jeffery

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
MM403	Marketing Analytics	CO1	3	2	–	–	1	–	–	1	–	1
		CO2	3	3	2	3	2	–	–	1	–	1
		CO3	3	3	3	2	2	1	–	2	1	1
		CO4	3	3	3	2	3	1	–	2	2	1
		CO5	3	3	3	2	3	1	1	2	2	2
		AVG. CO	3	2.6	2.1	2	2.16	0.6	0.2	1.6	1	1.16

DM401	AI driven Digital Marketing	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				
Academic Year	2026-2027				

Course Objectives:

5. To introduce the fundamentals of Artificial Intelligence (AI) and its role in modern marketing.
6. To develop understanding of data-driven decision-making using AI tools and technologies.
7. To analyze customer behavior and marketing strategies using AI-based applications.
8. To equip students with practical knowledge of digital tools, automation, and ethical considerations in AI-driven marketing.

Course Outcomes:

- CO1: Understand fundamental concepts of marketing analytics
 - CO2: Apply data collection and preprocessing techniques
 - CO3: Analyze customer data for segmentation and retention
 - CO4: Evaluate marketing mix using analytical tools
 - CO5: Use digital analytics tools for decision-making
-

Course Content:

This course provides an understanding of the role of artificial intelligence and emerging technologies in modern marketing practices. It focuses on the application of AI tools and data-driven techniques to analyze consumer behavior, enhance customer insights, and improve marketing decision-making. The course covers key areas such as machine learning applications, customer segmentation, predictive analytics, marketing automation, chatbots, and digital personalization strategies. It also examines the use of AI in digital marketing channels including SEO, social media, and programmatic advertising, along with ethical considerations and data privacy issues. Through theoretical concepts and practical applications, students will develop the ability to leverage AI and technology for effective and innovative marketing strategies.

Module 1: Introduction to AI in Marketing, Meaning, scope, and evolution of AI, AI vs Machine Learning vs Deep Learning, Role of AI in marketing transformation, Data as the foundation of AI

Overview of AI applications in marketing. (10L)

Module 2: Data, analytics and customer insights, Types of marketing data (Big Data, structured/unstructured)

Data collection tools (CRM, web analytics), Customer segmentation using AI

Predictive analytics and forecasting, Customer journey mapping using data. (15 L)

Module 3: AI Tools and technologies in Marketing, Chatbots and virtual assistants

Recommendation systems (e.g., e-commerce), Marketing automation tools

AI in content creation (text, image, video), Voice search and AI assistants. (15L)

Module 4: Digital Marketing with AI, AI in SEO and SEM, Social media analytics using AI

Programmatic advertising, Personalization and targeting strategies, Email marketing automation. (10L)

Module 5: Ethics, Challenges and future trends, Ethical issues in AI (privacy, bias, transparency), Data protection and regulations, Challenges in AI adoption, Future trends (Generative AI, Hyper-personalization)

AI and sustainable marketing. (10L)

Recommended Readings

9. Chaffey, D. – Digital Marketing: Strategy, Implementation and Practice, Pearson
10. Davenport, T. H., Guha, A., Grewal, D., & Bressgott, T. – How Artificial Intelligence Will Change the Future of Marketing, Journal of the Academy of Marketing Science
11. Russell, S., & Norvig, P. – Artificial Intelligence: A Modern Approach, Pearson
12. McKinsey & Company – The State of AI in Marketing (Reports)
13. Kotler, P., Kartajaya, H., & Setiawan, I. – Marketing 5.0: Technology for Humanity, Wiley
14. Agrawal, A., Gans, J., & Goldfarb, A. – Prediction Machines: The Simple Economics of Artificial Intelligence, Harvard Business Review Press
15. Marr, B. – Artificial Intelligence in Practice, Wiley
16. Ryan, D. – Understanding Digital Marketing, Kogan Page

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
D M4 01	AI driven Digital Marketing	CO 1	3	2	–	–	1	–	–	1	–	1
		CO 2	3	3	2	3	2	1	–	2	–	1
		CO 3	3	3	3	2	3	1	1	2	2	2
		CO 4	3	3	3	2	3	1	1	2	2	2
		CO 5	2	3	2	2	1	3	2	2	1	3
		AV G. CO	2.6	2.6	2	2	2	1.16	0.8	2	1	2.16

DM402	Digital Campaign Management	L	T	P	C
Contact Hours	50	3	1	0	4

Pre-requisites/Exposure	Basic marketing concept
Academic Year	2026-2027

Course Objectives:

- 1) To develop a holistic understanding of digital campaign planning, execution, and control across multiple platforms.
- 2) To familiarize students with contemporary tools, techniques, and analytics used in managing digital campaigns.
- 3) To equip learners with strategic frameworks for designing, implementing, and optimizing data-driven digital marketing campaigns.

Course Outcomes:

- **CO1:** Understand the concepts, structure, and role of digital campaigns in modern marketing.
- **CO2:** Apply campaign planning frameworks to design effective digital marketing strategies.
- **CO3:** Analyse consumer engagement and campaign performance using digital analytics tools.
- **CO4:** Recognize the role of different digital platforms and tools in campaign execution.
- **CO5:** Evaluate and optimize digital campaigns to improve performance and return on investment.

Course Content:

This course provides a comprehensive understanding of digital campaign management and its significance in achieving marketing objectives in a digital-first world. It examines the strategic and operational aspects of campaign planning, execution, and performance evaluation. The course covers various digital channels such as search engines, social media, email, and display advertising, along with campaign analytics and optimization techniques. Emphasis is placed on customer journey mapping, content strategy, and real-time decision-making. Through theoretical frameworks and case-based learning, students will develop the ability to design, implement, and evaluate effective digital campaigns.

Module 1: Introduction to Digital Campaign Management

Digital campaign ecosystem and evolution , Campaign objectives: Awareness, Engagement, Conversion, Retention , Digital marketing funnel and customer journey mapping , Campaign planning process and frameworks , Budgeting and scheduling of campaigns , Key Performance Indicators (KPIs) and metrics

Module 2: Campaign Strategy and Design

Market research and audience segmentation , Buyer persona development , Platform selection: Search, Social Media, Display, Email , Content strategy and storytelling , Media planning and campaign integration (online & offline) , Branding and positioning in digital campaigns

Module 3: Campaign Execution and Platforms

Search Engine Marketing (SEM) and Pay-Per-Click (PPC) campaigns , Social media campaign execution and management , Display advertising and programmatic buying , Email marketing campaigns and automation , Influencer and affiliate marketing , Campaign management tools and dashboards

Module 4: Campaign Analytics and Optimization

Web analytics and campaign tracking techniques , Metrics: CTR, CPC, CPA, Conversion Rate, ROI , A/B testing and experimentation , Performance evaluation and reporting , Optimization strategies and real-time campaign adjustments , Data-driven decision-making in campaign management

Module 5: Case Studies and Applications

Case studies of successful digital campaigns , Campaign failures and crisis management , Cross-channel and integrated campaign strategies , Real-time campaign monitoring and optimization , Emerging trends: AI, personalization, automation , Industry articles and project-based learning

Recommended Readings

1. Chaffey, D. & Ellis-Chadwick, F. – *Digital Marketing*, Pearson
2. Ryan, D. – *Understanding Digital Marketing*, Kogan Page
3. Kingsnorth, S. – *Digital Marketing Strategy*, Kogan Page
4. Tuten, T. & Solomon, M. – *Social Media Marketing*, Sage
5. Strauss, J. & Frost, R. – *E-Marketing*, Pearson

Code	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
DM402	Digital Campaign Management	CO1	3	2	–	–	–	–	–	1	–	1
		CO2	3	3	2	–	–	–	–	2	1	1
		CO3	2	3	2	1	–	2	–	2	–	1
		CO4	2	3	2	2	–	–	–	2	–	1
		CO5	3	3	3	2	1	–	–	2	1	1
		AVG . CO	2.3	2.8	1.6	1	0.2	0.4	0.8	1.6	0.4	1

DM403	Search Engine Marketing and Search Engine Optimisation	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				
Academic Year	2026-2027				

Course Objectives:

1. To develop a comprehensive understanding of search engine marketing and optimisation techniques in digital environments.
2. To familiarize students with tools, algorithms, and analytics used in SEO and SEM practices.
3. To equip learners with strategic and practical skills to enhance online visibility, traffic, and conversion through search engines.

Course Outcomes:

- **CO1:** Understand the fundamentals of search engines and their role in digital marketing.
- **CO2:** Apply SEO techniques to improve website ranking and visibility.
- **CO3:** Design and manage SEM campaigns using paid search strategies.
- **CO4:** Analyse search performance using analytics tools and metrics.
- **CO5:** Evaluate and optimize search marketing strategies for better ROI and effectiveness.

Course Content:

This course provides an in-depth understanding of Search Engine Optimisation (SEO) and Search Engine Marketing (SEM) as critical components of digital marketing strategy. It explores how search engines function and how businesses can leverage both organic and paid search techniques to enhance visibility and engagement. The course covers keyword research, on-page and off-page optimisation, paid advertising campaigns, analytics, and performance optimization. Through conceptual frameworks and practical exposure, students will develop the ability to design, execute, and evaluate effective search marketing strategies.

Module 1: Introduction to Search Engines and Search Marketing

Evolution of search engines and digital search landscape , Working of search engines: crawling, indexing, ranking , Overview of SEO and SEM , Role of search marketing in digital strategy , Search behaviour and user intent , Key metrics: impressions, clicks, CTR

Module 2: Search Engine Optimisation (SEO) – On-Page and Technical

Keyword research and analysis , On-page SEO: meta tags, headings, URL structure, content optimization , Technical SEO: website architecture, mobile optimization, page speed , User experience (UX) and SEO , SEO tools and audit techniques , Local SEO and voice search optimization

Module 3: Search Engine Optimisation (SEO) – Off-Page

Link building strategies and backlink analysis , Social signals and content marketing , Domain authority and page authority , Ethical vs. unethical SEO (White hat vs. Black hat SEO) , Online reputation management , SEO performance measurement and reporting

Module 4: Search Engine Marketing (SEM) and Paid Campaigns

Introduction to paid search advertising , Pay-Per-Click (PPC) model and bidding strategies , Campaign creation and structure (keywords, ads, landing pages) , Ad formats: search ads, display ads, shopping ads , Quality Score and Ad Rank , Budgeting and campaign optimization

Module 5: Analytics, Optimization and Case Studies

Search analytics tools and dashboards , Performance metrics: CPC, CPA, Conversion Rate, ROI , A/B testing and campaign experimentation , Integration of SEO and SEM strategies , Case studies of successful and failed campaigns , Emerging trends: AI in search, voice search, and personalization

Recommended Readings

1. Fishkin, R. & Høgenhaven, T. – *Inbound Marketing and SEO*, Wiley
2. Chaffey, D. & Ellis-Chadwick, F. – *Digital Marketing*, Pearson
3. Enge, E. et al. – *The Art of SEO*, O'Reilly
4. Kingsnorth, S. – *Digital Marketing Strategy*, Kogan Page
5. Ryan, D. – *Understanding Digital Marketing*, Kogan Page

Code	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
DM403	Search Engine Marketing and Search Engine Optimisation	CO1	3	2	–	–	–	–	–	1	–	1
		CO2	3	3	2	–	–	–	–	2	1	1
		CO3	2	3	2	1	–	2	–	2	–	1
		CO4	2	3	2	2	–	–	–	2	–	1
		CO5	3	3	3	2	1	–	–	2	1	1
		AVG . CO	2.3	2.8	1.6	1	0.2	0.4	0.8	1.6	0.4	1

DM404	Content creation and digital influence	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				
Academic Year	2026-2027				

Course Objectives:

1. To develop understanding of content creation principles across digital platforms.
2. To equip students with skills to create engaging, relevant, and audience-centric content.
3. To analyze the role of digital influencers and social media in shaping consumer behavior.
4. To apply digital tools and strategies for building online presence and brand influence.

Course Outcomes:

- CO1: Understand fundamental concepts of marketing analytics
- CO2: Apply data collection and preprocessing techniques
- CO3: Analyze customer data for segmentation and retention
- CO4: Evaluate marketing mix using analytical tools
- CO5: Use digital analytics tools for decision-making

Course Content:

This course provides an understanding of content creation and its role in digital marketing and online brand building. It focuses on developing engaging, audience-centric content across various digital platforms such as social media, blogs, videos, and other formats. The course covers key areas including content strategy, storytelling, copywriting, visual content creation, and the use of digital tools for content development and distribution. It also examines the role of digital influencers, personal branding, and influencer marketing strategies in shaping consumer behavior. Emphasis is placed on content performance analytics, platform algorithms, and emerging trends, enabling students to design effective digital content and influence strategies in a competitive online environment.

Module 1: Introduction to content creation, Meaning and importance of content creation , Types of digital content (blogs, videos, podcasts, infographics) Content marketing vs traditional marketing, Content lifecycle and strategy, Role of storytelling in content. (10L)

Module 2: Content development & creativity, Content ideation and planning, Copywriting techniques and storytelling , Visual content creation (images, videos, reels) , Tools for content creation (e.g., Canva, Adobe Premiere Pro), Content calendar and scheduling. (15L)

Module 3: Digital platform and influencer Marketing, Overview of platforms: Instagram, YouTube, Facebook, LinkedIn , Concept of digital influence and personal branding , Types of influencers (nano, micro, macro, celebrity) , Influencer marketing strategies and collaborations, Ethics and transparency in influencer marketing. (15L)

Module 4: Content distribution and analytics, Content distribution channels , SEO basics and content optimization , Social media algorithms and reach , Key performance metrics (engagement, reach, CTR), Tools: Google Analytics, Hootsuite. (10L)

Module 5: Digital influence strategy and trends, Building digital presence and online identity, Viral marketing and trend analysis , Monetization strategies (ads, sponsorships, affiliate marketing) , AI in content creation and automation , Future trends in digital influence (10L)

Recommended Readings

9. Pulizzi, J. – Epic Content Marketing, McGraw Hill
10. Handley, A. – Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content, Wiley
11. Ryan, D. – Understanding Digital Marketing, Kogan Page
12. Chaffey, D. – Digital Marketing: Strategy, Implementation and Practice, Pearson
13. De Veirman, M., Cauberghe, V., & Hudders, L. – Influencer Marketing Research (Journal of Marketing Studies)
14. Brown, D., & Hayes, N. – Influencer Marketing: Who Really Influences Your Customers?, Routledge
15. Tuten, T., & Solomon, M. – Social Media Marketing, Sage Publications
16. Statista / HubSpot Reports – Content Marketing & Influencer Trends

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
M M4 05	Conte nt creati on and digita l inflen ce	CO 1	3	2	–	–	1	–	–	1	–	1
		CO 2	2	2	3	1	3	–	–	3	1	2
		CO 3	2	3	2	2	1	2	–	2	–	1
		CO 4	3	3	2	3	3	1	–	2	1	2
		CO 5	3	3	3	2	3	1	1	2	2	2

		AV G. CO	2.6	2.6	2	1.6	2.1	0.8	0.2	2	0.8	1.6
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DM404	Ethical and Legal Issues in Digital Marketing	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic marketing concept				
Academic Year	2026-2027				

Course Objectives:

1. To develop an understanding of ethical principles and legal frameworks governing digital marketing practices.
2. To familiarize students with regulatory issues related to data privacy, consumer protection, and online communication.
3. To equip learners with the ability to evaluate ethical dilemmas and ensure compliance in digital marketing strategies.

Course Outcomes:

- **CO1:** Understand the ethical foundations and legal environment of digital marketing.
- **CO2:** Identify key laws and regulations related to digital marketing practices.
- **CO3:** Analyse ethical issues related to data usage, privacy, and online consumer behaviour.
- **CO4:** Evaluate digital marketing strategies in light of ethical and legal standards.
- **CO5:** Develop responsible and compliant digital marketing practices.

Course Content:

This course provides a comprehensive understanding of ethical and legal considerations in digital marketing. It explores issues related to consumer privacy, data protection, intellectual property, advertising standards, and online communication ethics. The course examines global and national regulatory frameworks and their implications for digital marketers. Through theoretical insights and case-based discussions, students will develop the ability to identify ethical dilemmas, ensure compliance, and design responsible digital marketing strategies.

Module 1: Introduction to Ethics in Digital Marketing

Concept of ethics and ethical decision-making , Importance of ethics in digital marketing , Ethical frameworks and theories , Corporate social responsibility in digital environments , Ethical challenges in digital communication

Module 2: Legal Frameworks in Digital Marketing

Overview of cyber laws and digital regulations , Consumer protection laws in digital space , Advertising laws and guidelines , International regulations and compliance requirements , Jurisdictional challenges in global digital marketing

Module 3: Data Privacy and Protection

Concepts of data privacy and data security , Personal data collection, storage, and usage , Data protection regulations and compliance (e.g., GDPR principles) , Consent, cookies, and tracking technologies , Cybersecurity concerns and ethical data practices

Module 4: Intellectual Property and Online Content

Copyright, trademarks, and patents in digital content , Plagiarism and content ownership , User-generated content and legal implications , Licensing and fair use policies , Brand protection in digital platforms

Module 5: Ethical Issues and Case Studies in Digital Marketing

Misleading advertising and dark patterns , Influencer marketing ethics and disclosures , Spam, phishing, and unethical digital practices , Ethical issues in AI and targeted advertising , Case studies on legal disputes and ethical dilemmas , Developing ethical and compliant digital strategies

Recommended Readings

1. Chaffey, D. & Ellis-Chadwick, F. – *Digital Marketing*, Pearson
2. Ryan, D. – *Understanding Digital Marketing*, Kogan Page
3. Strauss, J. & Frost, R. – *E-Marketing*, Pearson
4. Tavani, H. – *Ethics and Technology*, Wiley
5. Spinello, R. – *Cyberethics: Morality and Law in Cyberspace*, Jones & Bartlett

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
DM405	Ethical and Legal Issues in Digital Marketing	CO1	3	2	–	–	–	–	–	1	–	1
		CO2	3	3	2	–	–	–	–	2	1	1
		CO3	2	3	2	1	–	2	–	2	–	1
		CO4	2	3	2	2	–	–	–	2	–	1
		CO5	3	3	3	2	1	–	–	2	1	1
		AVG. CO	2.3	2.8	1.6	1	0.2	0.4	0.8	1.6	0.4	1

BA (DSE)

BA301	Introduction To Data Analytics using Spreadsheet	L	T	P	C
Contact Hours	45	0	0	3	4
Pre-requisites/Exposure	Basic Computer Skills				
Academic Year	2026-2027				

Course Objectives:

7. Understand the fundamental features and functions of spreadsheet software for data management.
8. Learn data cleaning, transformation, and manipulation techniques.
9. Apply descriptive statistical analysis and visual storytelling through charts.

Course Outcomes:

- CO1: Navigate and organize complex datasets within a spreadsheet environment.
- CO2: Execute data cleaning processes to ensure data integrity for analysis.
- CO3: Utilize advanced formulas and pivot tables for business insights.
- CO4: Develop interactive dashboards and visualizations to communicate findings.
- CO5: Perform basic predictive analysis using regression tools in spreadsheets.

Course Content:

Module 1: Spreadsheet Environment & Data Entry Interface navigation; Workbook and Worksheet management; Data types (Text, Number, Date, Currency); Customizing the Quick Access Toolbar; Advanced Fill Series; Flash Fill; Data validation (List, Date, Decimal) to ensure data integrity; Protecting cells and worksheets.

Module 2: Essential Formulae & Logic Absolute, Relative, and Mixed cell referencing; Mathematical functions (SUMPRODUCT, ROUND, AGGREGATE); Text functions (LEFT, RIGHT, MID, CONCATENATE, TEXTJOIN); Logical operators (IF, nested IF, IFS, IFERROR); Date and Time calculations (NETWORKDAYS, EDATE).

Module 3: Data Retrieval & Advanced Analysis Lookup and Reference functions (VLOOKUP, HLOOKUP, INDEX-MATCH, XLOOKUP); Dynamic Arrays (SORT, FILTER, UNIQUE); Handling errors in lookups; Conditional Formatting using custom formulas; Sorting and multi-level filtering; Table features (Structured References).

Module 4: Pivot Tables & Data Summarization Creating and configuring Pivot Tables; Grouping data (by date, range); Calculated Fields and Items; "Show Values As" (% of Total, Difference From); Slicers and Timelines for interactive filtering; Pivot Charts; Building a basic executive dashboard.

Module 5: Statistical Analysis & Business Modeling Descriptive Statistics (Mean, Median, Mode, Standard Deviation); Correlation and Covariance; Simple Linear Regression for forecasting; What-if Analysis (Goal Seek, Scenario Manager, Data Tables); Solver Add-in for optimization problems.

Recommended Readings

7. Winston, W. L. (2019). Microsoft Excel Data Analysis and Business Modeling.
8. Alexander, M., & Kusleika, D. (2018). Excel 2019 Bible.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
BA 301	Introduction To Data Analytics using Spreadsheet	CO1	3	2	2	0	1	2	2	3	3	2
		CO2	2	2	3	0	1	2	0	2	2	2
		CO3	2	2	3	2	0	1	0	0	3	3
		CO4	3	2	3	0	0	0	0	2	1	2
		CO5	2	2	3	2	2	3	2	2	2	3
		AVG. CO	2.4	2	2.8	1.2	1	1.6	1	1.8	2.2	2.4

BA302	Business Intelligence & Data Driven Decision Making	L	T	P	C
Contact Hours	45	3	1	0	4
Pre-requisites/Exposure	Management Information Systems				
Academic Year	2026-2027				

Course Objectives:

1. Examine the role of Business Intelligence (BI) in modern organizational decision-making.
2. Understand the architecture of BI systems including data warehousing and OLAP.
3. Learn to align BI strategies with business goals and KPIs.

Course Outcomes:

- CO1: Identify components of the BI lifecycle from data source to decision.
- CO2: Design basic Dimensional Models (Star and Snowflake schemas).
- CO3: Critically evaluate the impact of data-driven decisions on business performance.
- CO4: Utilize BI tools to create executive-level reports.
- CO5: Discuss ethical considerations and privacy in data-driven environments.

Course Content:

Module 1: The BI Framework & Decision Process History of BI; The BI Value Chain; Data, Information, Knowledge, and Wisdom (DIKW) hierarchy; Decision Support Systems (DSS); Types of decisions (Structured vs. Unstructured); Competitive Intelligence and Business Analytics maturity models.

Module 2: Data Warehousing (DW) & ETL Architecture Difference between OLTP and OLAP; Data Warehouse architecture (Enterprise DW, Data Marts); The ETL Process: Extraction techniques, Data Transformation (cleaning, conforming), and Loading strategies (Full vs. Incremental); Data Lake vs. Data Warehouse.

Module 3: Dimensional Modeling for Business Requirements gathering for BI; Designing the Star Schema and Snowflake Schema; Identifying Fact tables (Additive, Semi-additive) and Dimension tables (SCD Type 1, 2, 3); Attributes and Hierarchies; Multi-dimensional OLAP (MOLAP) and Relational OLAP (ROLAP).

Module 4: KPIs, Dashboards & Scorecards Defining SMART KPIs; Balanced Scorecard perspectives (Financial, Customer, Internal Process, Learning & Growth); Visual design principles (Tufte's principles); Difference between a Dashboard and a Report; Drill-down and Drill-through capabilities.

Module 5: BI Strategy & Emerging Trends Self-Service BI (SSBI) and democratization of data; BI Governance and Data Stewardship; Ethical AI and Algorithmic Bias; Real-time BI; The role of Big Data and Cloud in modern BI (Power BI Service, Tableau Cloud).

Recommended Readings

1. Sharda, R., Delen, D., & Turban, E. (2017). Business Intelligence, Analytics, and Data Science.
2. Kimball, R., & Ross, M. (2013). The Data Warehouse Toolkit.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
BA 302	Business Intelligence & Data Driven Decision Making	CO1	3	2	2	0	1	2	2	3	3	2
		CO2	2	2	3	0	1	2	0	2	2	2
		CO3	2	2	3	2	0	1	0	0	3	3
		CO4	3	2	3	0	0	0	0	2	1	2
		CO5	2	2	3	2	2	3	2	2	2	3
		AVG.C O	2.4	2	2.8	1.2	1	1.6	1	1.8	2.2	2.4

BA303	Big Data & Cloud Computing	L	T	P	C
Contact Hours	45	3	1	0	4
Pre-requisites/Exposure	Intro to IT & Database Management				
Academic Year	2026-2027				

Course Objectives:

1. Understand the concepts of Big Data (5Vs) and its business value.
2. Explore Cloud Computing service models (IaaS, PaaS, SaaS).
3. Introduce the ecosystem of Big Data technologies like Hadoop and Spark.

Course Outcomes:

- CO1: Categorize structured, semi-structured, and unstructured data.
- CO2: Select appropriate cloud services based on business requirements.
- CO3: Understand the distributed computing paradigm used in Big Data.

- CO4: Evaluate cost-benefit analysis of cloud migration for enterprises.
- CO5: Identify security risks associated with cloud-based data storage.

Course Content:

Module 1: The Big Data Phenomenon Evolution of Big Data; The 5 Vs (Volume, Velocity, Variety, Veracity, Value); Structured vs. Unstructured data (JSON, XML, Logs); Big Data use cases in Retail, Finance, and Healthcare; The concept of "Datafication" of business processes.

Module 2: Cloud Computing Infrastructure NIST definition of Cloud; Deployment Models (Public, Private, Hybrid, Community); Service Models (IaaS, PaaS, SaaS, FaaS); Virtualization technology (Hypervisors); Characteristics of Cloud (On-demand, Scalability, Elasticity, Measured Service).

Module 3: Distributed Systems & Hadoop Ecosystem Concept of Distributed Computing; Hadoop Architecture: HDFS (NameNode, DataNode) and MapReduce (JobTracker, TaskTracker); Introduction to YARN; Ecosystem tools: Hive (Data Warehousing), Pig (Scripting), and Sqoop (Data Transfer).

Module 4: Modern Data Processing with Apache Spark Limitations of MapReduce; Introduction to Spark and In-memory processing; RDDs (Resilient Distributed Datasets); Spark SQL and DataFrames; Streaming data processing; NoSQL Databases (Document-based, Key-Value, Columnar, Graph).

Module 5: Cloud Security, Ethics & Cost Management Shared Responsibility Model; Data sovereignty and Residency; Cloud security threats and mitigation; FinOps (Cloud Cost Optimization); Sustainable Cloud practices; Regulatory compliance (GDPR, HIPAA) in a cloud environment.

Recommended Readings

1. Buyya, R., et al. (2013). Mastering Cloud Computing.
2. Hurwitz, J., et al. (2013). Big Data For Dummies.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
BA 303	Big Data & Cloud Computing	CO1	3	2	2	0	1	2	2	3	3	2
		CO2	2	2	3	0	1	2	0	2	2	2
		CO3	2	2	3	2	0	1	0	0	3	3
		CO4	3	2	3	0	0	0	0	2	1	2

		CO5	2	2	3	2	2	3	2	2	2	3
		AVG. CO	2.4	2	2.8	1.2	1	1.6	1	1.8	2.2	2.4

BA304	Data Analytics using R	L	T	P	C
Contact Hours	45	0	0	3	4
Pre-requisites/Exposure	Statistical Foundations, Basic Programming Logic, Data Literacy and MS Excel				
Co-requisites	Technical Setup				
Academic year	2025-26				

Course Objectives:

This course is designed to transition students from passive data consumers to active analytical creators. By moving beyond the "point-and-click" limitations of spreadsheets, learners will harness the power of code to automate complex data cleaning, perform rigorous statistical modelling, and generate high-impact visualizations. The curriculum emphasizes the students to write clean, efficient, and sharable code that meets modern industry standards.

Course Outcomes:

On completion of the course, it is expected that students will be able to:

- **CO1:** Understand the core principles of the R programming language, including data structures and the ‘Tidy Data’ philosophy
- **CO2:** Demonstrate the ability to import, clean, and transform datasets from various formats
- **CO3:** Execute Exploratory Data Analysis (EDA) to identify trends, outliers, and correlations using statistical methods
- **CO4:** Build and synthesize data visualizations
- **CO5:** Interpret the results of predictive models (Linear and Logistic Regression) and assess model fit

Course Contents:

- **Unit-1: The Foundation of R & Data Structures** [10L]
Installing R/RStudio, Navigating RStudio, R Projects, and the CRAN repository; concept of vectors, factors, matrices, and data frames; Writing conditional statements and understanding vectorized operations
- **Unit-2: Data Wrangling** [8L]
Data Wrangling using Tidyverse; Pipe Operator; dplyr essentials; data reshaping
- **Unit 3 - Exploratory Data Analysis** [8L]
Computing descriptive statistics of datasets- measures of central tendency, measures of dispersion, correlation, identifying outliers
- **Unit-4: Data Visualization** [8L]

Understanding layers, aesthetics and geometries in ggplot2() package; visualizing distributions using Bar charts, histograms, and density plots; visualizing relationships using scatter plots, boxplots for categorical comparisons, and faceting for multi-panel displays

- **Unit-5: Statistical Modeling & Inference** [11L]

Building and refining Linear Regression Models; understanding Coefficients and Residuals; Building Logistic Regression Models; Industry Use Cases

Text and Reference:

- 1.Data Analytics with R: Dr. Bharti Motwani (Wiley)
- 2.Business Analytics: U. Dinesh Kumar (Wiley)

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
BA304	Data Analytics using R	CO1	3	1	0	0	0	3	1	3	2	1
		CO2	2	3	0	2	0	2	1	2	3	1
		CO3	2	3	1	2	1	2	3	2	2	3
		CO4	2	2	3	3	1	2	3	2	1	2
		CO5	3	3	2	2	2	3	2	2	0	3
		AVG. CO	2.4	2.4	1.2	1.8	0.8	2.4	2.0	2.2	1.6	2.0

BA404	Business Reporting using Power BI	L	T	P	C
Contact Hours	45	0	0	4	4
Pre-requisites/Exposure	Data Analytics using Spreadsheet				
Academic Year	2026-2027				

Course Objectives:

1. Master the end-to-end process of creating interactive business reports in Power BI.
2. Learn Power Query for data transformation and modeling.
3. Apply Data Analysis Expressions (DAX) for complex calculations.

Course Outcomes:

- CO1: Connect Power BI to various data sources (Excel, SQL, Web).
- CO2: Clean and shape data using the Power Query editor.
- CO3: Build robust data models with appropriate relationships.
- CO4: Design professional dashboards that provide actionable insights.
- CO5: Publish and share reports through the Power BI Service.

Course Content:

Module 1: Power BI Ecosystem & Data Acquisition Power BI Desktop vs. Power BI Service vs. Power BI Mobile; Connecting to diverse data sources (Excel, SQL Server, Web, Folders); Introduction to the Power Query Editor; Applied Steps and M-Language overview; Query folding concepts.

Module 2: Data Cleaning & Shaping (Power Query) Removing/Selecting columns; Data type conversion; Filtering rows; Replace values; Split columns; Grouping and Summarizing; Unpivoting columns (converting Cross-tabs to Tabular data); Merging queries (Joins) and Appending queries (Unions).

Module 3: Data Modeling & DAX Fundamentals Creating Table Relationships (One-to-Many, Many-to-Many); Star Schema implementation in Power BI; Introduction to DAX (Data Analysis Expressions); Calculated Columns vs. Measures; Explicit vs. Implicit measures; The CALCULATE function and Context Transition.

Module 4: Advanced DAX & Visualization Design Time Intelligence functions (TOTALYTD, SAMEPERIODLASTYEAR); Ranking and Filtering functions; Choosing the right visual (Bar, Line, Tree Map, Scatter Plot); Using Maps and Gauges; Page-level, Visual-level, and Report-level filters; Formatting visuals for professional branding.

Module 5: Sharing, Collaboration & Security Publishing reports to the Power BI Service; Creating Workspaces; Designing Apps; Setting up Row-Level Security (RLS) for data privacy; Dashboard vs. Report in the Service; Scheduled Data Refresh using On-premises Data Gateways.

Recommended Readings

1. Ferrari, A., & Russo, M. (2019). The Definitive Guide to DAX.
2. Powell, B. (2020). Microsoft Power BI Cookbook.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
BA 404	Report ing using Power BI	CO1	3	2	2	0	1	2	2	3	3	2
		CO2	2	2	3	0	1	2	0	2	2	2
		CO3	2	2	3	2	0	1	0	0	3	3
		CO4	3	2	3	0	0	0	0	2	1	2
		CO5	2	2	3	2	2	3	2	2	2	3
		AVG. CO	2.4	2	2.8	1.2	1	1.6	1	1.8	2.2	2.4

BA402	Machine Learning using Python	L	T	P	C
Contact Hours	45	0	0	3	4
Pre-requisites/Exposure	Statistical Foundations, Basic Programming Logic, Data Literacy and MS Excel				
Co-requisites	Technical Setup				
Academic year	2025-26				

Course Objectives:

The primary objective of a Machine Learning using Python course is to equip students with the theoretical foundations and practical skills necessary to build, evaluate, and deploy predictive models. Students begin by mastering the core Python ecosystem—specifically libraries like NumPy, Pandas, and Matplotlib—to handle complex data structures and exploratory data analysis. The curriculum then dives into the mechanics of supervised and unsupervised learning, covering essential algorithms such as linear regression, decision trees, support vector machines, and k-means clustering. By the end of the program, learners should be capable of transforming raw datasets into actionable insights using industry-standard tools in Python.

Course Outcomes:

On completion of the course, it is expected that students will be able to:

- **CO1:** Explain the fundamental concepts of machine learning, including the differences between supervised, unsupervised, and reinforcement learning
- **CO2:** Implement data preprocessing techniques and exploratory data analysis (EDA) using Pandas and NumPy to prepare "clean" data for modelling
- **CO3:** Compare and contrast various classification and regression algorithms to determine the most effective approach for a given dataset
- **CO4:** Measure model performance using relevant metrics and perform model tuning to prevent overfitting
- **CO5:** Design and develop an end-to-end machine learning pipeline that solves a real-world problem, from data ingestion to final prediction

Course Contents:

- **Unit-1: Introduction & The Python Ecosystem** [10L]
Basics of AI vs. ML vs. Deep Learning; the ML pipeline; Introduction to Jupyter Notebooks and Google Colab; Numerical computing with NumPy; data manipulation and "wrangling" with Pandas; Creating insightful plots using Matplotlib and Seaborn
- **Unit-2: Data Preprocessing & Linear Models** [9L]
Handling missing values, outliers, and categorical encoding (One-Hot, Label Encoding); Feature Scaling- Standardization vs. Normalization; Regression-

Simple and Multiple Linear Regression; understanding the cost function (MSE) and Gradient Descent

- **Unit 3: Supervised Learning- Classification** [9L]
Foundational Algorithms: Logistic Regression and k-Nearest Neighbors; Advanced Classifiers: Support Vector Machines (SVM) and Naive Bayes; Tree-based Models: Decision Trees and the transition to Ensemble Learning
- **Unit-4: Unsupervised Learning & Dimensionality Reduction** [9L]
Clustering: k-Means Clustering, Elbow Method for finding k, and Hierarchical Clustering; Dimensionality Reduction: Understanding the "Curse of Dimensionality" and implementing Principal Component Analysis; Association: Basics of Apriori algorithm for market basket analysis
- **Unit-5: Model Evaluation & Optimization** [8L]
Validation Techniques: Train-Test split and k-fold Cross-Validation; Performance Metrics: Confusion Matrix, ROC-AUC curves, and Bias-Variance tradeoff; Optimization: Hyperparameter tuning using GridSearchCV and RandomizedSearchCV

Text and Reference:

1. Machine Learning Using Python- U. Dinesh Kumar (Wiley)
2. Introduction to Machine Learning with Python: A Guide for Data Scientists- Andreas C. Muller & Sarah Guido

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
BA402	Data Analytics using R	CO1	3	1	0	0	0	2	1	1	0	3
		CO2	1	3	0	0	0	1	1	3	3	1
		CO3	2	3	1	0	0	2	2	2	1	3
		CO4	1	3	0	2	0	2	2	2	0	3
		CO5	2	3	3	2	2	3	3	3	3	3
		AVG. CO	1.8	2.6	0.8	0.8	0.4	2.0	1.8	2.2	1.4	2.6

BA403	Advanced Statistical Modelling	L	T	P	C
Contact Hours	45	0	0	3	4
Pre-requisites/Exposure	Statistical Foundations, Basic Programming Logic, Data Literacy and MS Excel				
Co-requisites	Technical Setup				
Academic year	2025-26				

Course Objectives:

The course objective is to bridge the gap between theoretical statistics and strategic business intelligence, enabling students to transform complex data into actionable corporate strategy. The curriculum focuses on moving beyond basic descriptive statistics to master predictive and multivariate techniques, such as multiple regression, time-series forecasting, and cluster analysis, using industry-standard software. By engaging with real-

world business datasets, students learn to identify market trends, segment consumer bases, and quantify risks, ensuring that organizational decisions are backed by rigorous empirical evidence rather than intuition alone. Ultimately, the course aims to develop analytically-minded professionals who can not only perform sophisticated data modelling but also translate mathematical outputs into clear, persuasive narratives for executive-level stakeholders

Course Outcomes:

On completion of the course, it is expected that students will be able to:

- **CO1:** Explain the core assumptions of multivariate models and how they apply to organizational decision-making and risk management
- **CO2:** Use statistical software to perform hypothesis testing and predictive modelling on business datasets
- **CO3:** Differentiate between various forecasting techniques to identify seasonal trends and cyclical patterns in sales, inventory, or financial data
- **CO4:** Critique the validity of a statistical model by checking for biases and ensure recommendations are reliable for stakeholders
- **CO5:** Develop a data-driven business proposal that uses statistical models to solve a specific corporate problem

Course Contents:

Unit-1: Business Hypothesis Testing & ANOVA [9L]

Probability distributions in business (Normal, Binomial, Poisson); Parametric vs. Non-parametric tests; t-tests for market comparisons; ANOVA- Comparing multiple groups;

Unit-2: Predictive Modeling- Regression Analysis [10L]

Multiple Linear Regression; Model Diagnostics; Logistic Regression

Unit 3 - Time Series Analysis & Business Forecasting [8L]

Components of Time Series; Visualizing Trends; Time Series Forecasting- Moving Average, Exponential Smoothing, ARIMA, Holt Winters

Unit-4: Market Segmentation using Cluster and Factor Analysis [10L]

Factor Analysis; Cluster Analysis; Discriminant Analysis

Unit-5: Data Storytelling & Ethical Modeling [8L]

Creating executive dashboards and heatmaps to represent statistical findings; Addressing algorithmic bias and the ethical implications of using consumer data

Final Project: Synthesizing a real-world dataset into a management-ready report

Text and Reference:

1. Statistics for Management- Richard I. Levin, David S. Rubin, Masood H. Siddiqui, Sanjay Rastogi
2. Research Methodology | Methods and Techniques- CR Kothari

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
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BA403	Data Analytics using R	CO1	3	2	1	0	0	1	0	3	1	2
		CO2	2	3	0	0	0	2	2	2	3	1
		CO3	2	3	1	0	0	1	2	2	2	3
		CO4	1	2	1	3	1	2	1	3	2	2
		CO5	2	3	3	2	2	3	3	2	2	2
		AVG. CO	2.0	2.6	1.2	1.0	0.6	1.8	1.6	2.4	2.0	2.0

BA404	Analytics for Competitive Advantage	L	T	P	C
Contact Hours	45	0	0	3	4
Pre-requisites/Exposure	Analytical Thinking, Quantitative Aptitude, Data Literacy				
Co-requisites	-				
Academic year	2025-26				

Course Objectives:

The primary objective of this course is to transform students into data-savvy business leaders who can leverage analytics as a core strategic asset to drive organizational growth and market differentiation. Students will explore how descriptive, predictive, and prescriptive analytics can be applied across functional areas—such as marketing, operations, and finance—to identify white spaces in the market, optimize resource allocation, and anticipate competitor moves. By integrating statistical modelling with strategic frameworks, the course empowers learners to not only interpret data but to architect data-driven narratives that influence executive decision-making and sustain long-term competitive superiority.

Course Outcomes:

On completion of the course, it is expected that students will be able to:

- **CO1:** Explain the role of the ‘Analytics Value Chain’ in converting raw data into competitive intelligence and strategic action
- **CO2:** Implement data visualization techniques and dashboarding tools to monitor Key Performance Indicators (KPIs) and market trends in real-time
- **CO3:** Critique various business scenarios using ‘What-if’ analysis and simulation models to determine the impact of different strategic choices
- **CO4:** Assess the ethical implications and ROI of data initiatives to prioritize analytics projects that offer the highest strategic value
- **CO5:** Formulate a comprehensive ‘Data-to-Strategy’ roadmap for a real-world firm, identifying specific analytical interventions to solve a competitive bottleneck

Course Contents:

Unit-1: The Strategic Role of Analytics [8L]

Analytics as a ‘Competitive Necessity’ v/s ‘Competitive Advantage’; Integrating Big Data with Porter’s Five Forces and Value Chain Analysis; Understanding the spectrum from Descriptive to Prescriptive

Unit-2: Visual Analytics & Performance Tracking [9L]

Principles of effective data visualization for non-technical stakeholders; Building executive cockpits; Identifying ‘Vanity Metrics’ vs. ‘Actionable Metrics’ in a business context

Unit 3 - Customer & Marketing Analytics [10L]

Segmentation: Using cluster analysis for micro-targeting and personalized marketing; Customer Lifetime Value (CLV): Predicting long-term profitability per customer segment; Market Basket Analysis: Identifying cross-selling and up-selling opportunities to increase ‘Share of Wallet’

Unit-4: Operational & Supply Chain Excellence [12L]

Optimization: Using linear programming for resource allocation and logistics; Demand Forecasting: Reducing "Bullwhip Effects" through advanced time-series modelling; Pricing Analytics: Dynamic pricing strategies and price elasticity modelling to maximize margins

Unit-5: Leading a Data-Driven Organization [6L]

Overcoming organizational resistance to data-driven decision-making; Managing data privacy (GDPR/CCPA) and avoiding algorithmic bias; AI, Machine Learning, and the evolving landscape of automated competition

Text and Reference:

1. Competing on Analytics: The New Science of Winning- Thomas H. Davenport & Jeanne G. Harris
2. Data Strategy: How to Profit from a World of Big Data Analytics and The Internet of Things- Bernard Marr

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
BA404	Analytics for Competitive Advantage	CO1	3	2	2	-	-	1	2	3	1	2
		CO2	2	3	1	-	-	2	3	1	3	1
		CO3	2	3	2	-	-	1	3	2	2	3
		CO4	2	2	3	3	2	1	1	2	1	2
		CO5	3	3	3	2	1	3	3	3	2	2
		AVG. CO	2.4	2.6	2.2	1.0	0.6	1.6	2.4	2.2	1.8	2.0

BA405	Cyber Threats & Securities	L	T	P	C
Contact Hours	45	3	1	0	4
Pre-requisites/Exposure	Basic Networking & IT Ethics				
Academic Year	2026-2027				

Course Objectives:

1. Identify common cyber threats and vulnerabilities in a business context.
2. Understand the principles of information security (CIA Triad).
3. Learn about legal and regulatory frameworks governing cybersecurity.

Course Outcomes:

- CO1: Recognize various types of malware and social engineering attacks.
- CO2: Apply basic cryptographic concepts to secure communications.
- CO3: Develop an organizational cybersecurity policy.
- CO4: Evaluate the effectiveness of firewalls and intrusion detection systems.
- CO5: Comply with national and international cyber laws.

Course Content:

Module 1: Introduction to Information Security The CIA Triad (Confidentiality, Integrity, Availability); Non-repudiation; Threat, Vulnerability, and Risk definitions; Security controls (Physical, Administrative, Technical); History of cyber warfare and cybercrime evolution.

Module 2: The Cyber Threat Landscape Malware types (Viruses, Worms, Trojans, Ransomware, Spyware); Social Engineering (Phishing, Vishing, Spear Phishing, Tailgating); Web-based attacks (SQL Injection, Cross-Site Scripting - XSS); Denial of Service (DoS) and Distributed DoS (DDoS).

Module 3: Cryptography & Network Security Symmetric vs. Asymmetric encryption; Hashing (MD5, SHA); Digital Signatures and Public Key Infrastructure (PKI); Secure protocols (HTTPS, SSH, TLS); Virtual Private Networks (VPN); Firewalls (Packet filtering, Stateful inspection) and IDS/IPS.

Module 4: Organizational Security & Risk Management Security Policy framework; Access Control Models (RBAC, MAC, DAC); Identity and Access Management (IAM); Multi-Factor Authentication (MFA); Business Continuity Planning (BCP) and Disaster Recovery (DR); Incident Response Life Cycle.

Module 5: Legal, Ethical & Emerging Issues Cyber Laws (IT Act 2000/2008); Intellectual Property Rights (IPR) in the digital age; Privacy laws (GDPR, CCPA); Security in IoT and Mobile devices; The role of AI in both launching and defending against cyber attacks; Ethical hacking basics.

Recommended Readings

1. Whitman, M. E., & Mattord, H. J. (2017). Principles of Information Security.
2. Graham, J., et al. (2016). Cyber Security Essentials.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
BA 405	Cyber Threats & Securities	CO1	3	2	2	0	1	2	2	3	3	2
		CO2	2	2	3	0	1	2	0	2	2	2
		CO3	2	2	3	2	0	1	0	0	3	3
		CO4	3	2	3	0	0	0	0	2	1	2
		CO5	2	2	3	2	2	3	2	2	2	3
		AVG. CO	2.4	2	2.8	1.2	1	1.6	1	1.8	2.2	2.4

HR (DSE)

HR 301	Industrial Relations & Labour Laws	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Human Resource Management and Organizational Behaviour concepts, including employee relations and workplace dynamics.				
Academic Year	2026-2027				

Course Objectives

1. To provide students with an understanding of the concepts of industrial relations and the role of stakeholders.
2. To familiarize students with key labour laws and their applications in the business environment.

3. To develop skills for effective conflict resolution and negotiation in industrial relations.
4. To highlight the role of ethics and social responsibility in labour management.

Course Outcomes

By the end of the course, students will be able to:

CO1. Understand the principles and framework of industrial relations in India.

CO2. Explain key labour laws and labour codes and their implications for employers and employees.

CO3. Analyze real-world cases of industrial disputes and recommend appropriate solutions.

CO4. Demonstrate negotiation and conflict resolution skills in industrial relations contexts.

CO5. Evaluate emerging industrial relations challenges including gig workforce, diversity, and ethical labour practices.

Course Description

This course provides a comprehensive understanding of industrial relations and labour laws, emphasizing the dynamics between employers, employees, trade unions, and the government. It explores the causes and resolution of industrial disputes, labour welfare practices, and social security frameworks in India. The course incorporates recent labour law reforms and emerging challenges such as gig work, diversity, and technological changes. Through case studies and practical applications, students develop competencies to manage industrial relations effectively in modern organizations.

Course Structure

Unit I: Introduction to Industrial Relations [12L]

Concept, objectives, and importance of industrial relations; Evolution and growth of industrial relations in India; Role of trade unions, employers, and the government; Industrial relations in a globalized world.

Unit II: Industrial Disputes and Conflict Resolution [12L]

Definition, types, and causes of industrial disputes; Preventive and settlement mechanisms: conciliation, arbitration, adjudication; Grievance handling mechanisms and discipline management; Case studies of major industrial disputes in India.

Unit III: Labour Welfare and Social Security [10L]

Concept, principles, and importance of labour welfare; Social security measures in India: EPF, ESI, Gratuity, Maternity Benefits; Role of welfare in employee well-being and organizational performance.

Unit IV: Labour Laws and Regulatory Framework in India [8L]

The Industrial Disputes Act, 1947; The Factories Act, 1948; The Minimum Wages Act, 1948; The Payment of Wages Act, 1936; The Trade Unions Act, 1926; **Labour Codes:** Code on Wages, 2019; Industrial Relations Code, 2020; Social Security Code, 2020; Occupational Safety, Health and Working Conditions Code, 2020; Overview of labour law reforms in India.

Unit V: Emerging Trends in Industrial Relations [8L]

Role of technology in industrial relations; Workplace diversity and inclusion; Gig and platform workforce management; Ethical issues and corporate social responsibility in industrial relations.

Recommended Readings

1. Monappa, A. *Industrial Relations and Labour Laws*.
2. Kapoor, N.D. *Elements of Industrial Law*.
3. Sinha, P.R.N. *Industrial Relations, Trade Unions, and Labour Legislation*.
4. Malik, P.L. *Handbook of Labour and Industrial Law*.
5. Government of India – Labour Codes and relevant Acts.

Cours e Code	Course Name	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2
HR 301	Industri al	CO1	2	2				1		1	
		CO2	2	2	2			2			1

	Relations & Labour Laws	CO3	2	2	2			2		1	
		CO4	2	2		2	2	2			1
		CO5	2	2	2	2		2	2		1
		AVG . CO	2	2	1.2	0.8	0.8	1.8	0.4	0.4	0.6

HR 302	Performance Management System	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Human Resource Management and Organizational Behaviour concepts, including employee motivation and performance evaluation.				
Academic Year	2026-2027				

Course Objectives

1. To provide students with an understanding of the concepts and significance of performance management systems.
2. To familiarize students with various performance appraisal methods and tools used in organizations.
3. To develop analytical skills for evaluating employee performance and organizational effectiveness.
4. To enhance skills in designing and implementing performance management systems ethically and effectively.

Course Outcomes

By the end of the course, students will be able to:

CO1. Understand the concepts, objectives, and framework of performance management systems.

CO2. Explain various performance appraisal methods and their practical applications in organizations.

CO3. Analyze performance data and evaluate employee performance using appropriate tools and techniques.

CO4. Assess the role of performance management in employee development, motivation, and organizational effectiveness.

CO5. Develop skills in designing, implementing, and ethically managing performance management systems in dynamic work environments.

Course Description

This course focuses on the design and implementation of performance management systems in organizations. It covers performance planning, appraisal methods, feedback mechanisms, and performance improvement strategies. The course also examines the linkage between individual performance and organizational goals, the role of motivation, and ethical considerations in performance evaluation. Emphasis is placed on practical applications, contemporary trends such as digital performance management systems, and challenges in managing performance in modern organizations.

Course Structure

Unit I: Introduction to Performance Management [10L]

Concept, objectives, and importance of performance management; Difference between performance appraisal and performance management; Evolution of performance management systems; Linkage between performance management and organizational strategy.

Unit II: Performance Planning and Goal Setting [10L]

Performance planning process; Goal setting theory; Key Result Areas (KRAs) and Key Performance Indicators (KPIs); Management by Objectives (MBO); Balanced Scorecard approach.

Unit III: Performance Appraisal Methods [10L]

Traditional methods: Confidential reports, ranking, rating scales; Modern methods: 360-degree feedback, Behaviourally Anchored Rating Scales (BARS), Assessment Centres; Advantages and limitations of different appraisal methods.

Unit IV: Performance Evaluation and Feedback [10L]

Performance measurement techniques; Errors in performance appraisal (bias, halo effect, etc.); Performance feedback and counseling; Performance improvement plans; Role of coaching and mentoring.

Unit V: Contemporary Issues in Performance Management [10L]

Linking performance with rewards and compensation; Ethical issues in performance evaluation; Digital performance management systems; Managing performance in remote and hybrid work environments; Challenges and future trends.

Recommended Readings

1. Aguinis, H. *Performance Management*.
2. Armstrong, M. *Armstrong's Handbook of Performance Management*.
3. DeNisi, A., & Murphy, K. *Performance Appraisal and Management*.
4. Dessler, G. *Human Resource Management*.
5. Relevant research articles on performance management practices.

Course Code	Course Name	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
HR 302	Performance Management System	CO1	2	2				1		1	
		CO2	2	2	2			2			1
		CO3	2	2	2			2		1	
		CO4	2	2		2	2	2			1
		CO5	2	2	2	2		2	2		1
		AVG. CO	2	2	1.2	0.8	0.8	1.8	0.4	0.4	0.6

HR 303	Compensation and Rewards Management	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Human Resource Management, employee motivation, and performance management concepts.				
Academic Year	2026-2027				

Course Objectives

1. To understand fundamental concepts of compensation management and strategic reward systems.
2. To design pay structures aligned with performance, organizational goals, and market competitiveness.
3. To analyze contemporary compensation practices including variable pay, gig compensation, and ESOPs.
4. To understand legal, ethical, and regulatory frameworks governing compensation in India.
5. To evaluate emerging trends such as digital compensation systems, pay transparency, and total rewards strategy.

Course Outcomes

By the end of the course, students will be able to:

- CO1.** Understand and design compensation systems ensuring internal equity and organizational consistency.
- CO2.** Develop competitive pay structures using market data, benchmarking, and salary surveys.
- CO3.** Analyze performance-linked pay systems, incentives, and total rewards strategies.
- CO4.** Evaluate employee benefits, statutory compliance, and legal frameworks governing compensation.
- CO5.** Apply modern compensation practices including digital payroll systems, gig workforce pay, and ethical compensation management.

Course Description

This course provides a comprehensive understanding of compensation management and reward systems in contemporary organizations. It focuses on designing equitable and competitive pay structures aligned with business strategy and employee performance. The course integrates traditional compensation theories with modern practices such as variable pay, total rewards, gig workforce compensation, ESOPs, and digital payroll systems. It also examines legal compliance, ethical considerations, and emerging trends like pay transparency and AI-driven compensation analytics. Through case studies and practical applications, students develop competencies in managing compensation strategically in a dynamic business environment.

Course Structure

Unit I: Fundamentals of Compensation Management [8L]

Concept of wage and salary; Objectives and principles of compensation management; Internal equity and external competitiveness; Theories of wages; Total rewards concept; Factors affecting compensation.

Unit II: Pay Structure and Compensation Design [8L]

Wage and salary structure; Minimum, fair, and living wages; Dearness allowance; Fringe benefits; Executive compensation; ESOPs and long-term incentives; Pay benchmarking and salary surveys.

Unit III: Strategic and Performance-Based Pay [8L]

Pay-for-performance; Incentive plans (individual, group, organization-wide); Variable pay; Balanced Scorecard and compensation linkage; Performance bonuses; Sales incentives; Skill-based pay.

Unit IV: Compensation Tools and Techniques [8L]

Job analysis, job evaluation, and job pricing; Work study; Pay differentials; Compensation analytics; Digital HR tools for compensation; AI-based salary benchmarking (introductory level).

Unit V: Legal Framework and Compliance [9L]

Code on Wages, 2019; Equal Remuneration principles; Payment of Bonus Act; Payment of Gratuity Act; EPF, ESI; Labour law compliance; Ethical issues in compensation and pay transparency.

Unit VI: Emerging Trends in Compensation Management [9L]

Gig and platform worker compensation; Flexible benefits and cafeteria plans; Remote work compensation challenges; Pay transparency; Diversity and pay equity; Global compensation practices; ESG and sustainable compensation strategies.

Recommended Readings

1. Milkovich, G., Newman, J., & Gerhart, B. *Compensation*.
2. Armstrong, M. *Armstrong's Handbook of Reward Management Practice*.
3. Dessler, G. *Human Resource Management*.
4. WorldatWork. *Total Rewards Framework*.
5. Government of India – Labour Codes & Compensation Laws.

Course Code	Course Name	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
HR 303	Compensation Management & Reward Systems	CO1	2	2				1		1	
		CO2	2	2	2			2			1
		CO3	2	2	2			2		1	
		CO4	2	2		2	2	2			1

		CO5	2	2	2	2	2	2	2		1
		AVG. CO	2	2	1.2	0.8	1	1.8	0.4	0.4	0.6

HR 304	Human Resource Information Systems	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Human Resource Management, information systems, and data handling concepts.				
Academic Year	2026-2027				

Course Objectives

1. To understand the role of HRIS in modern organizations and digital HR transformation.
2. To familiarize students with HR data management, HR analytics, and decision-making tools.
3. To develop skills in designing, implementing, and managing HRIS platforms.
4. To understand data security, privacy, and ethical issues in HR information systems.
5. To explore emerging technologies such as AI, cloud HR systems, and HR dashboards.

Course Outcomes

By the end of the course, students will be able to:

CO1. Understand the concepts, components, and architecture of Human Resource Information Systems.

CO2. Apply HRIS tools for managing employee data, payroll, recruitment, and performance systems.

CO3. Analyze HR data using HR analytics and dashboards for effective decision-making.

CO4. Evaluate data security, privacy, and ethical considerations in HRIS implementation.

CO5. Develop practical understanding of digital HR tools, AI-based HR systems, and future HR technologies.

Course Description

This course provides a comprehensive understanding of Human Resource Information Systems (HRIS) and their role in digital HR transformation. It covers the design, implementation, and management of HRIS applications including recruitment systems, payroll systems, performance management systems, and employee databases. The course emphasizes HR analytics, data-driven decision-making, and the integration of emerging technologies such as cloud computing, artificial intelligence, and HR dashboards. It also addresses issues of data security, privacy, and ethical

Course Structure

[illegible]

		AV G. CO	2	2	1.2	0.8	1	1.8	0.4	0.4	0.6
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HR 401	Talent Acquisition	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Human Resource Management, organizational behaviour, and performance management concepts.				
Academic Year	2026-2027				

Course Objectives

1. To understand the strategic role of talent acquisition in achieving organizational goals.
2. To develop knowledge of recruitment, selection, and onboarding processes using modern tools and techniques.
3. To explore employer branding, talent sourcing, and recruitment marketing strategies.
4. To apply HR analytics and metrics to evaluate recruitment effectiveness and workforce planning.
5. To understand the impact of digital technologies, AI, and data-driven recruitment practices in talent acquisition.

Course Outcomes

By the end of the course, students will be able to:

- CO1.** Understand the concepts, processes, and strategic importance of talent acquisition and workforce planning.
- CO2.** Apply recruitment and selection techniques, including sourcing strategies, interviewing, and onboarding practices.
- CO3.** Analyze employer branding, talent pipelines, and recruitment marketing strategies for attracting top talent.
- CO4.** Evaluate recruitment effectiveness using HR metrics, analytics, and data-driven decision-making tools.
- CO5.** Develop practical understanding of AI-based recruitment, ATS platforms, and digital hiring trends in modern organizations.

Course Description

This course focuses on the strategic and operational aspects of talent acquisition in modern organizations. It covers workforce planning, employer branding, recruitment strategies, selection

methods, and onboarding practices. Emphasis is placed on digital recruitment tools such as Applicant Tracking Systems (ATS), AI-based screening, and HR analytics. The course also explores recruitment marketing, candidate experience, and talent pipelines in a competitive labour market. Through case studies and practical applications, students develop competencies required to attract, assess, and retain talent in a dynamic business environment.

Course Structure

Unit I: Talent Acquisition and Workforce Planning [8L]

Concept and importance of talent acquisition; Talent lifecycle; Workforce planning and forecasting; Job analysis and competency mapping; Strategic alignment of talent acquisition.

Unit II: Recruitment Strategies and Sourcing [8L]

Internal vs external recruitment; Talent sourcing techniques (job portals, social media, referrals); Employer branding; Recruitment marketing; Diversity hiring strategies; Campus recruitment and gig hiring.

Unit III: Selection and Onboarding [8L]

Selection process; Interviewing techniques (structured, behavioral, panel); Psychometric testing and assessment tools; Selection errors and biases; Onboarding and induction practices; Candidate experience management.

Unit IV: Talent Analytics and Recruitment Metrics [8L]

HR metrics: Time-to-hire, cost-per-hire, quality of hire; Recruitment analytics; Data-driven hiring decisions; Use of dashboards and KPIs; ROI of recruitment strategies.

Unit V: Technology in Talent Acquisition [9L]

Applicant Tracking Systems (ATS); AI in recruitment (resume screening, chatbots); Video interviewing platforms; Digital hiring tools; HRIS integration; Automation in recruitment.

Unit VI: Emerging Trends in Talent Acquisition [9L]

Gig economy and platform hiring; Remote hiring practices; Global talent acquisition; Employer branding in digital era; Ethical issues in hiring; Future of work and talent strategy.

Recommended Readings

1. Phillips, J., & Gully, S. *Strategic Staffing*.
2. Breaugh, J. *Recruiting and Attracting Talent*.
3. Dessler, G. *Human Resource Management*.
4. CIPD Reports on Talent Acquisition & Employer Branding.
5. LinkedIn Talent Solutions & Deloitte Global Human Capital Trends Reports.

Course Code	Course Name	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2
HR 401	Talent Acquisition	CO1	2	2				1		1	
		CO2	2	2	2			2			1
		CO3	2	2	2			2		1	
		CO4	2	2		2	2	2			1

		CO5	2	2	2	2	2	2	2		1
		AV G. CO	2	2	1.2	0.8	1	1.8	0.4	0.4	0.6

HR 402	Training and Development	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Human Resource Management, organizational behaviour, and performance management concepts.				
Academic Year	2026-2027				

Course Objectives

1. To understand the concepts, importance, and process of training and development in organizations.
2. To develop skills in identifying training needs and designing effective training programs.
3. To explore various training methods, tools, and evaluation techniques.
4. To understand the role of learning and development in employee performance and organizational effectiveness.
5. To examine emerging trends such as digital learning, e-learning, and AI-driven learning systems.

Course Outcomes

By the end of the course, students will be able to:

- CO1.** Understand the concepts, objectives, and process of training and development.
- CO2.** Identify training needs and design structured training programs aligned with organizational goals.
- CO3.** Apply various training methods and learning techniques for employee development.
- CO4.** Evaluate training effectiveness using models, metrics, and feedback mechanisms.
- CO5.** Develop practical understanding of digital learning tools, e-learning platforms, and modern L&D trends.

Course Description

This course focuses on the systematic process of training and development in organizations, emphasizing the role of learning in enhancing employee performance and organizational effectiveness. It covers training needs assessment, program design, training methods, and evaluation techniques. The course integrates traditional learning approaches with modern practices such as e-learning, microlearning, and AI-based learning systems. It also highlights the importance of continuous learning, skill development, and knowledge management in today's dynamic business environment. Through practical applications and case studies, students develop competencies required for designing and managing effective learning and development programs.

Course Structure

Unit I: Introduction to Training & Development [8L]

Concept and importance of training and development; Difference between training, development, and learning; Role of L&D in organizations; Strategic training; Learning organization concept.

Unit II: Training Needs Assessment (TNA) [8L]

Levels of TNA (organizational, task, individual); Methods of identifying training needs; Competency mapping; Skill gap analysis; Aligning training with business strategy.

Unit III: Training Design and Methods [8L]

Training design process; Learning principles; On-the-job methods (coaching, mentoring, job rotation); Off-the-job methods (lectures, simulations, case studies); Management development programs.

Unit IV: Training Implementation and Evaluation [8L]

Training delivery methods; Role of trainer; Kirkpatrick model; CIRO model; ROI of training; Feedback and assessment techniques.

Unit V: Learning Technologies and Digital Training [9L]

E-learning platforms; Learning Management Systems (LMS); Microlearning; Mobile learning; Virtual training; AI in learning; Gamification in training.

Unit VI: Emerging Trends in Learning & Development [9L]

Continuous learning culture; Knowledge management; Talent development and career planning; Leadership development; Future skills and reskilling; Diversity and inclusive learning.

Recommended Readings

1. Noe, R. *Employee Training and Development*.
2. Blanchard, P. & Thacker, J. *Effective Training*.
3. Armstrong, M. *Armstrong's Handbook of Human Resource Management Practice*.
4. CIPD Reports on Learning & Development.
5. LinkedIn Workplace Learning Reports (latest editions).

Course Code	Course Name	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2
HR 402	Training & Development	CO1	2	2				1		1	
		CO2	2	2	2			2			1
		CO3	2	2	2			2		1	
		CO4	2	2		2	2	2			1
		CO5	2	2	2	2	2	2	2		1
		AV G. CO	2	2	1.2	0.8	1	1.8	0.4	0.4	0.6

HR 403	Strategic Human Resource Management	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Human Resource Management, organizational behaviour, and business strategy concepts.				

Academic Year	2026-2027
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Course Objectives

1. To develop understanding of the strategic role of HR as a business partner in organizations.
2. To examine the linkage between business strategy and HR strategies, policies, and systems.
3. To analyze tools and frameworks for creating sustainable competitive advantage through HR.
4. To understand strategic workforce planning, performance management, and talent development.
5. To explore global, digital, and ethical dimensions of Strategic HRM in contemporary organizations.

Course Outcomes

By the end of the course, students will be able to:

CO1. Understand the concepts, models, and strategic role of HRM in achieving organizational goals.

CO2. Integrate HR strategies with business strategy to create competitive advantage.

CO3. Analyze strategic HR practices including workforce planning, performance management, and talent development.

CO4. Evaluate global HR strategies, organizational restructuring, and change management practices.

CO5. Apply modern strategic HR tools including HR analytics, digital HR, and sustainable HR practices.

Course Description

This course focuses on the strategic integration of human resource management with business strategy to achieve organizational effectiveness and competitive advantage. It examines how HR functions as a strategic partner in designing and implementing organizational strategies. The course covers workforce planning, talent management, performance systems, and high-performance work practices. It also explores contemporary themes such as HR analytics, digital HR transformation, global HRM, and sustainability (ESG). Through case studies and strategic frameworks, students develop the ability to align HR policies and practices with organizational objectives in dynamic business environments.

Course Structure

Unit I: Introduction to Strategic HRM [8L]

Concept and evolution of Strategic HRM; HR as a strategic partner (Ulrich Model); Linkage between business strategy and HR strategy; Resource-Based View (RBV); High Performance Work Systems (HPWS); External environment and HR strategy.

Unit II: Strategic Workforce Planning [8L]

Human resource planning in strategic context; Demand and supply forecasting; Talent management strategy; Workforce analytics; Succession planning; Managing workforce diversity.

Unit III: Strategic Talent and Performance Management [8L]

Strategic training and development; Talent development frameworks; Leadership development; Strategic performance management systems; Linking performance with compensation; Employee engagement strategies.

Unit IV: Organizational Strategy and Change Management [8L]

Organizational restructuring; Downsizing and rightsizing strategies; Change management models; Managing resistance to change; Strategic role of HR in transformation; Organizational culture and strategy.

Unit V: Global and Comparative HRM [9L]

Global HR strategies; Expatriate management; Cross-cultural HR practices; International staffing; Global talent management; Challenges in global HRM.

Unit VI: Emerging Trends in Strategic HRM [9L]

HR analytics and data-driven HR; Digital HR transformation; AI in HR decision-making; Sustainable HRM (ESG); Agile HR practices; Future of work and strategic HR challenges.

Recommended Readings

1. Armstrong, M. *Strategic Human Resource Management*.
2. Ulrich, D. *HR Champions*.
3. Storey, J., Wright, P., & Ulrich, D. *Routledge Companion to SHRM*.
4. Becker, B., & Huselid, M. *High Performance Work Systems*.
5. Deloitte Global Human Capital Trends Reports.

Cours e Code	Course Name	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2
HR 403	Strategic Human Resource Manageme nt	CO1	2	2				1		1	
		CO2	2	2	2			2			1
		CO3	2	2	2			2		1	
		CO4	2	2		2	2	2			1
		CO5	2	2	2	2	2	2	2		1
		AV G. CO	2	2	1.2	0.8	1	1.8	0.4	0.4	0.6

HR 404	Organizational Change and Development	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Organizational Behaviour, Human Resource Management, and leadership concepts.				
Academic Year	2026-2027				

Course Objectives

1. To understand the theories, models, and practices of organizational change and development.
2. To analyze the need for change and organizational responses to dynamic environments.
3. To develop skills in planning, implementing, and managing change initiatives.
4. To examine the role of leadership, communication, and culture in successful change management.
5. To explore contemporary approaches such as digital transformation, agile organizations, and continuous improvement.

Course Outcomes

By the end of the course, students will be able to:

- CO1.** Understand the concepts, theories, and models of organizational change and development.
- CO2.** Analyze organizational dynamics including culture, structure, and resistance to change.
- CO3.** Apply change management models and OD interventions to real-world organizational scenarios.
- CO4.** Evaluate the role of leadership, communication, and stakeholder management in change processes.
- CO5.** Develop strategies for managing change in modern organizations, including digital transformation and agile practices.

Course Description

This course examines the theories, processes, and practices of organizational change and development in contemporary organizations. It focuses on how organizations adapt to internal and external changes, including technological advancements, globalization, and evolving workforce expectations. The course covers change models, OD interventions, leadership roles, and resistance management. It also integrates modern approaches such as digital transformation, agile organizations, and continuous improvement. Through case studies and practical applications, students develop competencies required to diagnose, design, and implement effective change initiatives in organizations.

Course Structure

Unit I: Foundations of Organizational Change & Development [8L]

Concept, meaning, and objectives of OC & OD; Evolution of OD; Values, assumptions, and beliefs in OD; Need for change in organizations; Types of organizational change.

Unit II: Models and Process of Change [8L]

Lewin's Change Model; Kotter's 8-Step Model; Action Research Model; Organizational life cycle; OD process; Role of OD practitioner; Change diagnosis.

Unit III: OD Interventions and Techniques [8L]

Interpersonal interventions (coaching, counseling); Team building; Intergroup interventions; Structural and strategic interventions; Culture change; Employee engagement interventions.

Unit IV: Managing Change and Resistance [8L]

Sources of resistance to change; Strategies to manage resistance; Role of communication in change; Leadership in change management; Stakeholder management; Ethical issues in OD.

Unit V: Evaluation and Effectiveness of Change [9L]

Evaluation of OD interventions; Measuring change effectiveness; Feedback mechanisms; Continuous improvement; Learning organizations; Organizational development metrics.

Unit VI: Emerging Trends in Organizational Change [9L]

Digital transformation; Agile organizations; Change in remote/hybrid workplaces; Innovation and change culture; Sustainability and ESG-driven change; Future of organizational development.

Recommended Readings

1. French, W.L. & Bell, C.H. *Organization Development*.
2. Cummings, T., & Worley, C. *Organization Development and Change*.
3. Kotter, J. *Leading Change*.
4. Burnes, B. *Managing Change*.
5. McKinsey & Deloitte Reports on Organizational Transformation.

Course Code	Course Name	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2
HR 404	Organizational Change & Development	CO1	2	2				1		1	
		CO2	2	2	2			2			1
		CO3	2	2	2			2		1	
		CO4	2	2		2	2	2			1
		CO5	2	2	2	2	2	2	2		1
		AVG. CO	2	2	1.2	0.8	1	1.8	0.4	0.4	0.6

HR 405	Cross Cultural Management	L	T	P	C
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Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Basic understanding of Organizational Behaviour, Human Resource Management, and international business concepts.				
Academic Year	2026-2027				

Course Objectives

1. To understand cultural diversity and its impact on organizational behavior and management practices.
2. To explore cross-cultural frameworks and models for managing global workforce.
3. To develop skills in managing multicultural teams and international assignments.
4. To analyze communication, leadership, and negotiation in cross-cultural contexts.
5. To examine global HR practices and challenges in managing diverse and distributed workforce.

Course Outcomes

By the end of the course, students will be able to:

- CO1.** Understand cultural concepts, dimensions, and their impact on organizational behaviour.
CO2. Analyze cross-cultural differences using established frameworks and models.
CO3. Apply cross-cultural management practices in communication, leadership, and teamwork.
CO4. Evaluate global HR practices including expatriate management and multicultural workforce challenges.
CO5. Develop strategies for managing diversity, inclusion, and cross-cultural effectiveness in global organizations.

Course Description

This course focuses on managing people across cultures in an increasingly globalized business environment. It examines how cultural differences influence workplace behaviour, communication, leadership, and decision-making. The course introduces key cross-cultural frameworks such as Hofstede's dimensions and Trompenaars' model, and explores their application in managing multicultural teams and international operations. It also covers expatriate management, global leadership, diversity and inclusion, and cross-cultural negotiation. Through case studies and real-world scenarios, students develop the skills required to manage cultural diversity effectively in global organizations.

Course Structure

Unit I: Introduction to Culture and Management [8L]

Concept of culture; Levels of culture; Cultural diversity; Importance of cross-cultural management; Impact of culture on organizations; Globalization and workforce diversity.

Unit II: Cross-Cultural Theories and Models [8L]

Hofstede's Cultural Dimensions; Trompenaars' Model; Hall's High vs Low Context Culture; GLOBE study; Cultural intelligence (CQ).

Unit III: Cross-Cultural Communication and Leadership [8L]

Communication barriers in cross-cultural settings; Verbal and non-verbal communication; Cross-cultural negotiation; Leadership styles across cultures; Managing multicultural teams.

Unit IV: Global HR Practices and Expatriate Management [8L]

International HRM; Staffing global operations; Expatriate selection, training, and repatriation; Cross-cultural training; Global performance management.

Unit V: Diversity, Inclusion, and Ethics [9L]

Workplace diversity and inclusion; Managing bias and stereotypes; Ethical issues in cross-cultural management; Gender and cultural sensitivity; Inclusive leadership.

Unit VI: Emerging Trends in Cross-Cultural Management [9L]

Remote global teams; Virtual collaboration across cultures; Global talent mobility; Cultural challenges in digital workspaces; Sustainability and global workforce practices.

Recommended Readings

1. Hofstede, G. *Cultures and Organizations: Software of the Mind*.
2. Trompenaars, F. *Riding the Waves of Culture*.
3. Deresky, H. *International Management*.
4. Adler, N. *International Dimensions of Organizational Behavior*.
5. GLOBE Study Reports & Harvard Business Review articles.

Course Code	Course Name	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2
HR 405	Cross Cultural Management	CO1	2	2				1		1	
		CO2	2	2	2			2			1
		CO3	2	2	2			2		1	
		CO4	2	2		2	2	2			1

		CO5	2	2	2	2	2	2	2		1
		AV G. CO	2	2	1.2	0.8	1	1.8	0.4	0.4	0.6

LSCM (DSE)

SCM 301	Supply Chain Analytics	L	T	P	C
Contact Hours	50	0	0	3	4
Pre-requisites/Exposure	Understanding of logistics, operations management, and statistics, along with proficiency in Excel and data modeling				
Academic Year	2026-2027				

Course Objectives:

1. Supply chain management is becoming increasingly data driven.
2. Learn Supply chain analytic to bring effectiveness in various business operations through data enabled decisions at all levels of the business through this Supply Chain Analytic Course.

Course Outcomes:

- CO 1 - Need of Simulation for SCM
- CO 2 - Types of Supply Chain Management Simulation.
- CO 3 - Difficulties and Types of Models for Simulation
- CO 4 - Simulation of Supply Chain Management using Games.

Course Content:

Unit-I Introduction to Supply Chain Analytics

3 Hrs

Why Analytics in supply chain - Intro & need, Problems in supply chain, ROI analysis to study Supply chain Analytics, Tools to know for Data Analytics, VENSIM a simulation Tool

Unit-II Risk Pooling and Inventory Management**3Hrs**

Risk Pooling and Inventory Management, Single Stage Inventory Control, Deterministic Demand Inventory Models, Uncertainty and Risk, Factors Affecting the Level of Safety Inventory.

Unit- III Network Planning & Design**3Hrs**

Network Planning, Network Design Inventory Positioning and logistics control
Impact of Aggregation on Safety Inventory, Sales and operations Planning (S&OP),
Responding to Predictable Variability in a Supply Chain

Unit-IV Distribution Strategies**3 Hrs**

Distribution Strategies, Direct Shipment, Intermediate inventory strategies
Trans-shipment, Components and Methods of Forecasting, Five Important Points in the Forecasting Process, Overview of ML and AI in Supply Chain

Unit- V The dimensions of customer value**3 Hrs**

Customer Value, The dimensions of customer value, Customer value measures, Initial dashboard in VENSIM.

Recommended Readings

1. Key Business Analytics - The 60+ Business Analysis Tools Every Manager Needs To Know,
Bernard Marr
2. Supply Chain Analytics - Beginner's Guide, Gerard Blokdyk
3. Supply Chain Analytics and Modelling - Quantitative Tools and Applications,
Nicoleta Tipi
4. Supply Chain Analytics - Operations Management und Logistik, BoD - Books on Demand

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SCM301	Supply Chain Analytics	CO 1	2	0	1	0	0	2	1	3	0	1
		CO 2	0	3	2	1	0	0	2	1	2	0
		CO 3	1	2	0	2	1	3	0	0	3	2
		CO 4	3	0	2	0	3	1	2	2	1	3
		AV G.C O	1.5	1.3	1.3	0.8	1	1.5	1.3	1.5	1.5	1.5

SCM 302	Procurement and Purchasing Fundamentals	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Familiarity with terms like Purchasing, procurement, supplier, services, etc.				
Academic Year	2026-2027				

Course Objectives:

1. Develop a foundational understanding of procurement and purchasing functions within supply chain management.
2. Enable students to evaluate supplier selection processes and vendor performance criteria.
3. Equip learners with procurement strategies and negotiation skills for effective purchasing decisions.
4. Build competence in cost analysis, pricing mechanisms, and total cost of ownership
5. Foster awareness of ethical, legal, and sustainable procurement practices in a global context.

Course Outcomes:

- CO1: Understand the fundamental concepts, objectives, and processes of procurement and purchasing.
- CO2: Analyse supplier selection criteria and vendor evaluation methods.
- CO3: Apply procurement strategies and negotiation techniques in purchasing decisions.
- CO4: Evaluate cost components, pricing strategies, and total cost of ownership (TCO).
- CO5: Assess ethical, legal, and sustainability issues in procurement practices.

Course Content:

Module 1: Introduction to Procurement and Purchasing HRS

9

Meaning, objectives, and scope of procurement - Role of procurement in supply chain management - Evolution from traditional purchasing to strategic sourcing - Procurement cycle and process flow - Types of purchasing: centralized vs decentralized - Make-or-buy decisions

Module 2: Supplier Selection and Vendor Management **9**

HRS

Supplier identification and sourcing strategies -Vendor selection criteria and methods - Supplier evaluation techniques (weighted scoring, rating models) -Supplier relationship management (SRM) -Vendor development and performance measurement -Global sourcing challenges

Module 3: Procurement Strategies and Negotiation **8**

HRS

Strategic sourcing and procurement planning -Contract management and types of contracts -Negotiation process, tactics, and strategies -Risk management in procurement -E-procurement and digital tools -Case studies in procurement decision-making

Module 4: Cost and Pricing Analysis in Procurement **10**

HRS

Cost elements in purchasing decisions -Total Cost of Ownership (TCO) concept -Price analysis vs cost analysis -Break-even analysis in procurement -Budgeting and cost control techniques -Value analysis and value engineering

Module 5: Ethics, Legal Aspects, and Sustainable Procurement **9**

HRS

Ethical issues in procurement (fraud, corruption, conflict of interest) -Legal framework in procurement contracts -Corporate social responsibility (CSR) in sourcing -green procurement and sustainable sourcing -Circular supply chain and reverse logistics linkages -Future trends in procurement (AI, blockchain, sustainability focus)

Recommended Readings

1. Purchasing and Supply Chain Management, Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero, James L. Patterson
2. Procurement and Supply Chain Management, Kenneth Lysons, Brian Farrington
3. Supply Chain Management: Strategy, Planning, and Operation, Sunil Chopra, Peter Meindl
4. Strategic Supply Chain Management, Shoshanah Cohen, Joseph Roussel

Code	Course	CO s	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SCM302	Procurement and Purchasing Fundamentals	CO 1	3	2	1	0	0	0	1	2	1	0
		CO 2	2	3	2	1	0	1	0	3	2	1
		CO 3	2	2	3	3	1	1	0	2	3	1

		CO 4	3	3	2	0	0	2	1	3	2	2
		CO 5	2	2	1	1	3	0	3	1	2	1
		AV G. CO	2.4	2.4	1.8	1	0.8	0.8	1	2.2	2	1

SCM 303	Warehouse Management	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Familiarity with terms like Warehousing, Cold Chain, Inventory, WMS, etc.				
Academic Year	2026-2027				

Course Objectives:

- CO 1. Understand the concept of warehousing and elements of warehousing design
- CO 2. Differentiate between Centralized and Decentralized storage
- CO 3. Learn about the various warehouse processes
- CO 4. Practice warehouse value added services
- CO 5. Discuss about the warehouse safety and ergonomic material handling methods

Course Outcomes:

- CO1: Understand the concepts, functions, and strategic role of warehouse management in supply chain operations.
- CO2: Analyse warehouse layout design, storage systems, and material handling equipment for operational efficiency.
- CO3: Apply inventory control techniques and warehouse management systems (WMS) in real-world scenarios.
- CO4: Evaluate warehouse performance using key metrics such as space utilization, order accuracy, and throughput.
- CO5: Assess the role of technology, automation, and sustainability practices in modern warehousing.

Course Content:

Unit-I Introduction**9****Hrs**

Introduction to Warehousing, Evolution of Warehousing, Strategic Warehousing, Principles of warehousing, Need of Warehousing, Types of Warehouses & Storage Policies, Functions of Warehouse, Warehouse Operations, Warehouse Operations, Significance of Warehouse in SCM, Elements & Principles of Warehouse Design, Location Analysis, Classification of location decision problems.

Unit-II Storage & Handling system**9Hrs**

Pallet movement, Pallet stacking, Palletized storage, Palletized storage – comparison of systems, Case Study discussion - Storage and handling systems (palletized), Centralized warehousing system, Decentralized system, MHE's : Truck attachments, Long loads , Cranes, Conveyors, Automated guided vehicles

Unit- III Cold Chain SCM**8****Hrs**

Fundamentals of Cold Supply Chain, Elements of Cold chain logistics, Overview of Segments of Cold Supply Chain, its objectives, Segments of Cold Supply Chain - functions, Classification of Cold Chain, Cold Supply Chain Trends in India, Challenges of Cold Supply Chain.

Unit-IV Warehousing Ops & Value-Added Services**10****Hrs**

Receiving and Put Away, Pick and Pack, Concept of Packaging, Packaging and Labelling, Kitting and Assembling, Order Management System, Vendor Managed Inventory. FF & E-FF, Repacking, Other VAS

Unit- V Warehouse Management System**9****Hrs**

Introduction to Warehouse management system, WMS Functions and Activities, Data capture and transmission, Performance monitoring.

Recommended Readings

1. Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse – Gwynne Richards
2. Design and Management of Warehouse Operations – John J. Bartholdi III, Steven T. Hackman
3. Warehouse & Distribution Science – John J. Bartholdi III, Steven T. Hackman
4. Introduction to Logistics Systems Management – Gianpaolo Ghiani, Gilbert Laporte, Roberto Musmanno
5. Supply Chain Logistics Management – Donald J. Bowersox, David J. Closs, M. Bixby Cooper

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SCM303	Warehouse Management	CO1	2	1	0	0	0	1	2	3	1	0
		CO2	1	3	2	0	0	3	0	2	1	2
		CO3	0	2	3	2	0	3	0	1	3	2
		CO4	2	2	2	0	0	2	2	3	1	1
		CO5	0	1	1	2	3	2	3	2	2	3
		AV G.C O	1	1.8	1.6	0.8	0.6	2.2	1.4	2.2	1.6	1.6

SCM 304	Basics of Inventory Management	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Familiarity with terms like Inventory, Inventory Management Technique, EOQ, ABC Analysis etc.				
Academic Year	2026-2027				

Course Objectives:

- 1:** To develop a fundamental understanding of inventory concepts, functions, and its role in supply chain management.
- 2:** To familiarize students with different types of inventory and inventory control techniques.
- 3:** To enable learners to apply quantitative models such as EOQ, safety stock, and reorder level.
- 4:** To build analytical skills for managing inventory costs, demand variability, and stock optimization.
- 5:** To create awareness of modern inventory practices, including technology integration and sustainability considerations.

Course Outcomes:

CO1: Understand the concepts, objectives, and importance of inventory management in supply chain operations.

CO2: Classify different types of inventory and analyse their roles in business functions.

CO3: Apply inventory control techniques such as EOQ, safety stock, and reorder level in decision-making.

CO4: Evaluate inventory costs, demand patterns, and stock control methods for operational efficiency.

CO5: Assess the role of technology and modern practices in improving inventory management performance.

Course Content:

Module 1: Introduction to Inventory Management

9HRS

Meaning, objectives, and importance of inventory-Role of inventory in supply chain management-Functions of inventory (decoupling, buffering, etc.)-Types of inventory: raw materials, WIP, finished goods, MRO-Inventory-related costs: ordering, carrying, shortage, and purchase cost

Module 2: Inventory Control Techniques

9HRS

Need for inventory control-ABC, VED, HML, and FSN analysis -Two-bin system and perpetual inventory system -Just-in-Time (JIT) concept-Safety stock and service level concepts

Module 3: Inventory Models and Quantitative Techniques

8HRS

Economic Order Quantity (EOQ) model-Reorder level and lead time demand-EOQ with shortages and quantity discounts-Deterministic vs probabilistic models-Basic numerical problem-solving

Module 4: Demand Forecasting and Inventory Planning

10HRS

Demand forecasting methods (qualitative and quantitative)-Forecasting errors and accuracy measures-Inventory planning under uncertainty-Aggregate planning basics-Role of demand variability in inventory decisions

Module 5: Modern Practices in Inventory Management

9HRS

Inventory management using ERP and software tools-Barcoding, RFID, and automation in inventory-Vendor Managed Inventory (VMI)-Green inventory practices and sustainability-Emerging trends: AI, data analytics, and digital supply chains

Recommended Readings

1. Inventory Management and Production Planning and Scheduling – Edward A. Silver, David F. Pyke, Rein Peterson
2. Production and Operations Analysis – Steven Nahmias, Tava Lennon Olsen
3. Operations Management – William J. Stevenson

4. Supply Chain Management: Strategy, Planning, and Operation – Sunil Chopra, Peter Meindl
5. Principles of Inventory Management – John A. Muckstadt, Amar Sapra

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SCM304	Basics of Inventory Management	CO 1	1	0	2	2	3	1	2	2	1	0
		CO 2	1	2	1	0	2	2	2	3	3	0
		CO 3	2	2	3	3	1	2	2	0	2	3
		CO 4	2	1	2	0	2	1	3	3	0	1
		CO 5	3	2	2	2	3	1	2	0	2	2
		AV G.C O	1.8	1.4	2	1.4	2.2	1.4	2.2	1.6	1.6	1.2

SCM 401	Transportation and Distribution Management	L	T	P	C
Contact Hours	50	3	1	0	4
Pre-requisites/Exposure	Familiarity with terms like Transportation Modes, Freight, Network Planning, Distribution Models, Multimodal Transport etc.				
Academic Year	2026-2027				

Course Objectives:

- 1: Develop an understanding of transportation systems and their role in supply chain and logistics management.
- 2: Familiarize students with different modes of transportation and their operational and cost characteristics.
- 3: Equip learners with knowledge of distribution network design and last-mile delivery strategies.
- 4: Build analytical skills for transportation planning, routing, scheduling, and cost optimization.
- 5: Create awareness of regulatory, environmental, and technological aspects in transportation and distribution.

Course Outcomes:

- **CO1:** Understand the concepts, functions, and importance of transportation and distribution in supply chain management.
- **CO2:** Analyse different transportation modes, carrier selection, and freight management decisions.
- **CO3:** Apply routing, scheduling, and distribution network design techniques in logistics operations.
- **CO4:** Evaluate transportation costs, performance metrics, and efficiency of distribution systems.
- **CO5:** Assess the impact of regulations, sustainability, and emerging technologies on transportation and distribution.

Course Content:

Module 1: Introduction to Transportation and Distribution

9HRS

Meaning, scope, and importance of transportation in logistics-Role of transportation in supply chain management-Functions of distribution management-Transportation network structure-Key stakeholders: shippers, carriers, intermediaries-Overview of logistics performance indicators

Module 2: Modes of Transportation and Carrier Selection

9HRS

Different modes: road, rail, air, water, and pipelines-Characteristics, advantages, and limitations of each mode-Intermodal and multimodal transportation-Carrier selection criteria and decision factors-Freight classification and rate structures-Documentation in transportation

Module 3: Transportation Planning and Operations

8HRS

Routing and scheduling techniques-Vehicle utilization and fleet management-Transportation cost optimization-Packaging and unitization for transport efficiency-Risk management in transportation-Role of third-party logistics (3PL) and fourth-party logistics (4PL)

Module 4: Distribution Network Design

10HRS

Distribution channels and strategies-Warehouse location and distribution center planning-Network design models and decisions-Last-mile delivery challenges and solutions-E-commerce distribution models-Reverse logistics and returns management

Module 5: Technology, Regulations, and Sustainability

9HRS

Transportation Management Systems (TMS)-GPS, IoT, and real-time tracking-Legal and regulatory framework in transportation-Environmental impact and green logistics-Sustainable transportation practices-Emerging trends: automation, AI, and digital logistics

Recommended Readings

Transportation: A Global Supply Chain Perspective – Robert A. Novack, Brian J. Gibson, Yoshinori Suzuki, John J. Coyle
 Supply Chain Logistics Management – Donald J. Bowersox, David J. Closs, M. Bixby Cooper
 Logistics and Supply Chain Management – Martin Christopher
 Global Logistics and Supply Chain Management – John Mangan, Chandra Lalwani
 The Handbook of Logistics and Distribution Management – Alan Rushton, Phil Croucher, Peter Baker

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SCM401	Transportation and Distribution Management	CO 1	0	2	0	1	3	1	2	0	2	1
		CO 2	2	2	3	0	0	2	0	1	2	3
		CO 3	2	3	0	2	1	0	2	2	0	2
		CO 4	1	1	2	0	2	1	0	3	2	0
		CO 5	3	0	1	2	3	2	3	0	1	2
		AV G.C.O	1.6	1.6	1.2	1	1.8	1.2	1.4	1.2	1.4	1.6

SCM402	Global Trade Operations and Forwarding	L	T	P	C
Contact Hours	40	4	0	0	4
Pre-requisites/Exposure	Completion of Introduction to Logistics & Supply Chain Management and International Business.				
Academic Year	2026-2027				

Course Objectives:

1. Understand global trade fundamentals and forwarding processes.
2. Analyze trade regulations and documentation systems.
3. Apply freight forwarding and multimodal transport techniques.
4. Evaluate organizational structures and technology for trade operations.

Course Outcomes:

CO1: Recall and apply fundamentals of global trade operations, forwarding processes, Incoterms, and key documentation in business scenarios

CO2: Analyze trade regulations, compliance frameworks (e.g., WTO, Indian EXIM Policy), and documentation systems for effective international operations.

CO3: Apply freight forwarding techniques, multimodal transport planning, and decision-making processes to optimize supply chain logistics.

CO4: Design organizational structures for trade forwarding firms and integrate technologies (e.g., blockchain, AI) for efficient global networks

Course Content:

Module 1: Fundamentals of Global Trade and Forwarding [8 L]

Nature, meaning, and significance of global trade operations; evolution of international trade theories (comparative advantage, Heckscher-Ohlin model); role of freight forwarding in supply chain ecosystems; difference between trade operations, logistics, and forwarding; forwarding as a process and function; key players (shippers, carriers, forwarders, customs brokers); essential skills for trade operators (negotiation, documentation, risk assessment); qualities of an effective forwarding manager; overview of Incoterms 2020 and their impact on operations.

Module 2: Trade Documentation, Regulations, and Compliance [10 L]

Classical and modern approaches to trade documentation; key documents (Bill of Lading, Commercial Invoice, Certificate of Origin, AWB, Packing List); regulatory frameworks (WTO rules, GATT, trade agreements like RCEP, CPTPP); Indian perspective (Export-Import Policy, FEMA, DGFT procedures); classical contributors (e.g., early customs protocols) vs. modern digitalization (e.g., single-window systems like ICEGATE); contingency approaches to compliance (e.g., adapting to tariffs, sanctions); behavioral aspects in documentation (error reduction via human relations); systems approach to regulatory ecosystems; Indian management thought in trade (e.g., Make in India initiatives).

Module 3: Freight Forwarding Operations and Multimodal Transport [10 L]

Freight forwarding processes: nature, importance, types (air, sea, road, rail), and strategies for effectiveness; planning premises (cost, time, reliability); strategic planning in forwarding (e.g., route optimization models like linear programming basics); multimodal transport operations (containerization, intermodalism, Ro-Ro); decision-making in forwarding (types: programmed vs. non-programmed; process: rational, bounded rationality; tools like decision trees); risk management in transit (cargo insurance, claims handling); significance and limitations of forwarding plans; case studies on disruptions (e.g., Suez Canal blockage).

Module 4: Global Supply Chain Integration, Technology, and Emerging Trends [12 L]

Organization of global trade networks: meaning, principles, and design process; determinants and forms of forwarding structures (line, functional, matrix organizations in 3PL/4PL firms); formal vs. informal networks (e.g., alliances like WCA); technology integration (blockchain for tracking, AI in route prediction, IoT for real-time visibility); directing operations: motivation in trade teams (theories like Maslow, Herzberg; incentives like performance bonuses); leadership styles in crisis forwarding (transformational vs. transactional); communication processes and barriers in global ops (e.g., cultural, digital); sustainability in forwarding (green logistics, ESG compliance); future trends (nearshoring, digital trade platforms); project-based learning on Vensim/R simulations for trade flows.

Recommended Readings

7. Management: Stoner James. A, Freeman Edward, Gilbert Daniel , Pearson
8. Weihrich and Koontz, et al: Essentials of Management; Tata McGraw Hill
9. V.S.P Rao & Hari Krishna: Management-Text & Cases, Excel Books
10. Ramaswami T: Principles of Mgmt., Himalaya Publishing
11. Robbins, S. P: Management, Prentice Hall.
12. Prasad L M: Principles and Practice of Management, Sultan Chand & Sons-New Delhi

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SCM402	Global Trade Operations and Forwarding	CO1	3	2	2	0	1	2	2	3	3	2
		CO2	2	3	2	2	1	2	1	2	2	3
		CO3	3	3	3	1	2	1	2	3	2	2
		CO4	3	2	3	0	2	2	3	2	3	2
		AVG. CO	3	3	3	1	2	2	2	3	3	2

SCM403	Liner Shipping	L	T	P	C
Contact Hours	50	0	0	3	4
Pre-requisites/Exposure	Familiarity with basic concepts, terminology of logistics and supply chain, Data interpretation for trade analytics				
Academic Year	2026-2027				

Course Objectives (COs)

- 1:** Understand fundamentals of liner shipping operations, including vessel types, schedules, and trade routes in global maritime logistics.
- 2:** Analyze liner conferences, alliances, regulatory frameworks, and pricing strategies for effective shipping management.
- 3:** Apply containerization, port operations, and capacity planning techniques to optimize liner service efficiency.
- 4:** Evaluate emerging trends like digitalization, sustainability, and risk management in liner shipping networks.

Course Outcomes:

CO1: Recall and apply fundamentals of liner shipping operations, vessel types, trade routes, and alliance structures in global maritime scenarios.

CO2: Analyze liner conferences, regulatory frameworks (UNCLOS, Indian Merchant Shipping Act), pricing strategies, and slot management for commercial effectiveness.

CO3: Apply containerization techniques, port interface planning, and capacity optimization models to enhance liner service efficiency.

CO4: Evaluate technology integrations, sustainability practices (IMO decarbonization), and organizational strategies for resilient liner networks.

Course Content:

Module 1: Fundamentals of Liner Shipping [8 L]

Nature, meaning, and significance of liner shipping in global trade; evolution from tramp to liner services; types of liner vessels (container ships, Ro-Ro, bulk carriers); trade routes and major shipping lanes (e.g., Asia-Europe, Trans-Pacific); liner shipping as a process and function; key players (carriers, shippers, ports, NVOCCs); managerial skills and roles in liner operations; qualities of effective liner managers; overview of liner conferences and alliances (e.g., 2M, Ocean Alliance).

Module 2 : Liner Operations and Commercial Practices [8 L]

Classical approaches (conference systems, rate fixing); modern contributors (slot management, yield optimization); regulatory frameworks (UNCLOS, liner code, EU competition rules, Indian Merchant Shipping Act); pricing strategies (freight rates, surcharges, FAK); documentation (Bill of Lading types, charter parties); slot allocation and capacity planning; systems approach to liner networks; contingency planning for disruptions; Indian management practices (e.g., SCI operations, Sagarmala project).

Module 3: Port Interface and Multimodal Integration [8 L]

Nature and importance of port operations in liner schedules; types of ports (hub, feeder, transshipment); terminal management (berthing, crane operations, dwell time); planning processes (vessel scheduling, turnaround time optimization); strategic tools (slot charter agreements, equipment pooling); decision-making in liner ops (route selection, speed optimization, fuel decisions); significance and limitations of liner planning; intermodal integration (rail, inland waterways); case studies (e.g., JNPT, Rotterdam port efficiency).

Module 4 : Technology, Sustainability, and Future Trends [10 L]

Liner organization structures (functional, matrix in shipping lines); technology adoption (digital twins, blockchain manifests, AI voyage planning); directing liner teams (motivation theories for seafarers, incentive schemes); leadership styles in shipping crises (e.g., Ever Given incident); communication barriers (multicultural crews, satellite systems); sustainability imperatives (IMO 2050 decarbonization, green corridors); risk management (piracy, geopolitical tensions); emerging trends (autonomous vessels, nearshoring); NEP-aligned project: Vensim simulation of liner network resilience.

Recommended Readings

- **Maritime Logistics: A Complete Guide to Effective Shipping and Port Management** (3rd Edition) by Dong-Wook Song & Photis M. Panayides - Comprehensive on liner networks, container shipping, and port interfaces.
- **Elements of Shipping** (9th Edition) by Alan Branch - Covers liner operations, vessel types, trade routes, and commercial practices.
- **Fundamentals of Liner Shipping** (ICS Publication) - Institute of Chartered Shipbrokers guide on alliances, slot management, and regulatory frameworks.
- **Sagarmala Project Reports** (Ministry of Ports, Shipping & Waterways) - Indian port-liner integration initiatives.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SCM403	Liner Shipping	CO1	3	2	1	0	1	2	2	3	2	2
		CO2	2	3	2	2	1	2	1	2	3	2
		CO3	3	3	3	1	2	1	2	3	2	3
		CO4	3	2	2	0	3	3	3	2	3	2
		AVG CO	3	3	2.0	1.0	2.0	2.0	2.0	3.0	3.0	2.0

SCM404	Basics of Green Supply Chain	L	T	P	C
Contact Hours	50	0	0	3	4
Pre-requisites/Exposure	Familiarity with basic concepts, terminology of logistics and supply chain, Data interpretation for trade analytics				
Academic Year	2026-2027				

Course Objectives (COs)

- 1:** Understand fundamentals of green analytics processes, key metrics (e.g., carbon intensity, Scope 1-3 emissions), and tools (R, Tableau) for sustainable supply chain scenarios.
- 2:** Analyze data sources, model green KPIs (e.g., regression for emissions forecasting), and apply regulatory frameworks (BRSR, GRI) for compliance analytics.
- 3:** Apply green logistics planning and decision-making tools.
- 4:** Evaluate GSCM performance metrics and circular economy models.

Course Outcomes:

CO1: Recall and apply fundamentals of green supply chain management, core principles (reduce-reuse-recycle), and frameworks (GreenSCOR, triple bottom line) in sustainable business scenarios.

CO2: Analyze green sourcing strategies, manufacturing practices, and regulatory frameworks (Plastic Waste Rules, EU Green Deal) for supplier and process optimization.

CO3: Apply strategic green logistics tools (electric fleets, cold chain efficiency), decision-making processes (rational vs. heuristic routing), and case-based problem-solving (IKEA packaging, Flipkart delivery) while addressing barriers (cost, infrastructure).

CO4: Evaluate performance metrics (LCA, Scope 1-3 emissions, GRI standards), circular economy models, technology enablers (IoT, blockchain, AI), organizational structures, and ESG analysis for sustainable transitions and resilience.

Course Content:

Module 1: Fundamentals of Green Supply Chain [8 L]

Nature, meaning, and significance of analytics in green supply chains; evolution from descriptive to predictive green metrics; analytics as a process (CRISP-DM adapted for sustainability); key roles (data analysts, ESG modelers); managerial skills (statistical thinking, visualization); qualities of green analytics leaders; core concepts (KPIs like carbon intensity, waste-to-value ratios); triple bottom line dashboards; overview of tools (R, Python, Tableau for green KPIs).

Module 2 : Data Sources and Green Metrics Modeling [8 L]

Classical approaches (basic carbon accounting) vs. modern frameworks (GRI, Scope 1-3 emissions modeling); data sources (IoT sensors, ERP systems, satellite emissions data);

regulatory metrics (India's BRSR, EU CSRD); statistical modeling (regression for emission forecasting, cluster analysis for supplier sustainability); behavioral data integration (employee green behavior scores); systems/contingency analytics (scenario modeling for policy changes); Indian tools (e.g., MoEFCC datasets, GEMS portal).

Module 3: Green Logistics and Reverse Logistics Planning [8 L]

Nature, importance, and types of green logistics (low-carbon transport, route optimization); planning premises (emissions targets, modal shifts); strategic tools (electric fleets, cold chain efficiency); decision-making processes (rational vs. heuristic for green routing); reverse logistics (returns management, EPR under India's PWM Rules 2016); significance and limitations of green planning; case studies (e.g., IKEA's circular packaging, Flipkart's green delivery); barriers like cost and infrastructure.

Module 4 : Performance Measurement, Technology, and Circular Economy [10 L]

GSCM organization structures (cross-functional green teams, matrix designs); metrics and KPIs (LCA, Scope 1-3 emissions, GRI standards); technology enablers (IoT for tracking, blockchain for traceability, AI for demand forecasting); directing green initiatives (motivation theories like expectancy for eco-teams, leadership in sustainability transitions); communication challenges (ESG reporting); circular economy models (closed-loop systems); emerging trends (carbon-neutral SCM, regenerative practices); NEP project: R-based ESG analysis for supply chain resilience.

Recommended Readings

- **Green Supply Chain Management** by Mohammed Majeed & Kirti Agarwal (2025, Apple Academic Press).
- **Green Supply Chain Management: A Concise Introduction** by Joseph Sarkis & Qingyun Zhu - Covers fundamentals, green procurement, logistics, and reverse logistics with practical frameworks.
- **Green Logistics: Improving the Environmental Sustainability of Logistics** (3rd Edition) by Alan McKinnon et al. - Essential for Module 3 topics like low-carbon transport, route optimization, and reverse logistics.
- **Sustainable Logistics and Supply Chain Management** (3rd Edition) by David B. Grant et al. - Comprehensive on circular economy, performance metrics, and technology integration.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SCM404	Basics of Green Supply Chain	CO1	3	2	1	1	3	2	2	3	2	2
		CO2	2	3	2	2	3	2	1	2	3	2
		CO3	3	3	2	1	2	3	3	3	2	3
		CO4	3	3	3	0	3	3	3	2	3	2
		AVG CO	3	3	2	1	3	3	2	3	3	2

SCM405	Customer Service in Supply Chains	L	T	P	C
Contact Hours	50	0	0	3	4
Pre-requisites/Exposure	Completion of Introduction to Logistics & Supply Chain Management and Business Statistics.				
Academic Year	2026-2027				

Course Objectives (COs)

1. Understand customer service fundamentals and metrics in supply chains.
2. Analyze customer segmentation and service strategies.
3. Apply service operations planning and performance tools.
4. Evaluate technology and relationship management for service excellence.

Course Outcomes:

- CO1: Understand customer service fundamentals, metrics (OTIF, SERVQUAL), and processes in supply chain contexts.
- CO2: Analyze customer segmentation strategies, SLAs, and behavioral frameworks for tailored service design.
- CO3: Apply service operations planning, performance measurement, and decision tools to optimize fulfillment.
- CO4: Design technology-integrated service structures, lead CX teams, and leverage analytics for relationship excellence.

Course Content:

Module 1: Fundamentals of Customer Service in SCM [8 L]

Nature, meaning, and significance of customer service in supply chains; evolution from transactional to relational models; service as a process and function; key elements (reliability, responsiveness, assurance); difference between internal/external customer service; managerial skills and roles (service recovery champions); qualities of effective service managers; overview of SCOR model customer facing processes; metrics like OTIF (On-Time In-Full).

Module 2 : Customer Segmentation and Service Strategies [8 L]

Classical approaches (Pareto analysis) vs. modern strategies (RFM segmentation, AI-driven personalization); service level agreements (SLAs), order management cycles; regulatory frameworks (consumer protection acts, ISO 9001); behavioral aspects (SERVQUAL dimensions, Net Promoter Score); systems approach to service ecosystems; contingency planning for demand variability; Indian practices (e.g., Flipkart's Prime delivery, Reliance Retail CX); tools like CRM integration with SCM.

Module 3: Service Operations and Performance Measurement [8 L]

Nature/importance of service operations (order fulfillment, returns handling); planning premises (cycle time targets, cost-service tradeoffs); strategic tools (Kano model, customer journey mapping); decision-making processes (prioritization matrices, AHP for

service tradeoffs); significance/limitations of service planning; performance metrics (CSAT, CES, first-contact resolution); case studies (Amazon logistics, DHL service excellence).

Module 4 : Technology, Relationship Management, and Excellence [10 L]

SCM service organization structures (dedicated CX teams, matrix designs); technology enablers (omnichannel platforms, chatbots, predictive service); directing service teams (motivation theories like equity for frontline staff); leadership styles in service recovery; communication barriers (multichannel consistency); CRM analytics (sentiment analysis, churn prediction); emerging trends (hyper-personalization, blockchain for transparency); NEP project: R simulation of service level impacts.

Recommended Readings

- ***Supply Chain Management: Text and Cases (2nd Edition)*** by Janat Shah (Pearson Education India, 2018)
- ***Logistics & Supply Chain Management (5th Edition)*** by Martin Christopher - Definitive on customer service metrics (OTIF, SERVQUAL), service recovery, and market-driven supply chains.
- ***Supply Chain Management: Strategy, Planning, and Operation*** by Sunil Chopra & Peter Meindl - Covers customer segmentation, SLAs, and performance measurement comprehensively.
- ***Delivering Customer Value through SCM by Satish K. Kapoor et al. (Indian Authors)*** - Practical Indian context with Flipkart/Amazon case studies and CRM integration.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
SCM405	Customer Service in Supply Chains	CO1	3	2	1	1	3	2	2	3	2	2
		CO2	2	3	2	2	3	2	1	2	3	2
		CO3	3	3	2	1	2	3	3	3	2	3
		CO4	3	3	3	0	3	3	3	2	3	2
		AVG CO	3	3	2	1	3	3	2	3	3	2

FM 301	Financial Institutions and Markets	L	T	P	C
Contact Hours	60	3	1	0	4
Pre-requisites/Exposure	Understanding basic financial terms				
Academic year	2025-26				

Course Objectives:

1. To help the students develop understanding of the importance of money and concept of Indian Financial system.
2. To enable students to describe the components of a financial system and various instruments of money and capital market.
3. To provide the understanding of banking system prevalent in India.
4. To enable students to synthesize related information and evaluate financial markets and financial instruments helpful in risk management and the regulations with respect to them.

Course Outcomes

- CO1: To demonstrate a clear understanding of the concepts related to Indian Financial System.
- CO2 : To take appropriate decisions related to financial market and Financial instruments.
- CO3 : To understand current regulatory environment related to Capital and Money market and Banking system in India.
- CO4 : To understand the Indian Financial System, its instruments for managing the risk and its usefulness for the economic development.

Course Content:**Unit I: Introduction to Indian Financial System****10 Hrs**

Introduction: Financial System and its Components – financial markets and institutions; Financial inter-mediation; Flow of funds matrix; Financial system and economic development; An overview of Indian financial system

Unit II: Financial Markets**10 Hrs**

Financial Markets: Money market – functions, organization and instruments. Role of central bank in money market; Indian money market – An overview. Debt and Fixed Income Securities Market including bond market. Forex Market: An overview. Capital Markets – functions, organization and instruments. Indian equity market – primary and secondary markets; Public Offerings; Private Placement; Role of stock exchanges in India. Commodities Market: An overview.

Unit III: Financial Institutions**10 Hrs**

Financial Institutions: Commercial banking – introduction, its role in project finance and working capital finance; Development Financial institutions (DFIs) – An overview and role in Indian economy; Life and non-life insurance companies in India; Mutual Funds – Introduction and their role in capital market development. Non-banking financial companies (NBFCs); Micro-finance organizations; Regional Rural Banks.

Unit IV: Derivatives Market**10 Hrs**

Derivative Markets: Concept and Functions of Derivative Markets; Participants of Derivative Markets; Different types of financial derivative instruments in India – Forwards, Futures, Options, Swaps.

Unit V: Investor Protection**5 Hrs**

Investors Protection: Importance of Investors' Protection; Investors Grievances Regarding Stock Market Dealings; Structure of SEBI; Company Law Board; Role of Court in Investors' Protection; Role of Media in the Protection of Investors.

Unit VI: The Financial Market Irregularities

5 Hrs

The market scams – Harshad Mehta Scam, Ketan Parekh Scam, The Chit Funds scam, Satyam Scams.

Recommended Readings :-

1. The Financial System in India, S C Das, PHI Learning Pvt Ltd, New Delhi 24.
2. Indian Financial System, M Y Khan, Tata McGraw, New Delhi

Cod e	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
FM 301	Financial Institutions and Market	CO1	3	2	1	1	-	1	-	2	2	1
		CO2	2	3	3	1	-	1	2	3	3	2
		CO3	2	3	1	3	-	1	1	2	3	2
		CO4	2	3	2	2	2	1	2	3	3	3
		AV G. CO	1.75	2.75	1.75	1.75	0.5	1	1.25	2.50	2.75	2

FM 302	Banking and Insurance Management	L	T	P	C
Contact Hours	60	3	1	0	4
Pre-requisites	Basic Understanding of Financial Management				
Academic year	2025-26				

Course Objectives:

1. To provide an in-depth view of the banking and insurance industry in India.
2. To develop knowledge on the banking parlance including management and funding.
3. To improve students' understanding of the functions of banking, be it central or commercial banks.
4. To enhance student's ability to understand the insurance sector and its growth in India.

Course Outcomes

- CO1: Explain the concept of evolution of banking system and functioning of it.
- CO2: Apply the theories of commercial and central banks and life and general insurance in solving case studies.
- CO3: Analyze the current trends of banking and insurance sectors and current topics like Basel 2 norms

- CO4: Integrate the concept of central banking functions with the economic concepts.

Course Content:

Module I: Introduction

[4L]

Basic Concepts of Different Types of Banking Systems; An Overview and structure of Indian Banking System, recent developments in banking sector, Recent Regulations on Commercial Banks in India – prudential norms, Capital adequacy norms and SARFAESI Act 2002. Progress of Commercial Banks after Nationalization - achievements and failures, Banking sector Reforms – Rational relevance, Narasimhan Committee – Report on Banking and Financial Systems, Co-operative Banking. Reserve Bank of India (RBI): Role of RBI as a Central Bank, Monetary Policy of RBI

Module II: Commercial Banking

[12L]

Basic Concepts of Commercial Banks, Role of Commercial Banks in Financial Market; Creation of Credit by Commercial Banks and factors affecting credit creation. Regional Rural Banks in India: Structure of RRB, Objectives functions and achievements in developing Indian Economy. Rural Development Banks: NABARD, PLD, DCC and APEX Banks their objectives and functions.

Module III: New Trends in Banking

[12L]

New Trends in Banking-(E-Banking – Modern service like ‘e’ banking, ATM, issue of credit and debit cards, Green cards etc. Universalization and Harmonization of Banks

Module IV: Basics of Insurance Business

[12L]

The basics and nature of insurance – evolution and nature of insurance – how insurance operates today – different classes of insurance – importance of insurance – how insurance takes care of unexpected eventualities..

Module V: Indian Insurance Market

[12L]

Overview of the Indian Insurance Market – Growth of Insurance business in India – Organizational structure of the Life Insurance Corporation of India (LIC) – Postal Life Insurance –Organizational structure of Postal Life Insurance – Appointment of life insurance agents and their functions – Need of an agent in life insurance selling – Appointment of agents – Remuneration to agents – Trends in life insurance distribution channels, Introduction to General Insurance : The Insurance Act 1938 – Insurance Regulatory & Development Authority (IRDA) Act 1999 – General Insurance Councils – Amendments to Life Insurance Corporation Act 1956 – Amendments to General Insurance Business (Nationalization) Act regulations issued by IRDA – Motor Vehicles Act 1988 – Other Acts – Exchange Control Regulations – Consumer Protection Act 1986 – Insurance Ombudsman, Market – Statutes & Regulations that affect conduct of business in India,

Module VI: The Crypto Currencies and Bit-Coin Evolution

[8L]

Evolution, Meaning, Definitions, The AI and ML Network, The Crypto – Legality issues, The Operation of Bit Coin and Crypto Currencies, Effect on Banking Systems.

mmended Readings:-

1. Maheshwari S.N. – Banking Law and Practice
2. Tannans – Banking Law and Practice in India
3. Sayers R.S. – Modern Banking
4. Shekhar K.C. – Banking Theory and Practice
5. Basu S.K. – Current Banking Theory and Practice
6. Insurance Management, by Ganguly, Anand, New Age publisher
7. Mishra M.N., Modern concepts of insurance, Sultan Chand & Co Ltd
8. Insurance Regulatory & Development Authority or IRDA Act.

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
FM 302	Banking and Insurance Management	CO1	3	2	1	1	-	1	-	2	2	1
		CO2	2	3	2	1	-	-	2	3	3	2
		CO3	2	3	1	2	1	-	2	2	3	3
		CO4	2	3	2	2	1	1	1	3	2	3
		AVG. CO	1.75	2.75	1.5	1.5	0.5	0.5	1.25	2.5	2.5	2.25

FM 303	Financial Services	L	T	P	C
Contact Hours	60	3	1	0	4
Pre-requisites	Basic Understanding of Financial Terms and Regulatory Frameworks				
Academic Year	2025-26				

Course Objectives:

1. To acquire the skills necessary to manage a financial firm, to describe and apply financial concepts, theories, and tools.
2. To understand the role of regulatory organization in smooth functioning of financial system.
3. To make student aware about different sources of funding and also avenues of investments

Course Outcomes:

- CO 1 : Understanding the basics of financial system and development

- CO 2 : Developing business plan to acquire Venture capital funding
- CO 3 : Applying the concept of factoring and forfeiting process
- CO 4 : Analyzing Leas and Hire Purchase as source of finance for long term assets
- CO 5 : Evaluating Mutual Funds as an investment opportunity and learning portfolio management
- CO 6 : Understanding credit rating process and its importance

Course Content:

Module-1: Financial Services

10 Hrs

Role of Financial Services in economic development, Evolution of Financial Services Sector in India, Marketing of Financial Services (Introduction).

Module-II: Venture Capital

10 Hrs

Venture Capital Financing, International Experiences in Venture Capital Financing, Venture Capital Financing in India, Pitfalls to be avoided, Preparation & evaluation of Business Plan

Module-III: Factoring & Forfeiting

10

Hrs

Factoring Services - Features Merits and Demerits, Cost Benefit Analysis, Forfeiting: Features, merits & Limitations

Module-IV: Leasing and Hire Purchase

10 Hrs

Development of Leasing and Hire Purchase, Types of Leasing, Pricing Methodology and Financial analysis, Taxation, Legal Framework for Leasing and Hire Purchase Companies.

Module –V: Mutual Funds

10 Hrs

The concept & Role of M/Fs, History of M/Fs in India, Types of M/Fs, Fund Structure & constituent, Selecting the right Investment Products for Investors, Comparison of Investment products, Measuring of Risk In M/Fs, Recommending model Portfolios & selecting the right funds.

Module-VI: Credit Rating & other Financial Services

5 Hrs

Credit rating concept of Credit rating, Types of credit rating, Advantages and Disadvantages of credit rating, Credit rating agencies and their methodology and process, Individual Credit rating, Sovereign Credit Rating Practices. Custodial Services, Credit Cards

Module VII: Financial Sector Reforms in India

5 Hrs

The scenario before 1991, The Crises of 1990s, Financial Sector Reforms and Its Effect, The SubPrime Crises.

Recommended Readings

1. Bharati Pathak (2018), Indian Financial System, 5th Edition, Pearson Education
2. Khan, M.Y (2017), Financial Services, 9th Edition, Tata McGraw Hill
3. Suresh Padmalatha and Justin Paul, (2017), Management of Banking and Financial Services, 4th Edition, Pearson Education
4. Financial Institutions And Markets By L M Bhole, Jitendra Mahakud, McGraw Hills

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
FM 303	Financial Services	CO1	3	2	1	1	-	1	-	2	1	-
		CO2	2	3	3	1	-	1	3	3	2	3
		CO3	2	3	2	-	-	-	1	3	2	2
		CO4	2	3	2	-	-	-	1	3	2	3
		CO5	2	3	2	1	1	-	2	2	3	3
		CO6	2	3	1	3	-	-	1	2	2	3
		AVG. CO	2.16	2.83	1.83	1	0.16	0.33	1.33	2.5	2	2.33

FM 304	Investment Management	L	T	P	C
Contact Hours	60	3	1	0	4
Pre-requisites/Exposure	Understanding basic financial terms				
Academic year	2025-26				

Course Objectives:

1. The objective of this course is to introduce the intuition and concepts of investment analysis and portfolio management.
2. Two broad decisions have been taken by any investors: allocation of the total investment in available asset classes and how to select the assets within asset classes for investment. The decision of allocation and selection of investment assets is based on the trade-off between risk and return, availability of the risk mitigating tools and investment horizon with other parameters.
3. The aim of the course is to provide the theoretical underpinning of the subject with the implications in the real world.
4. The course will help the participants in developing skills required to

conduct assessment of current issues covered by media and specialized journals.

Course Outcomes

- CO1: Explain the concept of financial instruments and explain how they work in detail, contrast key characteristics of given financial instruments, briefly recall important historical trends in the innovation of markets, trading and financial instruments
- CO2: Apply key facts related to the historical return and risk of bond and equity markets.
- CO3: Analyze market micro-structure and evaluate its importance to investors and the fundamental drivers of diversification as an investment strategy for investors
- CO4: Integrate various financial concepts and apply them to give suggestions to investors regarding investment.

Course Content:

Module I : Introduction

4 Hrs

Financial markets and instruments Money and bond markets; Money market instruments; Bond market instruments; Equity markets; Equity instruments; Derivatives markets; Managed funds; Exchange traded funds; Exchange trading and over-the-counter trading; Clearing, settlements, margin trading, short sales and contingent orders; Regulation of financial markets.

Module II: Fund Management

10 Hrs

Fund management and investment Historical mutual fund performance; Market efficiency and behavioral finance; Return based trading strategies; Performance of hedge funds; Statistical arbitrage.

Module III: Market Microstructure

Hrs

10

Market micro-structure Types of markets; Limit Order Markets; Bid-ask bounce (Roll); Adverse selection (Glosten-Milgrom); Optimal insider trading (Kyle); Market micro-structure and investment analysis.

Module IV: Portfolio Diversification

10 Hrs

Expected portfolio returns and variance; Utility functions and expected utility; Risk aversion; The mean-variance problem; the index model; Abnormal returns: Treynor-Black model; Factor models.

Module V: Portfolio Immunization

10 Hrs

Portfolio immunization Bond math; Term structure of interest rates; Yield to maturity; Duration; Immunization of bond and equity portfolios.

Module VI: Risk and Performance Measurement
10 Hrs

Risk and performance measurement Types of risk; Risk decomposition; Value-at-risk (VaR); Risk-adjusted performance measures; Performance measurement with changing portfolios (market timing).

Module VII: Derivatives Market
Hrs.

6

Use of different Derivative Instruments to minimize market risk

Recommended Text Book(s):-

1. Investment Management by V.K. Bhalla
2. Financial Management by I.M.Pandey (Vikas Publication)

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
FM 304	Investment Management	CO1	2	2	-	-	2	2	-	1	-	1
		CO2	2	2	-	2	3	-	-	1	-	-
		CO3	2	2	2	-	2	2	3	1	1	-
		CO4	2	2	-	-	-	-	-	1	-	-
		AVG. CO	2.00	2.00	0.50	0.50	2.00	1.00	0.75	1.00	0.25	0.25

FM 401	Corporate Finance	L	T	P	C
Contact Hours	60	3	1	0	4
Pre-requisites/Exposure	Introductory level accounting and economics knowledge will be helpful.				
Academic Year	2025-26				

Course Objectives:

1. To make students aware about corporate accounting practices
2. To develop analytical understanding of corporate valuation process
3. To make them learn synergies about corporate structuring.

Course Outcomes:

- CO1 : Understanding the corporate finance and different accounting challenges
- CO2 : Applying the concept of time value of money and compounding.
- CO3 : Analyzing the different sources of funds and their implication in business
- CO4 : Applying different methods for long term investment decision making
- CO5 : Understanding and applying the corporate valuation model
- CO6 : Creating and applying knowledge about corporate restructuring

Course Content:

Module I: Introduction

3 Hrs

Objectives of Corporate finance, Shareholder wealth maximization, Agency Problems, Management Compensation & measurement of Performance

Module II: Capital Budgeting Factors

10 Hrs

Concept of annuity, PVIFA, FVIFA, Sinking Fund, Capital recovery factor

Module III: Cost of Capital

10 Hrs

Cost of debt, equity, preference shares, Weighted Average Cost of Capital (WACC). Capital Structure Decision: Modigliani Millar propositions I and II. Other capital structure theories

Module IV: Capital Budgeting

10 Hrs

NPV, IRR, payback period, discounted payback period, accounting rate of return.

Module V: Valuation Models

10 Hrs

Valuation Models, Application of Valuation Model, EVA/MVA, Balanced scorecard and other methods/measures of financial performance.

Module VI: Differential Efficiency & Financial Synergy

10 Hrs

Differential Efficiency & Financial Synergy: Theory of Mergers, Operating Synergy & Pure Diversification: Theory of mergers, Costs and Benefits of Merger, Evaluation of Merger as a Capital Budgeting Decision, Poison

Pills, Turnaround Strategies. Basics of Corporate Governance, Ethics and finance, Ethical practices in market place, Corporate Responsibility, Social Audit and Ethical Investing.

**Module VII: Impact of M&A Activities in Financial Structure
7 Hrs.**

Meaning of Mergers and Acquisition and related Terms, The Reasons of M&A – Evidences from Case Studies, Need Analysis of the M&A Analysis, The Impact on Financial Structure and Performance.

Recommended Readings

1. Financial Management by I.M.Pandey (Vikas Publication)
2. Corporate Finance by Stephen Ross (McGraw Hills Education)

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
FM 401	Corporate Finance	CO1	3	2	1	1	-	1	-	2	1	-
		CO2	2	3	2	-	-	1	1	3	2	2
		CO3	2	3	2	1	-	-	1	3	3	2
		CO4	2	3	3	1	-	-	2	3	2	3
		CO5	2	3	2	1	-	-	2	3	3	3
		CO6	2	3	3	2	1	-	3	3	2	3
		AVG. CO	2.17	2.83	2.17	1	0.16	0.33	1.5	3.4	2.17	2.17

FM 402	Mergers, Acquisitions & Corporate Restructuring	L	T	P	C
Contact Hours	60	3	1	0	4
Pre-requisites/Exposure	Introductory level corporate finance and economics knowledge will be helpful.				
Academic Year	2025-26				

Course Objectives:

- 1.To develop analytical understanding of corporate valuation process
- 2.To make them learn synergies about corporate structuring

Course Outcomes:

- CO1 : Understanding the corporate finance and different accounting challenges.

- CO2 : Applying the concept of time value of money and compounding.
- CO3 : Analyzing the different sources of funds and their implication in business.
- CO4 : Applying different methods for long term investment decision making.
- CO5 : Understanding and applying the corporate valuation model.
- CO6 : Creating and applying knowledge about corporate restructuring.

Course Content:

Module I: Introduction

3 Hrs

Objectives of Corporate finance, Shareholder wealth maximization, Agency Problems, Management Compensation & measurement of Performance

Module II: Capital Budgeting Factors

10 Hrs

Concept of annuity, PVIFA, FVIFA, Sinking Fund, Capital recovery factor

Module III: Cost of Capital

10 Hrs

Cost of debt, equity, preference shares, Weighted Average Cost of Capital (WACC). Capital Structure Decision: Modigliani Millar propositions I and II. Other capital structure theories

Module IV: Capital Budgeting

10 Hrs

NPV, IRR, payback period, discounted payback period, accounting rate of return

Module V: Valuation Models

10 Hrs

Valuation Models, Application of Valuation Model, EVA/MVA, Balanced scorecard and other methods/measures of financial performance.

Module VI: Differential Efficiency & Financial Synergy

10 Hrs

Differential Efficiency & Financial Synergy: Theory of Mergers, Operating Synergy & Pure Diversification: Theory of mergers, Costs and Benefits of Merger, Evaluation of Merger as a Capital Budgeting Decision, Poison Pills, Turnaround Strategies. Basics of Corporate Governance, Ethics and finance, Ethical practices in market place, Corporate Responsibility, Social Audit and Ethical Investing.

**Module VII: Impact of M&A Activities in Financial Structure
7 Hrs.**

Meaning of Mergers and Acquisition and related Terms, The Reasons of M&A – Evidences from Case Studies, Need Analysis of the M&A Analysis, The Impact on Financial Structure and Performance.

Recommended Readings

1. Financial Management by I.M.Pandey (Vikas Publication)
2. Corporate Finance by Stephen Ross (McGraw Hills Education)

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
FM 402	Mergers, Acquisitions & Corporate Restructuring	CO1	3	2	1	2	-	1	-	2	2	1
		CO2	2	3	2	1	-	1	1	3	2	2
		CO3	2	3	3	1	-	-	1	3	3	2
		CO4	2	3	3	1	-	-	2	3	2	3
		CO5	2	3	2	2	-	-	2	3	3	3
		CO6	2	3	3	2	1	-	3	3	2	3
		AVG. CO	2.17	2.83	2.33	1.5	0.16	0.33	1.5	2.83	2.33	1.83

FM 403	Security Analysis & Portfolio Management	L	T	P	C
Contact Hours	60	3	1	0	4
Pre-requisites/Exposure	Basic mathematics and statistics				
Academic Year	2025-26				

Course Objectives:

1. Understand the Investment Environment
2. Develop Security Analysis skills and master the concepts of risk and return
3. Understand asset pricing models and investment strategies
4. Build portfolio management expertise

Course Outcomes:

- CO1: To understand the Investment Environment and Securities Market
- CO2: To assess and value Securities

- CO3: To quantify and manage Risk and Return
- CO4: To construct and manage an Optimal Portfolio
- CO5: To evaluate Portfolio Performance

Course Content:

Module-I: Foundations of Investment & Security Analysis 12[L]

Overview of the Investment Environment: Types of Financial Assets (Money Market Instruments, Fixed Income Securities, Equities, Derivatives, Alternative Investments); Financial Markets and Institutions (Primary vs. Secondary Markets, Market Participants, Trading Mechanisms); Regulatory Framework in India; Understanding Risk and Return

Introduction to Security Analysis: Efficient Market Hypothesis (EMH) and its Forms; Approaches to Security Analysis: Fundamental vs. Technical Analysis

Macroeconomic and Industry Analysis: Key Economic Indicators and their Impact on Investment Decisions (GDP, Inflation, Interest Rates, Fiscal Policy); Industry Life Cycle and Sector Analysis; Framework for Industry Analysis (Porter's Five Forces)

Module-II: Fundamental Analysis and Equity Valuation 10[L]

Financial Statement Analysis: Understanding Key Financial Statements (Balance Sheet, Income Statement, Cash Flow Statement); Financial Ratios and their Interpretation (Liquidity, Solvency, Profitability, Efficiency); Common-Size Analysis and Trend Analysis; Earnings Quality and Analysis

Equity Valuation Models: Discounted Cash Flow (DCF) Models (Dividend Discount Model, Free Cash Flow to Equity/Firm); Relative Valuation Models (Price-to-Earnings, Price-to-Book Value, Price-to-Sales); Asset-Based Valuation; Applying Valuation Models in Practice and Dealing with Uncertainty

Module-III: Fixed Income Securities and Portfolio Theory 10[L]

Fixed Income Securities: Types of Bonds (Government Bonds, Corporate Bonds, Municipal Bonds); Bond Features and Terminology (Coupon Rate, Maturity, Yield to Maturity); Bond Valuation and Interest Rate Risk (Duration and Convexity); Concept of Credit Risk

Portfolio Theory: Introduction to Portfolio Management; Portfolio Diversification and its Benefits; Mean-Variance Analysis; Modern Portfolio Theory (MPT) and the Efficient Frontier; Capital Market Line (CML) and Security Market Line (SML); Capital Asset Pricing Model (CAPM) and its Applications

Module-IV: Portfolio Management and Performance Evaluation

7[L]

Portfolio Construction and Asset Allocation: Investor Objectives, Constraints, and Risk Tolerance; Strategic vs. Tactical Asset Allocation; Asset Allocation Strategies for Different Investor Profiles

Portfolio Revision and Rebalancing: Reasons for Portfolio Rebalancing; Rebalancing Strategies and Techniques

Portfolio Performance Evaluation: Measures of Portfolio Return (Time-Weighted and Money-Weighted Return); Risk-Adjusted Performance Measures (Sharpe Ratio, Treynor Ratio, Jensen's Alpha); Benchmarking and Performance Attribution

Module-V: Investment Strategies and Current Trends

6[L]

Active vs. Passive Investing Strategies; Value Investing, Growth Investing, Indexing; Introduction to Behavioral Finance; Emerging Trends in Portfolio Management (ESG Investing, Fintech in Investment)

Recommended Readings:

- Investments – Zvi Bodie, Alex Kane, Alan J. Marcus and Pitabas Mohanty, Tata McGraw Hill publications.
- Security Analysis and Portfolio Management – Donald E. Fischer, Ronald J. Jordan, Pearson Education.
- Investment Analysis and Portfolio Management – Prasanna Chandra, Tata McGraw Hill publications.
- Bond Markets: Analysis and Strategies – Frank J. Fabozzi, Pearson Education.
- Damodaran on Valuation: Security Analysis for Investment and Corporate Finance – Aswath Damodaran, Wiley Finance.

Code	Course	COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 1	PSO 2	PSO 3
FM 403	Security Analysis & Portfolio Managem	CO1	3	2	0	2	3	0	1	2	1	2	1
		CO2	2	2	3	3	1	2	2	2	2	2	1
		CO3	0	3	1	0	3	3	2	3	2	2	3

	ent	CO4	2	0	2	3	2	2	2	1	1	0	1
		AVG CO	1.7 5	1.7 5	1.5 0	2	2.3	1.7 5	1.7 5	2.0	1.5	21.5	1.75

FM 404	International Finance	L	T	P	C
Contact Hours	60	3	1	0	4
Pre-requisites/Exposure	Familiarity with PG level Corporate Finance				
Academic Year	2025-26				

Course Objectives:

1. To familiarize with the basic concepts of International Financial Management
2. To understand the nature of foreign exchange markets
3. To create awareness of the various aspects of International Financial Management
4. To analyse and solve problems in international financial management in the contemporary global business scenario.

Course Outcome:

- CO1: To critically analyse the issues related to International Financial Management faced by an organization.
- CO2: Students shall have a fair understanding of the international financial matters such as international trade, international investments and exposures to various kinds of risks.
- CO3: Students will be aware of the various techniques of foreign exchange management such as hedging, currency arbitrage, etc.
- CO4: Students will have a reasonable amount of working knowledge related with the international monetary systems, factors determining the exchange rates and a logical basis for forecasting the same.

Course Content:

Module I: Introduction to Foreign Exchange Management [2 L]

Understand the framework of international financial management.

Module II: Forex markets and transactions [6 L]

Foreign exchange markets & rates: Organization & structure forex markets, Indian forex market, Types of transactions; Organization & structure forex markets, Indian forex market, Types of transactions; Spot rate quotations, Arbitrage; Forward rate quotations, Numerical problems.

Module III: Types of Exchange rates [8 L]

Parity conditions in exchange rates: PPP (absolute & relative), Nominal & real exchange rates; PPP (absolute & relative), Nominal & real exchange rates; Fisher effect, International Fisher effect; Interest rate parity, Forward rate & future spot rate.

Module IV: Balance of Payment [3 L]

Balance of Payments: Balance of trade, Current account balance, Capital account balance.

Module V: International financial markets [5 L]

Eurocurrency market, Eurobonds; Euronotes, ADR, GDR; International capital markets.; Currency futures and options markets.

Module VI: Financing foreign trade [2 L]

Payment terms, Documents in international trade, Financing techniques; Govt. sources of financing, Counter-trade.

Module VII: International working capital management [2 L]

International cash management, Receivables management; Inventory management, Short-term financing

Module VIII : International Monetary Systems [5 L]

Exchange rate systems, single European currency, government interventions, intervention as a policy tool, How intervention can affect MNC's value.

Module IX: Foreign Exchange Risk [8 L]

Is exchange rate risk relevant? Types and management of exposure – transaction, economic and translation exposure, impact of exchange rate fluctuations on MNC's value.

Module X: Cost of capital for foreign investments [3 L]

Cost of equity, WACC, Discount rates for foreign investments; Cost of debt, Capital structure in the multinational environment.

Unit XI: Foreign Direct Investment [4 L]

Motives for direct foreign investment, benefits of international diversification, decisions subsequent to DFI, Host Government views on DFI, Impact of the DFI on

MNC's value; International capital budgeting, Issues in foreign direct investment analysis.

Recommended Readings:

- Alan C. Shapiro, Multinational Financial Management, Wiley India
- P.G. Apte, International Financial Management, McGraw Hill Education

Code	Course	COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
FM 404	International Finance	CO1	2	3	2	2	-	1	1	3	2	2
		CO2	3	2	1	1	-	1	1	2	3	2
		CO3	2	3	2	1	-	-	2	3	3	3
		CO4	2	3	2	2	1	1	2	3	2	3
		AVG. CO	2.25	2.75	1.75	1.5	0.25	0.75	1.5	2.75	2.5	2.5

FM 405	Financial Analytics				L	T	P	C
Contact Hours	60				0	0	3	4
Pre-requisites/Exposure	Basic Finance Knowledge							
Academic Year	2025-26							

Course Objectives :

1. Provide fundamental knowledge of financial data analysis and its role in business decision-making.
2. Develop analytical skills using statistical and financial tools.
3. Introduce students to financial modeling and forecasting techniques.
4. Enable interpretation of financial statements using analytical methods.
5. Familiarize students with tools like Excel and basic analytics platforms for financial analysis.

Course Outcomes :

- **CO1:** Understand key concepts of financial analytics and data-driven decision-making.
- **CO2:** Analyze financial statements using quantitative and analytical techniques.
- **CO3:** Apply statistical tools to interpret financial data.
- **CO4:** Develop basic financial models for forecasting and valuation.
- **CO5:** Use software tools (e.g., Excel) for financial data analysis and visualization.
- **CO6:** Interpret analytical results to support strategic financial decisions.

Course Contents :

Module I: Introduction to Financial Analytics [8L]

Meaning and scope of financial analytics; Role of analytics in finance and business, Types of financial data , Introduction to financial decision-making ,Overview of tools used in financial analytics

Module II: Financial Statement Analysis Using Statistical Tools [10L]

Understanding financial statements (Income Statement, Balance Sheet, Cash Flow) Ratio analysis (liquidity, profitability, solvency, efficiency) Comparative and common-size statements, Trend analysis ,Limitations of financial statement analysis

Module III : Statistical Tools for Financial Analytics [10L]

Descriptive statistics (mean, median, standard deviation) , Probability concepts in finance, Correlation and regression analysis, Time value of money basics , Risk and return analysis

Module IV: Financial Modeling and Forecasting [12L]

Introduction to financial modeling; Forecasting techniques (trend analysis, regression models) ; Budgeting and financial planning ; Break-even analysis ; Scenario and sensitivity analysis

Module V: Data Analysis using Excel [10L]

Excel basics for financial analysis ; Data cleaning and organization ; Financial functions (NPV, IRR, PMT, etc.) ; Charts and dashboards ; Pivot tables and data visualization

Module 6: Applications of Financial Analytics [10L]

Investment analysis and portfolio basics ; Credit risk analysis ; Business performance evaluation ; Introduction to fintech and analytics tools ;Case studies in financial analytics

Recommended Readings :

1. Dia Kapoor and Ritu Vaswani, 'Financial Analytics - A Beginners Guide'.
2. Dr. Vinoth Kumar, 'Essentials of Financial Analytics Using Excel and R'.

Code	Course	POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
FM 405	Financial Analytics	CO 1	3	2	1	1	-	1	-	2	1	1
		CO 2	2	3	2	1	-	-	1	3	3	2
		CO 3	2	3	1	-	-	-	1	3	3	2
		CO4	2	3	2	1	-	-	2	3	2	3
		CO5	2	3	1	-	-	1	2	3	3	2
		CO6	2	3	3	2	1	1	2	3	2	3
		Avg CO	2.16	2.83	1.67	0.83	0.16	0.5	1.33	2.83	2.33	2.16