ADAMAS UNIVERSITY
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT

PROGRAMME STRUCTURE & SYLLABUS

for

MBA(LSCM)

2 Years Programme

ADAMAS UNIVERSITY, KOLKATA
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT

VISION OF THE UNIVERSITY

To be an internationally recognized university through excellence in inter-disciplinary education, research and innovation, preparing socially responsible well-grounded individuals contributing to nation building.

MISSION STATEMENTS OF THE UNIVERSITY

M.S 01: Improve employability through futuristic curriculum and progressive pedagogy with cutting-edge technology

M.S 02: Foster outcomes based education system for continuous improvement in education, research and all allied activities

M.S 03: Instill the notion of lifelong learning through culture of research and innovation

M.S 04: Collaborate with industries, research centers and professional bodies to stay relevant and up-to-date

M.S 05: Inculcate ethical principles and develop understanding of environmental and social realities

CHANCELLOR / VICE CHANCELLOR

ADAMAS UNIVERSITY, KOLKATA SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT

VISION OF THE DEPARTMENT

To be an internationally recognized center for management education through excellence in pedagogy, research and innovation, preparing socially responsible and industry-ready management professionals who will emerge as the preferred choice for organisations.

MISSION STATEMENTS OF THE DEPARTMENT

M.S 01: Improve employability through progressive, outcome-based pedagogy and regular interaction with industry for lifelong learning.
M.S 02: Integrate theoretical knowledge with real-life practices through industry interface.
M.S 03: Holistic development through trans disciplinary teaching and research in emerging areas leveraging technology.
M.S 04: Encourage students to inculcate entrepreneurial spirit, ethical, societal and professional values, and contribute to nation-building.

HOD **DEAN/SCHOOL**

Adamas University
School of Business
Department of Management
Syllabus MBA(LSCM)

THE PROGRAMME STRUCTURE

The MBA(LSCM) Programme is divided into two parts as under. Each part will consist of semesters to be known as Semester – 1 and Semester – II. In the second year it is known as Semester III and Semester IV.

		Semester	Credit Distribution
Part I	**First Year**	**Semester – 1**	**25**
		Semester -2	**28**
Part II	**Second Year**	**Semester – 3**	**22**
		Semester – 4	**13**
		Total	**88**

Semester I

Course Code	Subject	Category	L-T-P-C	Credit
OBH21201	Organizational Behaviour	**Major**	3-0-0-3	3
MGT21006	Management Concepts, Scope and Functions	**Major**	3-0-0-3	3
ECO21206	Managerial Economics	**Minor**	3-0-0-3	3
FAC21205	Financial Accounting for Managers	**Major**	2-1-0-3	3
MKT21201	Marketing Management	**Major**	3-0-0-3	3
MTH21517	Quantitative Techniques for Management	**Minor**	2-1-0-3	3
BAN22215	Introduction to Data Analytics	**SEC**	2-0-0-2	2
MGT21007	Foundations for E- Commerce	**SEC**	2-0-0-2	2
OLS21208	Procurement and Inventory Management	**Major**	3-0-0-3	3
				25

Semester I
Course Details

- **Course Code: OBH21201**
- **Course Title: Organizational Behaviour**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:
This course is intended to provide the student with cutting edge thinking on a variety of Organizational Behaviour and Management Issues. Conceptual frameworks, case discussions, and skill-oriented activities are applied to each topic. Topics include communications, motivation, group dynamics, leadership, power, organizational culture and development etc. Class sessions and assignments are intended to help participants acquire the skills that managers need to improve organizational relationships and performance.

Course Objectives:

- To develop a better understanding of individual behaviour dimensions that determine workplace interpretation and evaluation.
- To cultivate among the students an understanding of human behaviour in groups.
- To develop student's knowledge and skills in leadership, power, communication, negotiation and conflict management.
- To help in understanding impact of politics, conflict and stress on organizational functioning.
- To improve decision making abilities and resulting effectiveness of managers in a global work environment in the 21^{st} Century.

Course Outcomes:

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

CO1: recall fundamental theories and concepts of organizational behavior, such as motivation, leadership, group dynamics, and organizational culture, to build a foundational understanding of human behavior in organizations.

CO2: Explain how individual and group behaviors influence organizational effectiveness, to understand the dynamics of employee interactions and their impact on organizational outcomes.

CO3: Apply organizational behavior theories to real-world business scenarios, to enhance leadership effectiveness, team collaboration, and organizational culture.

CO4: Analyze workplace situations and behaviors, including conflict resolution, decision-making, and organizational change, to diagnose challenges and opportunities within an organization.

CO5: Evaluate the effectiveness of organizational behavior interventions, such as leadership styles, motivational techniques, and team-building activities, to improve organizational performance and employee satisfaction.

Course Content:

Unit I: Management and Organizational Behavior: What is Organizational Behavior?, Evolution of Organization Behaviour, Disciplines contributing to the growth of Organization Behaviour, Levels of Behaviour at the workplace.

Unit II: Individual Behaviour Dimensions in an Organization: Diversity, Equity, and Inclusion in Organizations, Job Attitudes, Emotions and Moods, Personality and Individual Differences, Perception and Individual Decision Making, Motivation Concepts, Motivation: From Concepts to Applications. [10L].

Unit III: The Group Behaviour Dimensions in an Organization: Foundations of Group Behavior, Understanding Work Teams, Communication, Leadership, Power and Politics, Conflict and negotiation, Foundations of Organization Structure.

Unit IV: The organization system: Organization culture, climate and change, Organization Structure, Stress and health in organizations, Innovation and human behavior, Learning and Learning Organization, Organization Development.

Unit V: Emerging areas of Organization Behaviour (Research focused): Technology and data (Digital transformation and AI, Organizational Analytics, Knowledge Management), People and Culture (Diversity, Equity and Inclusion; Employee Wellbeing and Work Life Balance, Changing Employee Expectations), Organizational Citizenship Behavior (OCB).

Text Books:

1. Robins, S.P., and Sanghi, S.: Organizational Behavior, Ed. xi, Pearson-Education, NewDelhi.
2. Luthans, F.: Organizational Behavior, Ed. vii, PHI, New Delhi.
3. Prasad, L.M.: Organization Theory and Behavior, HPH, New Delhi.
4. Aswathappa, K.: Organizational Behaviour, HPH, New Delhi.

Course Details
- **Course Code: MGT21006**
- **Course Title: Management Concepts, Scope and Functions**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description
This course is designed to introduce students to the fundamental principles of management and its vital role in organizational success. It covers the evolution of management thought, from scientific management to modern contingency approaches, and explores the essential roles and skills required of effective managers. The curriculum also emphasizes the importance of business ethics and Corporate Social Responsibility (CSR), preparing students to handle ethical dilemmas in a professional environment.
In addition to theoretical foundations, the course focuses on the practical application of key management functions: planning, organizing, and controlling. Students will learn about strategic decision-making, organizational structures, and the dynamics of delegation and decentralization. The course also examines human behavior in organizations through motivation theories and leadership concepts, while providing tools to design effective control systems that ensure organizational goals are met efficiently.
Course Objectives
- To understand the nature, scope, and evolution of management thought and ethical
- practices.
- To analyze the processes of planning, forecasting, and strategic decision-making in
- business.
- To examine organizational structures, delegation, and motivation theories to ensure
- effective staffing and coordination.
- To understand the principles of control systems and their role in maintaining
- organizational efficiency.

Course Outcomes
On completion of the course, the students will be able to:
1. Recall and define key management concepts, theories, and terminology.
2. Explain the purpose and significance of management in organizational success.
3. Apply management principles and techniques to solve real-world business problems.
4. Analyze case studies or scenarios to identify and propose solutions to management issues.
5. Evaluate the effectiveness and efficiency of management practices in achieving organizational goals.
6. Design and develop management strategies to address specific organizational challenges.

Course Content:
UNIT I: INTRODUCTION
Definition, nature, scope of management, Managerial roles and skills, ethics, ethical dilemma, Corporate Social Responsibility: concept, need, tools and strategies. Evolution of management thought and Management thinkers. Scientific Management, General administrative theories, Behavioral approach, Systems approach, Contingency approach.
UNIT II: PLANNING & DECISION MAKING
Types of plans and process of planning, business forecasting. Concept, benefits, limitations and process of Managing by Objectives. Strategic management: process and major kinds of strategies. Decision-Making: steps and approaches, Decision Making in various situations, decision tree.
UNIT III: ORGANIZING
Structure and process of organization, Line & Staff concept; Authority & power: Delegation: concept, Span of Management. Decentralization vs. centralization: concept, reasons, types and advantages vs. disadvantages of decentralization. Coordination: Concept, importance, difficulties and techniques to ensure effective coordination. Concept of staffing. Motivation concept and theories – Maslow, Herzberg, McClelland,

Vrooms' Expectancy.

UNIT IV: CONTROL

Meaning, objectives, nature, Characteristics and process of controlling, kinds of control system, pre-requisites and features of effective control system.

Text Books

1. Koontz, Harold and Weihrich, Heinz (2020). Essentials of Management: An International, Innovation and Leadership Perspective, 11th edition; New Delhi: McGraw Hill Education.
2. Tripathi, P. C., & Reddy, P. N., "Principles of Management", Tata McGraw Hill.
3. Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R., "Management", Pearson Education.

Course Details

- **Course Code: ECO21206**
- **Course Title: Managerial Economics**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Objectives:

Managers are faced with constraints, both at micro level and at macro level. Faced with these constraints they need to optimally use the resources and find solution to fulfil the goals of a business organisation, most imperatively maximising the profits. Economic theory serves as a guiding force to optimize and seek scientific solutions. This course aims to introduce the economictheory relevant for managerial decision making in a problem solving perspective. By the end of this course students' should be familiar with the basic tools of managerial economics and be ableto apply them to find optimal solutions. A primary purpose of the course is to develop constructs useful for other courses and make use of content taught in other courses[1].

Course Outcomes:

On completion of the course it is expected that students will be able to:

CO1: Explain fundamental economic concepts such as demand, supply, elasticity, and market structures, to understand how economic principles influence business decision-making.

CO2: Apply marginal analysis, pricing strategies, and cost-benefit analysis to managerial decision-making, to solve business problems and optimize resource allocation.

CO3: Analyze market trends, economic data, and external factors, such as inflation and government policies, to assess their impact on business strategies and operations.

CO4: Evaluate the impact of global economic forces—such as trade dynamics, exchange rates, and international regulations—on managerial decision-making and competitive strategy in diverse market environments

CO5: Integrate economic reasoning with ethical and sustainability considerations to formulate responsible business strategies that balance profitability with long-term societal impact.

Course Contents:

Unit-1: Introduction

The Central Concepts of Economics, Scarcity & Efficiency, Production Possibility Frontier, Concept of Opportunity Costs, Modern Mixed Economy, Basic Elements of Demand & Supply- Demand & Supply Schedule, Equilibrium of Demand & Supply

Unit-2: Microeconomics: Supply, Demand and Product Markets

Price Elasticity of Demand and Supply, Demand & Consumer Behavior, Production & Business Organization, Factors of Production, Theory of Production and Costs,

Unit 3 - Market Structure- Perfect Competition, Oligopoly and Monopoly, Duopoly, Monopolistic competition

Unit-4: Macroeconomics: Economic Growth & Business Cycles

Overview of Macroeconomics, Measuring Economic Activity, Business Cycles and Aggregate Demand

Unit-5: Unemployment, Inflation, Concept of Money and Economic Policy, Measuring Unemployment, Impact of Unemployment, Phillips Curve, Dilemmas of Anti-Inflation Policy, Concept of Money – Fischer's money multiplier

<u>Text and Reference:</u>

Truett L.J and Truett B Dale, 2008. “Managerial Economics: Analysis, problems, cases”, eight edition. Wiley India.
Sikdar Soumyen (2009). “Principles of Macroeconomics” Oxford University Press

Course Details

- **Course Code: FAC21205**
- **Course Title: Financial Accounting for Managers**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:
Participants in this course will develop the essential ability of all managers, to use complex accounting information as a platform for decision-making and analytics. As the course unfolds, participants will build an increasingly sophisticated level of understanding of the language of accounting and its key concepts. In addition the course develops skills in interpreting earnings statements, balance sheets, and cash flow reports. This ability to analyse financial statements will enable participants to deal more effectively with strategic options for their businesses or business units. Strong foundations in financial analysis, and interpreting financial statements also managerial analysis and budgetary control. From this second phase of the course students will take away highly relevant skills in areas such as budgeting, product and service costing and short-run decision making. Such skills, ability and knowledge will enable participants to more effectively identify profitable business opportunities and to contribute significantly to better management in organizations.
Course Objectives:

1. To make student understood the nature and role of the four principal financialstatements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows, and the Statement of Changes in Equity) ;
2. To develop an awareness and understanding of the accounting process and fundamental accounting principles
3. To build the ability to read, interpret and analyse financial statements; combinefinancial analysis with other information to assess the financial performance and position of a company;

Course Outcomes:
On completion of this course, the students will be able to:
CO1: Identify key accounting concepts and principles, such as double-entry bookkeeping, accrual accounting, and the accounting equation, to understand the basics of financial accounting.
CO2: Explain the structure and purpose of financial statements, including the income statement, balance sheet, and cash flow statement, to interpret the financial health of an organization.
CO3: Analyze financial statements using ratios, trends, and comparative data, to evaluate organizational performance and make informed management decisions.
CO4:Evaluate financial data for internal control, budgeting, and forecasting purposes, to ensure financial accuracy and strategic planning.
CO5: Design financial reports and budgets that align with organizational goals, to support effective managerial decision-making and resource allocation.

Course Content:

Module -1
Introduction to Financial Statements: Forms of Business Organization – Users of Financial Information – Business Activities – Financing, Investing, Operating – Income Statement, Retained Earnings Statement, Balance Sheet, Statement of Cash Flows, Interrelationships of Statements, Elements of annual Report – Assumptions and Principles in Financial Reporting.
Module -2
A Further Look at Financial Statements: Materiality and Conservatism - Financial Statements Revisited – The Income Statement, The statement of Stockholder’s Equity, The Classified Balance Sheet – Currents Assets, Long Term Investment, Plant, Property, Equipment, Intangible Assets, Current Liabilities, Long Term Liabilities, Stockholder’s Equity, Using a Classified Balance Sheet - The Statement of Cash Flows. Understanding GAAP of Europe, USA and India(US GAAP, IFRS, Ind AS).

Module -3

Financial Analysis – The Big Picture: Earning Power and Irregular Items – Discontinued Operations, Extraordinary Items, Changes in Accounting Principles, Comprehensive Income – Comparative Analysis – Ratio Analysis

Module -4

Reporting and Analyzing Long Term Assets: Determining the Cost of Plant Assets – Land, Land Improvements, Buildings, Equipment – Accounting for Plant Assets – Depreciation, Amortization, Expenditure during Useful Life, Impairments, Plant Asset Disposals – Analyzing Plant Assets – Average Useful Life, Average age of Plant Assets, Asset turnover Ratio – IntangibleAssets – types – Accounting for intangible Assets – Financial Statement presentation of LongTerm Assets. Amortization of prepaid expenses

Module -5

Statement of Cash Flows and Fund Flow : Purpose – Format – Classification of Cash Flows – Usefulness – Preparing the Statement of Cash Flow – Indirect Method – Direct Method – Using Cash Flows to Evaluate a Company. Preparation of budgets, comparing budgets and actuals and thus interpreting financial performance, variance analysis, steps for effective budgetary control

Text Books

1. Accounting Principles by Weygandt, Kieso and Kimmel, Wiley
2. Accounting: Texts and Cases by Robert Anthony, David Hawkins Kenneth A.Merchant, Mc Graw Hills
3. Accounting for Management- Maheshwari & Maheswari, Vikas Publishing House
4. Financial Accounting of Management- Ambrish Gupta, Pearson

Course Details

- **Course Code: MKT21201**
- **Course Title: Marketing Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

Marketing management continues to reflect the changes in the marketing discipline over the past five decades. Companies now sell products and services through a variety of direct and indirect channels. Mass advertising is not nearly as effective as it was, so marketers are exploring new forms of communication, such as experiential, entertainment, and viral marketing. Customers are telling companies what types of product or services they want and when, where, and how they want to buy them. They are increasingly reporting to other customers what they think of specific companies and products- using email, blogs, podcasts, and other digital media to do so. As a result, marketers have shifted gears from managing product portfolios to managing customer portfolios, compiling databases on individual customers so they can understand them better and construct customised offerings and messages. Marketing management course enables a student to understand the fundamentals ofmarketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices. Students should be able to demonstrate their comprehension of marketing concepts and knowledge by applying those in their exams, case study discussions, presentations and projects. The assignments/projects would enable students to apply the marketing concepts and marketing mix elements practically and illustrate those through a written report and presentation. The course methodology encourages students to explore for themselves the role of a marketing manager and the boundaries of marketing. Classroom activities include lecture sessions, case study discussion to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, peer learning, live projects, and analysis of video cases.

Course Objectives:

- To understand the basic concepts of marketing management
- To understand the marketing environment
- To learn about marketing process for different types of products and services
- To understand the tools used by marketing managers in decision making

Course Outcomes

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

CO1: Understand the fundamental marketing concepts such as the marketing mix, segmentation, targeting, and positioning, to build a foundational understanding of marketing management.

CO2: Explain how consumer behavior, market research, and competitive analysis influence marketing strategies, to develop a customer-centric marketing approach.

CO3: Apply marketing management techniques, such as developing value propositions and pricing strategies, to solve real-world marketing challenges and drive business growth.

CO4. Analyze marketing data and competitive environments, to assess the effectiveness of marketing strategies and recommend improvements.

CO5: Evaluate different pricing, promotion, and distribution strategies, to determine their impact on brand positioning and profitability.

Course Content:

Unit-1 :

Introduction to Marketing: Definition of Marketing, Marketplace and Customer Needs, Customer- Driven Marketing Strategy, Marketing Myopia, Marketing Plan, Building Customer Relationships Marketing, Challenges for 21st century. Understanding the impact of Macro and Micro environment on Marketing, and Global Marketing environment, Concept of Green Marketing

Unit-II :

Consumer Markets and Consumer Buyer Behavior: Model of Consumer Behaviour, Factors Affecting Consumer Behaviour, Types of Buying Behaviour, Buyer Decision Process Business Buying Behaviour(B2B/B2B2C) , Quotation management /Bid management

Unit-III:

Customer-Driven Marketing Strategy: Market Segmentation and Targeting,Differentiation and Positioning — Frame of Reference, Points of Parity and Difference, MassCustomization

Products, Services and Brands: Product, Service and Brand decisions, Product Life Cycle Strategies Shortened PLC: New Product Development

Unit IV:

Pricing Decisions: Concept of Price, Factors to Consider When Setting Prices, New Product Pricing Strategies, Product Mix Pricing Strategies, Price Adjustment Strategies, Price Changes, Ease of Price and Product Comparisons because of Technology, Yield Pricing, Dynamic Nature of Pricing. Revenue generation

Communications: The Promotion Mix, Communication Process, Steps in Developing Marketing Communication, Promotion Budget.

Unit V:

Channel Decisions- Distribution, Retailing & Wholesaling: Marketing Channels - Nature, Importance and Value Delivery, Channel Organization, Channel Design and Channel Conflict Decisions, Marketing Logistics and Supply Chain Management, Wholesaling, Retailing, Disintermediation, Distribution(primary, Secondary, Tertiary), D2C distribution Role of Distribution in the Digital Era, E-tailing and its Advantages, and Integrated Marketing.

Reference Books:

1. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2019). *Marketing management: a south*

Asian perspective (15th ed.). New Delhi: Pearson.
2. Etzel, M. J., Bruce, J., W., Stanton, W. J., & Pandit, A. (2018). *Marketing* (14th ed.). New Delhi: Tata McGraw-Hill.
3. Perrault. W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2019). *Basic Marketing.* New Delhi: Tata McGraw-Hill
4. Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing management: global perspective Indian context* (5th ed.). New Delhi: Macmillan.

Course Details
- **Course Code: MTH21517**
- **Course Title: Quantitative Techniques for Management**
- **Credits: L: 2, T: 1, P: 0, C: 3**

Course objectives:
To develop knowledge about the principles of probability theory and different types of random variables
To help the students to learn various techniques of statistical inference
To provide the basic concepts of Linear programming and Integer programming
Course Outcomes
On completion of this course, the students will be able to:
CO1: Recall descriptive statistics and principles of probability
CO2: Apply probability theory to a variety of problems
CO3: Analyse a given data set using different statistical tools
CO4: Apply Linear programming and Integer programming techniques for modelling and solving real-life decision making problems
CO5: Interpret the results of quantitative analyses to support strategic decision-making and communicate insights effectively in managerial contexts

Course Description:
The course is designed to make the students familiar with the basic probabilistic, statistical, and linear programming techniques. The focus of this course is to enable the students to apply relevant quantitative tools in business decision making. All the lectures will be devoted on discussions of basic and advanced topics, focusing on practical implementation of knowledge. Classes will be conducted by lecture as well as power point presentation. The tutorials will familiarize the students with practical problem-solving techniques led by the course coordinator. Students will strongly grab the basic concepts of the subject via exercise and discussions with the coordinator.

Course Content:

Unit-1: Introduction to Quantitative Techniques
Introduction to Data Analysis, Data Types, Measurement Scale
Unit-2: Measures of Central Tendency
Arithmetic Mean, Median, Mode, Business Applications of Central Tendency
Unit-3: Measures of Dispersion & Correlation
Concept of Dispersion, Absolute and Relative Measures of Dispersion, Skewness & Kurtosis, To define levels of
Unit-4: Theory of Probability
Probability Basics,(Addition, multiplication theorem, conditional probability) Axiomatic Theory, Business Applications of Probability, Concept of Probability Distributions, Normal Distribution and its applications – basic probability. Major emphasis on normal distribution

Unit-5 Introduction to Predictive Analytics
Predictive Analytics Concept, Dependent and Independent Variables, Linear Regression- Concept, Estimation of Model Parameters, Goodness of Fit Measures, Correlation

Text Books:

1. Black, K. (2008). Business statistics for contemporary decision making (5thed.). New Delhi: Wiley India.
2. Taha, H. A. (2007). Operations Research: An Introduction (8thed.). Delhi: Pearson Education.
3. Gupta, S. P., & Gupta, M. P. (2005). Business statistics. Delhi: Sultan Chand & Sons.

Course Details
- **Course Code: BAN22215**
- **Course Title: Introduction to Data Analytics**
- **Credits: L: 2, T: 0, P: 0, C: 2**

Course Objectives:

➢ To understand various data sources and data manipulation techniques

➢ To obtain functional knowledge of spreadsheet to do data analysis

➢ To clean, transform and analyse data from various business domains and arrive at actionable insights

➢ To present findings of analysis through various charts and diagrams

Course Outcome:

CO1: Identify key concepts and tools in data analytics, such as data collection, cleaning, and visualization techniques, to understand the foundational elements of data analytics.

CO2: Explain how descriptive, predictive, and prescriptive analytics can be used to inform business decisions, to gain insights into data-driven decision-making.

CO3: Apply data analysis techniques using tools like Excel, R, or Python, to analyze business data and generate actionable insights.

CO4: Analyze business datasets to identify trends, patterns, and correlations, to support data-driven strategies and improve decision-making processes.

CO5 : Interpret and communicate analytical findings through dashboards, reports, and data storytelling techniques, to support strategic decision-making and stakeholder engagement

Course Content

Unit I: Introduction to Data Analytics-

Data Types, Data Structures, Overview of various Statistical Modelling Techniques, Basic Statistics- Measures of Central Tendency, Dispersion, Correlation

Unit II: Excel Basics-

LookUp Functions, Pivot Tables, Numeric & Text Functions, Date Functions, Conditional Functions

Unit III: Data Analysis using Spreadsheet-

Solving Business Cases across different business domains

Unit IV: Visualization & Charts-

Presenting Data using charts/diagrams in MS Excel

Unit V: Building Effective Presentation through PowerPoint-

Overview of PowerPoint, Building PowerPoint Presentations- Dos and Donts

Suggested Readings:

- Statistics for Management- Levin, David S. Rubin
- Microsoft Excel 2013- Data Analysis & Business Modelling
- Microsoft PowerPoint 2013- Step by Step

Course Details
- **Course Code: MGT21007**
- **Course Title: Foundations for E-Commerce**
- **Credits: L: 2, T: 0, P: 0, C: 2**

Course Description:

This course provides a foundational understanding of the electronic commerce landscape, exploring the evolution of digital business and the various models that drive the modern economy, such as B2B, B2C, and C2C. Students will examine the critical infrastructure of e-commerce, including electronic payment systems like credit cards and smart cards, as well as the legal and ethical environments that govern digital trade. The curriculum also addresses the strategic aspects of marketing on the web and the importance of customer service in a digital setting.

Beyond the business models, the course delves into the technical and security challenges inherent in online transactions. It covers essential topics such as encryption techniques, public and private key security, and the implementation of Virtual Private Networks (VPNs). Additionally, students will study advanced concepts like Electronic Data Interchange (EDI), Supply Chain Management, and Mobile Commerce (M-Commerce), equipping them with the knowledge to navigate emerging security threats and wireless application technologies.

Course Objectives

1. To understand e-commerce and different business models of e-commerce
2. Recognize the Electronic Payment System of e-Commerce
3. Explain the various encryption techniques used in e-commerce.
4. Discuss the concepts of EDI & CRM
5. To understand M-Commerce & security issues associated with it.

Course Outcomes

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

1. Explain e-commerce and different business models of e-commerce
2. Identify and choose the right Electronic Payment System
3. Discuss the various encryption techniques used in e-commerce.
4. Outline the concepts of EDI & CRM.
5. Discuss M-Commerce & security issues associated with it.

Course Content:

Unit I : Introduction to e-commerce

History of e-commerce, e-business models B2B, B2C, C2C, C2B, legal environment to e-commerce, ethical issues, electronic data interchange, value chain and supply chain, advantages and disadvantages of e-commerce.

Unit II : Electronic Payment Systems

Credit cards, debit cards, smartcards, e-credit accounts, e-money, Marketing on the web, marketing strategies, advertising on the web, customer service and support, Introduction to m-commerce, case study: e-commerce in passenger air transport.

Unit III : Encryption

World Wide Web & security, encryption, transaction security, secret key encryption, public key encryption, virtual private network (VPN), implementation management issues

Unit IV : Net commerce

EDA, EDI application in business, legal requirement in Ecommerce, introduction to supply chain management, CRM, issues in customer relationship management

Unit V : Mobile commerce

Introduction to mobile commerce, mobile computing application, wireless application protocols, WAP technology, mobile information devices, websecurity, introduction to websecurity, firewalls & transaction security, client servernetwork, emerging clientserver security threats, firewalls and network security.

Text Books

1. Gary P. Schneider, “E-commerce”, Cengage Learning India.
2. V. Rajaraman, “Essentials of E-Commerce Technology”, PHI Learning Private Limited.
3. Laudon, K. C., & Traver, C. G., "E-Commerce: Business, Technology, Society", Pearson
4. Education.
5. Joseph, P. T., "E-Commerce: An Indian Perspective", PHI Learning.

Course Details

- **Course Code:** OLS21208
- **Course Title: Procurement and Inventory Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description

This course provides a comprehensive understanding of procurement strategies and inventory management practices within supply chains. It focuses on sourcing, supplier relationship management, purchasing processes, and inventory control techniques, integrating both strategic and operational perspectives. The course equips students with analytical tools and decision-making frameworks to optimize cost, quality, and service levels in dynamic business environments.

Course Objectives

- To develop an understanding of procurement processes and strategic sourcing decisions
- To analyze supplier selection, evaluation, and relationship management practices
- To familiarize students with inventory management techniques and models
- To understand the integration of procurement and inventory within supply chain systems
- To apply analytical tools for cost optimization and operational efficiency

Course Outcomes

- **CO1:** Explain key concepts of procurement, sourcing, and purchasing management
- **CO2:** Evaluate supplier performance and develop sourcing strategies
- **CO3:** Apply inventory control models such as EOQ, ABC analysis, and JIT
- **CO4:** Analyze cost structures and optimize procurement and inventory decisions
- **CO5:** Integrate procurement and inventory practices within modern supply chain frameworks

Course Content

Unit I: Introduction to Procurement Management

- Concept and importance of procurement
- Procurement vs purchasing vs sourcing
- Role of procurement in supply chain management
- Procurement cycle and process
- Types of procurement (direct, indirect, global sourcing)

Unit II: Strategic Sourcing and Supplier Management

- Strategic sourcing process
- Supplier selection criteria and methods
- Vendor evaluation and rating systems
- Supplier relationship management (SRM)
- Negotiation strategies and contract management

Unit III: Inventory Management Fundamentals

- Nature and importance of inventory
- Types of inventory (raw material, WIP, finished goods)
- Inventory costs (ordering, holding, shortage)
- Inventory control systems (perpetual vs periodic)
- Demand forecasting basics

Unit IV: Inventory Models and Techniques

- Economic Order Quantity (EOQ) model
- ABC, VED, FSN analysis
- Safety stock and reorder point
- Just-In-Time (JIT) inventory
- Material Requirement Planning (MRP)

Unit V: Integration and Contemporary Practices

- Procurement and inventory integration in SCM
- E-procurement and digital supply chains
- Lean procurement and inventory practices
- Risk management in procurement and inventory
- Sustainable procurement and green inventory practices

References

1. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. – *Purchasing and Supply Chain Management*
2. Chopra, S., & Meindl, P. – *Supply Chain Management: Strategy, Planning, and Operation*
3. Lysons, K., & Farrington, B. – *Procurement and Supply Chain Management*

Semester II

Subject Code	**Subject**	**Category**	**L-T-P-C**	**Credit**
OLS21218	Operations and Logistics Management	**Major**	3-0-0-3	3
OBH21202	Human Resource Management	**Major**	3-0-0-3	3
FAC21210	Financial Management	**Major**	3-0-0-3	3
MKT21208	Advanced Marketing Management	**Major**	3-0-0-3	3
MGT21008	Business Communication	**Minor**	2-1-0-3	3
MGT21037	Legal Environment of Business	**Minor**	3-0-0-3	3
BAN22221	IT Skills for Managers	**SEC**	2-0-0-2	2
EIC21201	Entrepreneurship Development	**SEC**	0-0-4-2	2
OLS21222	Freight Transport Management	**Major**	3-0-0-3	3
OLS21206	Warehouse Management	**Major**	3-0-0-3	3
				28

Semester II

Course Details

- **Course Code: OLS21218**
- **Course Title: Operations and Logistics Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

The course introduces the student to the concepts of Operations management and includes productivity, production planning and control, work and motion study, plant layouts, capacity planning, among others. It also covers the areas of material management, material handling, inventory, planning, inventory management, forecasting, distribution planning, materials requirements planning etc. It also exposes the students to the concepts of quality assurance and quality control.

Course Objectives:

1. To provide knowledge of Production to make students understand the application of production activity in corporate.
2. Students should be able to gain knowledge of the basics and current trends and applications of Production management, Layout, work study etc.

Course Outcomes:

At the end of the course, the student will be able to:

CO1: Explain key concepts in operations management, such as process design, capacity planning, supply chain management, and quality control, to understand the role of operations in business success.

CO2: Apply operations management techniques, such as lean management, inventory control, and process improvement, to enhance operational efficiency and productivity.

CO3: Analyze operational challenges and bottlenecks using tools like Six Sigma, process mapping, and queuing theory, to identify areas for process optimization.

CO4: Evaluate the effectiveness of different operations strategies, such as just-in-time (JIT), total quality management (TQM), and outsourcing, to recommend strategies that align with organizational goals.

CO5: Design and assess logistics networks and distribution strategies using data-driven tools and technologies, to optimize supply chain performance and responsiveness in dynamic business environments

Course Content:

Module 1

Introduction to Operations Management:

Definition, need, responsibilities, key decisions of Operation Manager. Production vs Operations Management. Operations as a key functional area in an organization. type of processes- job shop, batch, mass and continuous, product- process design Matrix

Production Management, Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training. Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices.

Module II

Work Study and Motion Study and Plant Layout

Work Study; Motion Study; Work Measurement; Work Sampling; Work Environment.

Relationship between Time & Motion Study to work study , Facility or Layout Planning and Analysis: Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, Redesigning of a layout, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing

Module III

Material Management

Material Management-An overview of Material Management; Material Planning; and Inventory Control Material Requirement Planning, Material handling-Symptom of material handling-objectives and principles of material handling-types of material handling equipment

Module IV

Quality Assurance

Quality Assurance-Acceptance Sampling; Statistical Process Control; Total Quality Management; Maintenance Management, Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM), Kaizen, JIT

Text Books

1. P. Rama Murthy, Production and Operations Management, New Age International
2. L C Jhamb , Production & Operations Management, Everest Publication
3. Young, Scott T, Essentials of Operations Management. Thousand Oaks, CA: Sage Publications
4. William J. Stevenson, Operations Management, Eighth Edition, Irwin / McGrawHill, Chase – Operations Management

Course Details

- **Course Code: OBH21202**

- **Course Title: Human Resource Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:
As Human Resource Management links people-related activities to business strategy, this course develops a critical understanding of the role and functions of the various human resource activities in an organisation by providing students with a comprehensive review of key HRM concepts, techniques and issues such as job analysis and design, recruitment and selection, evaluation, performance management, occupational health and safety, as well as the strategic contribution of HRM to organisational performance and evaluating HRM effectiveness. Working with contemporary case studies, students not only engage in collaborative and individual work processes but use communication and discourse characteristic of the HRM context and environment. At the end of the course, each student should be able to know, comprehend, apply, analyze and evaluate the HR issues in the organizations to facilitate the development of better understanding of human resources issues as they relate to other managerial functions, HRM practices, and the ability of managers and the organization to achieve prescribed goal.

Course Objectives:
The objective of the course is to educate the student such that he/she understands:

- To help the students to understand the role of HRM in effective business administration and how HRM can be used as a tool to execute strategies.
- To enable the students in order to analyze the elements such as the environment surrounding each company and their vision, values and strategies; how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation and development) and organizational culture.
- To help the learners to look at numerous problems of HRM and their causes, and what action plans should be implemented in order to solve these problems.
- To help the students to gather the in depth knowledge of human resource management in modern organizations.
- To make the students familiar with the new HRM practices and processes.

Course Outcome
On completion of this course the students will be able to:
CO1: Describe the key concepts and functions of Human Resource Management, including recruitment, selection, training, and performance appraisal, to understand the role of HRM
CO2: Apply HRM principles in areas such as workforce planning, talent acquisition, and employee development, to address organizational challenges and enhance productivity.
CO3: Analyze HR policies and practices in relation to labor laws, organizational culture, and employee behavior, to assess their impact on organizational effectiveness.
CO4: Evaluate the effectiveness of HR strategies and interventions, such as training programs, compensation systems, and performance management, to improve employee engagement and organizational performance.
CO5: Design strategic HR initiatives using human capital analytics, diversity and inclusion frameworks, and change management principles, to align workforce capabilities with long-term organizational goals

Course Contents
Unit-I: The human resource environment: Managing Human Resources, Trends in Human Resource Management, Providing Equal Employment Opportunity and a Safe Workplace, Analyzing Work and Designing Jobs.
Unit II
Acquiring, training and developing human resources: Objective, Process of HRP. Supply and Demand Forecasting Techniques, Manpower Inventory, Career Planning & Development, Succession Planning,

Personnel Policy, Rightsizing, Restructuring, Human Resource Information System (HRIS), Strategic Planning, Job Analysis, Case study, Tools for HRP, Process, Sources, Methods of selection, Interviewing Methods, Skills and Errors.

Unit III
Assessing and improving performance: Assessment and Competency Development. Purpose, Methods, Appraisal Instruments, 360 degree Appraisal, HR Score Card, Errors in Appraisal, Potential Appraisal, Training Process and Methods, Training and Non-Training, Training Process; Designing, Implementation and Evaluation of Training Programmes, Induction Training. Management Development Programme, Case Study.

Unit IV
Compensation and Reward Management: Concepts, Components; Concepts of Wages, System of Wage Payment, job evaluation, wage/ salary fixation, incentives/formulating incentives plan, bonus, ESOPs, Fringe Benefits, Retirement Benefits. Compensation Plans.

Unit V:
Contemporary HR practices: Introduction to HR analytics, Introduction to Strategic HR, Introduction to International HR, and Technology enabled HR, Sustainable HR.

Suggested Reading

Text Books
T1: K Aswathappa, Human Resource and Personnel Management, Tata McGraw-Hill Education, 2017. T2: Gary Dessler, "Human Resource Management", Seventh Edition, Prentice-Hall of India T3: VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books T4: Bennison M & J Casson: The Manpower Planning Handbook, McGraw Hill

Course Details
- **Course Code: FAC21210**
- **Course Title: Financial Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:
Finance considers the requirements for financial information both external and internal to the organisation and the role of finance professionals as key players in a dynamic and ever changing business environment, encompassing key decisions and the fundamental principles of Business. Classroom activities including lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, live projects, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, and newspapers etc.

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

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

CO1: Explain the fundamental principles of financial management, including time value of money, risk-return tradeoff, and capital structure, to understand their role in business decision-making.

CO2: Apply financial analysis techniques, such discounted cash flow (DCF), to evaluate the financial health and performance of a business.

CO3: Analyze investment and financing decisions using tools such as capital budgeting, cost of capital, and risk analysis, to assess their impact on shareholder value.

CO4: Evaluate financial strategies, including dividend policy and working capital management, to recommend optimal financial solutions that enhance business profitability and sustainability.

CO5: Design integrated financial plans using forecasting models, scenario analysis, and financial technologies (FinTech), to support strategic decision-making and long-term value creation

Course Content

Unit 1: Nature of Financial Management

Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization ; 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

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

Unit 3: Long -term investment decisions

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, Profitably Index Method.

Unit 4: Concept and Measurement of Cost of Capital

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

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

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. Problems faced by entrepreneurs/ newly found startups

Text Book(s):-

1. Financial Management by I M Pandey (Vikas Publication)

Reference Book(s):-

1. Bhalla, V.K. (2009). Financial Management. New Delhi: Anmol Publications

2. Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. (2009). Principles of corporate finance (8th ed.). New Delhi: Tata McGraw Hill.

3. Brigham, E F., & Davis, P. (2009). Intermediate financial management (10th ed.). USA: South Western.
4. Brigham, E. F., & Houston, J. F. (2007). Fundamentals of financial Management (11th ed.). USA: Thomson.

Course Details
- **Course Code: MKT21208**
- **Course Title: Advanced Marketing Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description

This course aims to equip students about the marketing products and services to other businesses and organizations in the economy, the unique nature of business customer's needs, and the different marketing strategies that can be employed to meet those needs. Topics include exploring business markets and business marketing; creating value for business customers; designing product and channel strategies; establishing strong communications; building strong brands, pricing, and managing programs and customers. It will also equip students with the knowledge and skills required to effectively perform the sales and distribution management role in an organization. It helps to build the necessary conceptual foundations, explains the use of appropriate digital tools, develop analytical thinking capabilities and emphasizes the importance of leadership and decision-making skills necessary to succeed in the sales and distribution management function.

Course Objectives

1. Discussmanagerialskillsandcompetenciesrequiredfor Business-to-Businessmarketing
2. DescribeananalyticalframeworkforanalysingtheBusiness-to-BusinessMarketing environment in which the marketers operate and strategies/ challenges thereof.
3. Discuss Industrial Market segmentation,targeting,and positioning Explain the principles and processes of sales and distribution management function in an organization.
4. Buildanalyticalanddigitalskillstosupportsalesanddistributionmanagementdecisions.
5. Build leadership and decision-making capabilities for effective management of the sales and distribution management function.

Course Content

UNIT I: Fundamentals of Sales Management: Introduction to Sales Management; Personal Selling & the Sales Process; Sales Planning & Forecasting; Sales Organization & Structure; Sales Force Recruitment & Training; Sales Force Motivation, Compensation &Control

UNIT II: Introduction to Distribution Management: Introduction to Distribution Management; Channel Design & Strategy; Channel Relationship Management; Retailing & Wholesaling; Logistics & Supply Chain Integration; Technology in Distribution

UNIT III: Introduction to Distribution Management: Key Account Management (KAM);Strategic Sales Management; Sales Analytics & Digital Tools; Strategic; Distribution Decisions; Contemporary Issues in Sales & Distribution; Case Studies &Projects.[7]

UNIT IV: Introduction to B2B Marketing: Meaning and scope of B2B marketing; Difference between B2B and B2C marketing; Types of B2B markets (Industrial markets, Reseller markets, Government markets, Institutional markets); The evolving B2B landscape—digital, AI, and data-driven decision-making

UNIT V: B2B Marketing Mix & Relationship Development: B2B Product & Service Strategy; B2B Pricing; B2B Distribution & Channel Management; B2B Marketing Communication; Relationship Marketing & CRM

UNIT VI: Advanced B2B Strategies & Contemporary Issues: Role of B2B Marketing in Strategic Planning; Developing Business Marketing Plan and Strategy; History of Technology use for B2B Marketing; Range of New Technologies for B2B Marketing; AI/ML digital intelligence for online business; “Integrated Platform” for B2B Sales and Marketing Leads.

Course Details

- **Course Code: MGT21008**
- **Course Title: Business Communication**
- **Credits: L: 2, T: 1, P: 0, C: 3**

Course Description

Communication skill in a manager is one of the important skills, which a manager must possess to perform his/her role(s) effectively in an organization. Since he/she deals with employees, and with customers outside the organization, it is important that in an organization he should be well equipped in terms of different aspects of business communication. The course therefore covers all constituents, which will make a manager’s job easy to handle.

Classroom activities involving lectures, discussions and case studies analysis (topped up with role-play) will be designed to encourage students to actually get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, group presentations, cooperative group solving problems, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

Course Objectives

- To enable students to understand the basic principle of communication including the flow of communication, verbal as well as non- verbal in context of the organization.
- To enable describe the various ways of employment communication as well as develop the understanding and skill of presentation
- To provide to the students the basic understanding of the verbal and non - verbal communication so that they understand the different aspects of spoken and written business communication.
- To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument

Course Outcomes

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

CO1: Explain the core principles of business communication, including verbal, non-verbal, and written formats, to develop effective communication strategies.

CO2:Apply business communication techniques in professional settings, such as presentations, meetings, and negotiations, to convey information clearly and persuasively.

CO3:analyze various communication models and situations in business contexts, to identify barriers to effective communication and propose solutions.

CO4: Design communication plans tailored to specific business scenarios, incorporating feedback and utilizing appropriate channels to achieve strategic goals.

CO5: Evaluate the effectiveness of business communication practices by using feedback mechanisms and communication analytics, to enhance clarity, audience engagement, and organizational impact.

Course Content

UNIT 1-

Conceptual Issues in Communication, Principles of Communication, Process of Communication, Communication Networks in an Organization, Verbal and Non Verbal Communication.

UNIT II

Barriers and Aids to Communication, The 7 C's and the 4 S's of Communication, Talk Tactics : Private and Public Speaking. Critical Reasoning : Theory and Caselets. The Framing of Arguments to Persuade ,Convince and Negotiate. Principles of Deductive and Inductive Principles in understanding Assumptions. Drawing Conclusions. Case Study Analysis in terms of Business and Current Affairs.

UNIT III

Listening Process, Difference between Listening and Hearing.Deterrents to the Listening Process, The Positive Connotations of Good Listening, Case Study Analysis , Non Verbal Communication, Non Verbal Signifiers and Communication, Body Language and Global Business Etiquette, Cross Cultural Communication, Case Study and Dramatic Practical on the above.

UNIT IV

Written Communication, The 7 Cs of Written Communication, The First Draft and the Craft of Editing a write up. Memos, Letters, Emails, Net Etiquette and other Business Correspondence. Presentations: Preparing it and making an effective delivery. Practical Exercises.

UNIT V

Negotiating Skills for Business. Telephone Culture and Video Conferencing. Group Discussion: Basics and Practice, Personal Interview: C.V. Format. Frequently Asked Questions and Mock Interviews.

Course Details

- **Course Code: MGT21037**
- **Course Title: Legal Environment of Business**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

The main purpose of this course is "to remove the mystique from the business law and to empower budding managers to participate in legal matters." This course will focus on developing the understanding of roles and responsibilities within legal business environment, identify issues, recognize potential problems and know when to consult with an expert. Each of these skills will result in efficiency and cost effectiveness for business. The students will develop improved reasoning and problem-solving skills in an effort to better evaluate the legal, regulatory and ethical environment in which they will work and be able to incorporate that knowledge into the business decision-making process.

Course Objectives:

1. Knowledge: Basic and broad knowledge in business laws in management.
2. Ability to apply concepts, principles and theories to understand simple business laws.
3. Global Perspective: Awareness of the different business laws.

Course Outcomes:

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

CO1: Identify key legal concepts, such as contract law, corporate governance, intellectual property, and regulatory frameworks, to understand the fundamental laws affecting businesses.

CO2: Explain the role of legal institutions and government regulations in shaping business operations, to comprehend how legal factors influence decision-making and compliance.

CO3: Apply relevant legal principles to resolve business disputes, assess contract validity, and ensure compliance with labor laws, to support informed and lawful business practices.

CO4: Analyze the implications of legal decisions, policies, and regulations on business strategy and operations, to identify potential risks and ensure legal alignment.

CO5: Evaluate the impact of changing legal environments, such as new regulations, court rulings, and international trade laws, to recommend strategies that ensure compliance and competitive advantage.

Course Content:

Module -1 Introduction to Legal Environment

Meaning of Law — Purpose of Law - Sources of Law — Classification of Law - Torts - National and International Law - Evolution of Mercantile / Business Law - International Business Law - Justice

Delivery System in India

Module- 2 Indian Contract Act 1872

Legal Elements of Contracts - Parties - Offer - Acceptance – Consideration, Contracts of Agency - Rights and Duties of Principal and Agent - Termination of Agency Special Contracts — Guarantee / Indemnity / Letter of Credit / Lien / Set Off . Important Clauses in Corporate & Commercial Agreements, Description of Parties - Recitals of Subject - Consideration - Covenants and Undertakings - Signatures and Attestation - Endorsement and Supplement Deeds - Stamp Duty and Registration - Applicable Law — Force Majeure - Notice – Arbitration

Module-3 Property Laws

Property Law for Business- Classification of Property — Moveable and Immovable Property / Tangible and Intangible Assets, Sale and Agreement to Sell - Rights and Duties of Seller and Buyer - Rights of Unpaid Seller (Sale of Goods Act), Borrowing against Property as Security, Hypothecation / Pledge of Current Assets - Rights and Liabilities of Parties, Mortgage of Immovable Property, Registration of Charges by Companies

Module-4 Business and Tax Laws

Classification of Taxes - Income Tax — Wealth Tax - Excise Customs Duty - Sales Tax — VAT - Service Tax, Financial Services - Legal and Regulatory Environment- Banking - Regulation of Banking in India - RBI & Banking Regulations Act, Negotiable Instruments Act, Kinds of Negotiable Instruments - Special Characteristics - Cheques - Crossing of Cheques – Endorsements, Banker's Duties and "Liabilities for Collection and Payment of Cheques, Dishonour of Cheques - Liabilities of Parties and Penalties, SARFAESI Act - Salient Features - Execution.

Module- 5 Essential Elements of Insurance Contracts

Principles of Insurance - Insurable Interest - Indemnity – Causa Proxima - Risk - Mitigation of Loss - Subrogation - Contribution - Reinsurance - Double Insurance. Standard Clauses in Insurance Policies - Fire Insurance - Marine Insurance — Liability Insurance. IRDA - Role and Functions

Reference Books

1. N. D. Kapoor, RajniAbbi and Bharat Bhushan, (2018), Element of Mercantile Law,
2. M.C. Kuchhal and VivekKuchal (2018), Business Law, 7th Edition, S Chand Publishing
3. P C Tulsian (2017), Business Law, 3rd Edition, Tata McGraw Hill, New Delhi.
4. Telpal Seth, (2017) Business Law, 3rd Edition, Pearson

Course Details

- **Course Code: BAN22221**
- **Course Title: IT Skills for Managers**
- **Credits: L: 2, T: 0, P: 0, C: 2**

Course Objectives:

1. To gain a basic understanding of data management skills
2. To prepare visualization widgets and charts
3. To build compelling interactive dashboards
4. To get familiarised with emerging technologies for business

Course Outcome:

CO1: Hands-on experience of working in PowerBI Demonstrate IT literacy by identifying key hardware, software, networks, and digital systems essential for modern business operations.

CO2: Create charts and widgets using PowerBI Apply productivity tools (word processors, spreadsheets, presentations, and collaborative suites) to create professional business documents

CO3: Create and present interactive dashboards using PowerBI Manage and organize business data using spreadsheets, Power BI, and cloud-based tools to support informed managerial decision-making.

CO4: Create social media profiles for business, develop blogs and social media posts Evaluate and interpret the role of emerging technologies (AI, cloud computing, cybersecurity, analytics, IoT, blockchain, etc.) in improving business efficiency

Course Content:
UNIT 1: IT Literacy & Business Information Systems ,Role of IT in modern business, Digital transformation and managerial effectiveness, IT competencies required for managers, Computer Fundamentals, Hardware components: CPU, memory, storage, I/O devices, Software types: System software, application software

UNIT 2: Office Productivity Tools (Practical Skills),Word Processing, Formatting documents, tables, headers/footers, Spreadsheets (Excel/Google Sheets), Designing business presentations using PowerPoint/Google Slides, Google Workspace: Docs, Sheets, Slides, Drive, Meet,

UNIT 3: Data Management FundamentalsTypes of data: structured vs unstructured,Importance of data in decision-making,Data storage: local, cloud, hybrid, Database tools: MS Access / MySQL, Dashboard tools like Power BI

UNIT 4: Emerging Technologies & IT Applications in Business, Artificial Intelligence & Automation, Overview of AI, machine learning, deep learning, Chatbots, RPA (Robotic Process Automation),AI in marketing, HR, finance, operations, Industry 5.0 & Future Trends

Unit I: Introduction-
Introduction to PowerBI; Power BI UI; Data Pre-processing - Imports from Different Sources; Cleaning, Filtering Data, Transforming & Loading Data

Unit II: Data Visualization-
Creating Visualizations; Choosing a Visualization; Power Pivot ; Applications of graphical interfaces - Bar & Column Charts; Using Line Charts and Area Charts; Creating Combination Charts, Scatter Plots, Pie-Charts,Spider plots and Ogive, Treemaps

Unit III: Creating Reports-
Formatting and Configuring Report Visualization; Applying Conditional Formatting; Sorting Data; Configuring the Report Page; Advanced reporting Interfaces

Unit IV: Creating Interactive Dashboards-
Configuring Dashboards; Creating a new Dashboard; Pinning Reports; Customizing with Themes; Working with Dashboard Layouts; Setting Alerts; 10 Ways to make Compelling Reports, report customization with dynamic interfaces

Unit V : data driven use case analysis with Power BI/ sectoral choice.

Suggested Readings:

- Power BI Fundamentals - Microsoft
  Microsoft PowerBI for Dummies- Jack Hyman

Course Details

- **Course Code: EIC21201**
- **Course Title: Entrepreneurship Development**
- **Credits: L: 0, T: 0, P: 4, C: 2**

Course Description

Entrepreneurship is generally understood to be the practice of starting new business organisations in response to perceived opportunities. It results in establishment of small one-person businesses as also large organisations capable of creating many job opportunities. Entrepreneurship has been identified as one of the major trends shaping business, economy and even society. The modern study of entrepreneurship owes a lot to the pioneering effortsof Joseph Schumpeter and other economists. Similarly, Frank Wright, Peter Drucker, and many others have successfully contributed to the growth of entrepreneurship theory, practice and research. In recent times, entrepreneurship and entrepreneurs have received a lot of attention from academicians, writers, media, and general public. The achievements andcontributions of entrepreneurs have been acknowledged by society. Many entrepreneurs are honoured and awarded for their achievements nationally as well as internationally.

Course Objectives:

1. To expose students about entrepreneurship and its importance in every sector of economy since

it opens up the door for enterprise creation in every sector of business.
2. Skilling up youth is to encourage them to set up their own micro/small enterprises or engage themselves productively in larger enterprises.
3. Creating an entrepreneurial eco-system essential in our country.
4. Developing an entrepreneurship movement through its education.

Course Outcomes:

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

CO1. Identify the fundamentals idea of entrepreneurship.

CO2. Recognise the importance of having strong entrepreneurial characteristics.

CO3. Develop business idea generation and converting the idea into a business model.

CO4. Explain role of government agencies that renders support in terms of policies, assistances etc. CO5. Illustrate the sustenance and growth of the enterprises by start-up entrepreneurs.

Course Content:

Module 1:

Introduction - Understanding the meaning of Entrepreneurial ship - Characteristics of an Entrepreneur - Classification of the Entrepreneurs – MSME Classification in India- Entrepreneurial Scene in India - Factors influencing Entrepreneurship.

Module II

Early Career Dilemmas of an Entrepreneur, The Entrepreneur's Role, Task and personality A typology of Entrepreneurs: Defining Survival and success, Entrepreneurship as a Style of Management

Module III

Entrepreneurial growth - Role played by government and Non-Government agencies - EDP's, WBIDC, SIDBI, IDBI, IFCI. Rural Entrepreneurs - Small scale entrepreneurs and Export Entrepreneurs .

Module IV

Business plan, Business idea generation Techniques - Identification of Business Opportunities - Marketing Feasibility - Financial Feasibility - Technical - Legal - Managerial and Location Feasibility.

Module V

Project Appraisal - Methods - Techniques - Preparation of Business Plan - Content of a Business Plan

- Project Report.

Reference Books:

1. Vasant Desai - Dynamics of Entrepreneurial Development and Management. HPH(2019)
2. Khanna - Entrepreneurial Development. S. CHAND (2018)
3. Rajeev Roy- Entrepreneurship, Oxford University Press

Course Details

- **Course Code: OLS21222**
- **Course Title: Freight Transport Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description

This course provides an in-depth understanding of freight transportation systems and their role in supply chain efficiency. It covers various modes of transport, freight operations, carrier management, cost structures, regulatory frameworks, and emerging trends such as digital logistics and green transportation. The course equips students with the knowledge to design, manage, and optimize freight movement across domestic and global supply chains.

Course Objectives

- To understand the fundamentals of freight transportation and logistics systems
- To analyze different modes of transport and their operational characteristics
- To develop skills in freight cost analysis and route optimization
- To examine regulatory, documentation, and compliance aspects in freight transport
- To explore emerging trends such as digital freight platforms and sustainable transport

Course Outcomes

- **CO1:** Explain the structure and role of freight transportation in supply chains
- **CO2:** Compare different modes of transport and select appropriate logistics solutions
- **CO3:** Analyze freight costs, pricing, and route planning decisions
- **CO4:** Evaluate regulatory and documentation requirements in domestic and international freight
- **CO5:** Apply modern tools and strategies for efficient and sustainable freight management

Course Content

Module 1: Fundamentals of Freight Transport

Overview of freight transport and logistics, Role of freight in supply chain and economic development, Types of freight: bulk, break-bulk, containerized, hazardous, Freight flow and demand forecasting, Key stakeholders in freight transportation

Module 2: Modes of Freight Transport

Characteristics, costs, and suitability of different modes, Road transport, Rail freight, Air cargo, Sea and inland waterways, Multimodal and intermodal transport, Comparative analysis of modes,Mode selection decision-making

Module 3: Freight Operations and Infrastructure

Terminal operations: ports, container depots, ICDs, CFS, Loading/unloading processes and handling equipment, Route planning and vehicle scheduling, Freight consolidation and distribution centers, Freight corridors and special logistics zones (SLZs)

Module 4: Freight Costing, Pricing & Performance Metrics

Freight costing methods and tariff structures, Key performance indicators (KPIs) in freight management, Fuel and environmental costs, Total cost of ownership in freight, Freight audit and benchmarking practices

Module 5: Legal, Regulatory & Technological Aspects in Freight Transport

National and international freight regulations, Customs procedures and documentation, Risk management and insurance in freight, Role of ICT in freight: GPS, TMS, EDI, RFID, Emerging technologies: digital freight platforms, AI in routing, blockchain

References

1. Bowersox, D. J., Closs, D. J., & Cooper, M. B. – *Supply Chain Logistics*

Management
2. Chopra, S., & Meindl, P. – *Supply Chain Management: Strategy, Planning, and Operation*
3. Coyle, J. J., Novack, R. A., Gibson, B. J., & Bardi, E. J. – *Transportation: A Supply Chain Perspective*

Course Details

- **Course Code: OLS21206**
- **Course Title: Warehouse Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course objectives:

The basic objective of this Subject is to get familiar with warehousing its functions

Course Outcome: At the end of the course, the student will be able to:

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 description:

This course is designed to help students to understand warehouse functions, processes, organization and operations. It includes analysis of warehouse location, operation, management, controls, procedures, finance, security, cargo/materials handling, and productivity.

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 Labeling , Kitting and Assembling , Order Management System , Vendor Managed Inventory . FF & E-FF, Repacking Other VAS ,

Introduction to Warehouse management system , WMS Functions and Activities ,Data capture and transmission , Performance monitoring , Hands-on training on WMS, WMS Live by Operations Team.

Suggested Readings:
Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse by Gwynne Richards
Warehouse Management - Automation and Organisation of Warehouse and Order Picking Systems by Hompel, Michael, Schmidt, Thorsten
Warehouse Distributions and Operations Handbook by David Mulcahy

Semester III

Course Code	**Subject**	**Category**	**L-T-P-C**	**Credit**
MGT21205	Strategic Management	**Major**	2-0-0-2	2
MGT21202	Research Methodology	**Major**	2-0-0-2	2
OLS21213	Lean Supply Chain Management	**Major**	3-0-0-3	3
OLS21219	Supply Chain Sustainability	**Major**	3-0-0-3	3
OLS21202	Strategic Supply Chain Management	**Major**	3-0-0-3	3
OLS21221	Global Trade Operations and Forwarding	**Major**	3-0-0-3	3
MGT24207	Summer Internship	**SEC**	0-0-12-6	6
				22

Semester III

Course Details

- **Course Code: MGT21205**
- **Course Title: Strategic Management**
- **Credits: L: 2, T: 0, P: 0, C: 2**

Course Description:

The broad goal of Business Strategy is to cut across the whole spectrum of business and management. The purpose of the course is to help support the creation of a holistic understanding of the firm - about the industry and the competitive environment in which it operates. Moreover strategy formulation, implementation and measurement are three major areas students will come across.

Course Objectives:

1. Understand the basic concepts and principles of strategic management
2. Analyse the internal and external environment of business
3. Develop and prepare organizational strategies that will be effective for the current business environment.
4. Strategy implementation, project implementation, procedural implementation, resource allocation, budgets, organization structure, matching structure and strategy
5. Symptoms of strategy malfunctioning of strategy, organization anarchies, operations control and strategic control, measurement of performance, corporate - level strategic analysis, business -level strategic analyses and strategic plan.
6. Ecommerce business model and strategies, internet strategies for traditional business, key success factors in E-commerce.

Course Outcomes

At the end of the course, the student will be able to learn and practice: Course Outcomes for Business Strategy

CO1: Identify the basic concepts and principles of strategic Business analysis the internal and external environment of business.

CO2: Develop and prepare organizational strategies that will be effective for the current business environment.

CO3: Devise strategic approaches to managing a business successfully in a global context.

CO4: Integrate the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations.

CO5: Demonstrate to think critically and strategically in various strategic issues.

Course Content:

Unit-I

Introduction to Strategic Management- Evolution of Strategic Thinking - Views of Eminent Thinkers, Strategic vs. Operational Management, Strategic Management Process, Levels of Strategy (Corporate, Business, Functional).

Unit-II

The Environment (Porter's Five Forces Framework, PESTEL, Strategic Gaps, SWOT; Challenges in International Business Environment; Hofstede Cultural Dimensions, Internationalization).

Unit-III

Strategy Development: Multiple approaches - Strategic Planning System, Logical Incrementalism, Learning, Organization, Strategic Leadership. Implications - Intended, Realized, Emergent Strategy - Strategic Drift. Corporate-level Strategy: Value Creation and the Corporate Parent- Portfolio Manager (Eg. BCG, GE Matrices), Synergy Manager, Resource Allocator, Restructurer, Parental Developer. Managing the Corporate portfolio - BCG, GE Matrices.

Unit-IV

Product/Market Diversity Related/Unrelated Diversity. International Strategy-Market Selection and Entry. Business-level Strategy: Generic Strategies; Cost Leadership, Product Differentiation, Focus; The Hybrid Strategy. Directions for Strategy Development: Product Development, Market Development, The TOWS matrix. Strategy Implementation: McKinsey 7S Framework, Competing for Future: Beyond Restructuring and Re-engineering. Emerging Strategy Paradigms - Unlearning Curve, Strategy as Stretch and Leverage, Co-Creation.

Unit- V

Expectations and Purposes: Organizational Purposes, Stakeholder Mapping, Communicating, Organizational Purposes (Core Values & Ideology, Vision, Mission, Objectives), Strategic

Capability: Critical Success Factor - Experience Curve - Strategic Capability - Resources – Core Competence - Competition View of Strategy vs. RBV, Value Chain Analysis.

Readings:
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
TH-2. Grant, R. M. (2010). Cases to accompany contemporary strategy analysis (7th ed.). London: John Wiley.
TH-3. Porter, M. E. (2004). Competitive strategy. (2004). New York: Simon & Schuster 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.

Course Details

- **Course Code: MGT21202**
- **Course Title: Research Methodology**
- **Credits: L: 2, T: 0, P: 0, C: 2**

Course Description:
Marketing Research is concerned, primarily, with the systematic gathering and analysis of primary and secondary information to significantly reduce uncertainty in major marketing problem areas
Course objectives:
1. To develop and understand the process of Marketing Research.
2. Identify sources of information and different research methods.
3. Analyse and interpret both qualitative and quantitative data,

Course Outcomes
On completion of this course, the students will be able to:
CO1: Identify research problem, design of different types of research and design of scale.
CO2: Integrate different techniques of data collection and analysis development of questionnaire
CO3: Develop basic understanding of qualitative and quantitative techniques
CO4: Acquire the skills of data preparation and graphical presentation of data
CO5: Illustrate application of different tools of data analytics and hypothesis testing

Course Content:
Unit-I Introduction to Research, Research Process, Research Philosophy Formulation of research problem; Identifying research gap Research Design ;
Unit-II Literature Review(focus), Conducting review of literature; Conceptual & theoretical framework
Unit-III Research Methodology Data Collection Methods: primary and Secondary Data(Qualitative & quantitative)
Unit-IV Data Analysis(Qualitative) Sampling Techniques: Probability and Non-Probability Sampling Techniques, Sample Size determination. Hypothesis Testing: Concepts, Parameter and Non parametric Testing, Use of Statistical Software; to provide SPSS & NVIVO Chi Square Test, Analysis of Variance: One way, Two Way , t-test
Unit-V Representation of Data using various charts.
Text Book(s):-
TH1: C. R.: Research Methodology, Methods and Techniques; New Age International Publishers

TH2: Bryman, A & Bell E , Business Research Method, Oxford, 3rd edition
TH3: Aaker, D. (2009). Marketing Research (9thed.). San Francisco: Wiley

Course Details

- **Course Code: OLS21213**
- **Course Title: Lean Supply Chain Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course objectives:

1. To understand lean management principles & provides an understanding of factors that contribute to organizational wastes, examining ways to eliminate wastes, & developing & implementing an improved organizational processes, for significant impact to the company's bottom line.
2. To understand how lean management today represents a profound change in the competitive business culture and a leading indicator of excellence in the organization

Course Outcome: At the end of the course, the student will be able to:

CO 1 - Discuss about the Concept of Lean
CO 2 - Describe Lean as a Supply Chain Strategy
CO 3 - List the Components of the Lean Supply Chain
CO 4 - Explain the Streamlining Processes
CO 5 - Define the Lean Approaches and Methodology

Course description:

To understand how by implementing lean management organizations can improve product & processes without adding any more money, people, equipment, inventory or space and aim for perfection

Unit-I Basics of Lean Supply Chain 9 Hrs

Basic Concept of Lean supply chain, Characteristics of a Lean Supply Chain , Lean Implementation in the Supply Chain, Lean Thinking for the Supply Chain , comparison of conventional and lean supply chain model, Recommendations for the implementation of Lean Supply Chain,

Unit-I I Lean Manufacturing 9Hrs

The Toyota Production System (TPS) and Lean Production, Lean Layouts and Design Flows, Lean Applications for Line Flows & Work centre Shops, Lean Service , Lean and agile supply chain, Lean & Agile SCM Concepts in the aspect of Risk Management ,

Unit- III The Tools of Lean Supply Chain 9Hrs

5 S , Kanban , Just In Time, Six-Sigma Quality , Value stream and process mapping, Lean Supply Principles , lean supply chain design.

Unit- IV Lean in Inventory management9 Hrs

Inventory management & lot sizing , Traditional inventory management Vs lean Inventory management , work in progress inventory , FIFO management , EPEI (Every part every interval) , Reducing pipeline inventory by kanban (visual car), Inventory reduction through lot sizing ,point of sale data , Unit-V Globalization and Cultural Impact on Lean Supply Chain Management 9 Hrs

Globalisation and Cultural Impact on Lean Supply Chain Management, ERP in Lean Supply Chains , Lean Supply Chain and E-commerce ,Integrating E-commerce and Supply Chains , Agile SCM Framework, Focusing on Cost - to - serve.

Suggested Readings:

1. Wincel, J. P., (2004), Lean Supply Chain Management: A Handbook for Strategic Procurement, Productivity Press.
2. Kerber, Bill, Dreckshage, Brian J., (2011), Lean Supply Chain Management Essentials: A Framework for Materials Managers, CRC Press.
3. Plenert, Gerhard, (2010), Reinventing Lean: Introducing Lean Management into the Supply Chain, Butterworth-Heinemann.

Course Details

- **Course Code: OLS21219**
- **Course Title: Supply Chain Sustainability**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description

This course examines the integration of environmental, social, and economic sustainability into supply chain management. It focuses on sustainable sourcing, green logistics, ethical practices, circular economy, and responsible production and consumption. The course equips students with frameworks and tools to design resilient, transparent, and sustainable supply chains aligned with global standards and corporate sustainability goals.

Course Objectives

- To understand the concept and importance of sustainability in supply chains
- To analyze environmental and social impacts of supply chain activities
- To develop strategies for sustainable sourcing, production, and distribution
- To evaluate sustainability metrics, reporting standards, and compliance frameworks
- To explore circular economy and innovative sustainable supply chain practices

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Course Outcomes

- **CO1:** Explain key concepts of sustainability and their relevance to supply chains
- **CO2:** Assess environmental and social impacts across supply chain stages
- **CO3:** Design sustainable sourcing and logistics strategies
- **CO4:** Apply sustainability measurement frameworks and reporting tools
- **CO5:** Integrate circular economy principles into supply chain decision-making

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Course Content

Unit I: Foundations of Supply Chain Sustainability

- Concept of sustainability: economic, environmental, and social dimensions (Triple Bottom Line)
- Evolution of sustainable supply chains
- Drivers of sustainability: regulations, stakeholders, global standards
- Sustainable development goals (SDGs) and supply chains
- Role of businesses in sustainability

Unit II: Sustainable Sourcing and Procurement

- Ethical sourcing and supplier responsibility
- Green procurement practices

- Supplier sustainability assessment and audits
- Fair trade and responsible supply chains
- Risk management in global sourcing

Unit III: Sustainable Operations and Logistics

- Green manufacturing and eco-efficiency
- Sustainable transportation and distribution
- Carbon footprint and emission management
- Reverse logistics and waste management
- Energy-efficient operations

Unit IV: Circular Economy and Innovation

- Principles of circular economy
- Closed-loop supply chains
- Product lifecycle management
- Recycling, remanufacturing, reuse strategies
- Innovation and sustainable business models

Unit V: Measurement, Reporting, and Future Trends

- Sustainability performance metrics (KPIs)
- ESG (Environmental, Social, Governance) frameworks
- Sustainability reporting standards (e.g., GRI, ISO 14001)
- Digital technologies for sustainable supply chains
- Future trends: resilient, transparent, and ethical supply chains

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References

1. Seuring, S., & Müller, M. – *From a Literature Review to a Conceptual Framework for Sustainable Supply Chain Management*
2. Carter, C. R., & Rogers, D. S. – *A Framework of Sustainable Supply Chain Management*
3. Sustainable Supply Chain Management – Seuring, S., & Gold, S.

Course Details

- **Course Code: OLS21202**
- **Course Title: Strategic Supply Chain Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course objectives:

1. **To get familiar with Supply chain and its functions & how Supply chain management** plays an important part in today's business world.
2. State and Analyze the Supply Chain Make or Buy decision.
3. Understand the need of Competitive Supply Chain & distribution strategy.
4. Evaluate the importance of integration in supply chain process.

Course Outcome: At the end of the course, the student will be able to:

CO 1- Discuss the key issues in supply chain management

CO 2- Identify effectiveness of functional issues of Supply Cain Management like demand planning, customer & supplier relationship collaborations, logistics etc in different sectors.

CO 3- Analyse key SCM practices and concepts followed by different sectors and its outcome.

CO 4- Illustrate the fundamental principles of effective leaders and manage in domain of logistics and SCM

CO 5 – Design and develop strategies required for efficient supply chain solutions for business organizations.

Course description:

A supply chain is a system of organizations, people, activities, information, and resources involved in moving a product or service from supplier to customer. Supply chain activities transform natural resources, raw materials, and components into a finished product that is delivered to the end customer. This course will help to understand different functions, types, flows and cycles of SCM and its applications with industries. This course will be covered with real case studies of supply chain strategies and also discuss recent trends in the field of SCM.

Unit-I Overview of Supply Chain 9 Hrs

Evolution of Supply Chain, Development Chain; Uncertainty & Risk, Key Issues in Supply chain management; Objectives of Supply Chain; Decision Phases in Supply Chain, Process view of Supply Chain.

Unit-I I Types & Flows in Supply Chain 10 Hrs

Flow of Product Across Supply Chain, The Flow of Information Across Supply Chain, Significance of Finance Flow Across Supply Chain , Made-To-Stock Supply Chain Strategy, Built-To-Order Process in Supply Chain, Assemble-To-Order Model, Significance of Engineer-To-Order.

Unit- III Decisions of Supply Chain 8 Hrs

Competitive Supply Chain Strategy, Achieving Strategic Fit, Expanding Strategic Scope, Challenges in Achieving & Maintaining Fit , Make or Buy Decision, The Offshoring Decision: Total Cost, Framework For Strategic Alliance, Retailer Supplier Partnership, Push v/s Pull System, Supply Chain Strategy .

Unit-IV Supply Chain performance and Metrics 9 Hrs

Drivers of Supply Chain Performance, Framework for Structuring Drivers , Facilities, Inventory, Transportation, Information, Sourcing, Pricing ,Factors Influencing Distribution Network Design, Design Options for a Distribution Network, Online Sales and the Distribution Network, Distribution Networks in Practice ,

The Impact of Globalization on Supply Chain Networks, Risk Management in Global Supply Chains, Evaluating Network Design Decision, Evaluation of Global Supply, Chain Design Decisions Under Uncertainty ,Making Global Supply Chain Design Decisions Under Uncertainty in Practice, Bullwhip Effect, Beer Game.

Suggested Readings:

1. Supply Chain Management: Strategy, Planning, and Operation by Sunil Chopra, Peter Meindl
2. Designing and Managing the Supply Chain Paperback by David Simchi-Levi, Philip Kaminsky
3. Essentials of Supply Chain Management by Michael H. Hugos

Course Details

- **Course Code: OLS21221**

- **Course Title: Global Trade Operations and Forwarding**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description
This course provides a comprehensive understanding of international trade operations and freight forwarding practices. It covers export-import procedures, documentation, Incoterms, customs regulations, and the role of freight forwarders in global logistics. The course equips students with practical knowledge of cross-border trade processes, compliance requirements, and logistics coordination essential for efficient global supply chain management.

Course Objectives

- To understand the fundamentals of global trade and international logistics
- To analyze export-import procedures and trade documentation
- To develop knowledge of Incoterms and international commercial practices
- To examine the role of freight forwarders and logistics intermediaries
- To understand customs regulations, compliance, and global trade risks

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Course Outcomes

- **CO1:** Explain the structure and processes of global trade operations
- **CO2:** Interpret and apply export-import procedures and documentation
- **CO3:** Analyze Incoterms and their implications for cost and risk allocation
- **CO4:** Evaluate the role and functions of freight forwarders in international logistics
- **CO5:** Assess regulatory compliance, customs procedures, and global trade risks

Unit-I Introduction to International Business
Global Business Environment, Importance of Int. Business, Problems and risks involved in Int. business & solutions, international marketing sales channel, Free Trade Theory-Absolute advantage, Comparative advantage & opportunity cost, Technology & factor endowments in trade.
Unit-II Trade Barriers 9Hrs
Tariff, Quotas & non-tariff barriers: Definitions & types, Economic effects of Tariff & Quotas on national income, Political economy of non-tariff barriers and their implication, Regulatory Authorities & Government Policies, Role of Department of Commerce & Finance Ministry, Balance of Payments and Balance of Trade: Meaning & components, Equilibrium & Dis-equilibrium in BOP.
Unit- III EXIM process 10 Hrs
Elements of export & import contract, Procedure & Documents required for shipment of cargo, Containerization Types of containers & dimensions, Container stuffing, Multi modal Transport, Letter of Credit & other payment terms, Bill of Lading & its types, Methods of payment & risks, INCOTERMS, Sea freight Export & Import Documentation / Cargo Flow.
Unit-IV International Trade Bodies 8 Hrs
SAARC/SAPTA, ASEAN, Regionalism: EU & NAFTA, Multilateralism & WTO, FDI: types & issues, International Debt crisis, Functions of GATT, UNCTAD, IMF, World Bank & Asian Development Bank.
Unit- V Different Service providers 9 Hrs
Services offered by various service providers in international business-Freight Forwarders, Feeders /Hub & Spoke Operations, CHA, NVOCC, Freight rates and basis of calculation, Freight Surcharges and Role of FMC, Cargo (marine) insurance, Credit insurance, Modes of international transport – Risk & differentiation in services provided, Packing and marking

Semester IV

Course Code	**Subject**	**Category**	**L-T-P-C**	**Credit**
OLS21220	Supply Chain Risk Management	**Major**	3-0-0-3	3
OLS22216	Supply Chain Analytics	**Major**	0-0-0-2	2
BAN22216	Advanced Statistical Modelling and Analytics	**SEC**	0-0-4-2	2

MGT24209	Research work, Dissertation & Thesis	**Pw/RD-Major**	0-0-12-6	6
				13

Semester IV

Course Details

- **Course Code:** OLS21220
- **Course Title: Supply Chain Risk Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description

This course focuses on identifying, assessing, and mitigating risks across supply chains in an increasingly uncertain and volatile global environment. It covers operational, financial, geopolitical, and environmental risks, along with strategies for resilience, continuity planning, and digital risk monitoring. The course equips students with frameworks and tools to build robust, agile, and risk-resilient supply chains.

Course Objectives

- To understand the nature and sources of risks in supply chains
- To analyze risk assessment techniques and mitigation strategies
- To develop knowledge of supply chain resilience and continuity planning
- To evaluate the impact of global disruptions on supply chains
- To explore digital tools and frameworks for risk monitoring and management

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Course Outcomes

- **CO1:** Explain different types of risks affecting supply chains
- **CO2:** Apply risk identification and assessment tools in supply chain contexts
- **CO3:** Develop mitigation and contingency strategies for supply chain disruptions
- **CO4:** Evaluate resilience and business continuity frameworks
- **CO5:** Integrate digital technologies for proactive risk management

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Course Content

Unit I: Introduction to Supply Chain Risk

- Concept and importance of risk management
- Types of risks: operational, financial, demand, supply, geopolitical, environmental
- Risk vs uncertainty
- Sources of risk in global supply chains

- Risk management process and frameworks

Unit II: Risk Identification and Assessment

- Risk identification techniques (brainstorming, checklists, FMEA)
- Qualitative and quantitative risk assessment
- Risk mapping and risk matrices
- Probability and impact analysis
- Tools: SWOT, scenario analysis, sensitivity analysis

Unit III: Risk Mitigation and Resilience Strategies

- Risk mitigation approaches (avoidance, reduction, transfer, acceptance)
- Supplier diversification and dual sourcing
- Inventory buffering and safety stock strategies
- Flexible logistics and network design
- Building supply chain resilience and agility

Unit IV: Business Continuity and Disruption Management

- Business continuity planning (BCP)
- Disaster recovery planning
- Managing disruptions (natural disasters, pandemics, geopolitical events)
- Case insights from COVID-19 pandemic
- Crisis management and communication

Unit V: Digital Risk Management and Future Trends

- Role of digital technologies (AI, blockchain, IoT) in risk management
- Real-time monitoring and predictive analytics
- Cybersecurity risks in supply chains
- Sustainable and ethical risk considerations
- Future trends in risk-resilient supply chains

References

1. Supply Chain Risk Management – Donald Waters
2. Global Logistics and Supply Chain Management – John Mangan, Chandra Lalwani
3. Designing and Managing the Supply Chain – David Simchi-Levi et al.
4. Supply Chain Management: Strategy, Planning, and Operation – Sunil Chopra & Peter Meindl

Course Details

- **Course Code:** OLS22216
- **Course Title: Supply Chain Analytics**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description

This course focuses on the application of analytical tools and techniques to improve decision-making in supply chain management. It integrates data-driven approaches with logistics, procurement, inventory, and distribution functions. The course covers descriptive, predictive, and prescriptive analytics, enabling students to optimize supply chain performance using quantitative models, statistical tools, and digital technologies.

Course Objectives

- To understand the role of analytics in supply chain decision-making
- To develop skills in data analysis and interpretation for supply chain problems
- To apply quantitative models for forecasting, inventory, and network optimization
- To explore predictive and prescriptive analytics techniques
- To familiarize students with analytical tools and software used in supply chain management

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Course Outcomes

- **CO1:** Explain the importance of analytics in supply chain management
- **CO2:** Apply data analysis techniques to solve supply chain problems
- **CO3:** Use forecasting and inventory models for decision-making
- **CO4:** Analyze supply chain performance using quantitative and statistical tools
- **CO5:** Utilize modern analytics tools and technologies for supply chain optimization

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Course Content

Unit I: Introduction to Supply Chain Analytics

- Concept and evolution of analytics in supply chains
- Types of analytics: descriptive, predictive, prescriptive

- Role of data in supply chain decision-making
- Key metrics and performance indicators (KPIs)
- Overview of analytics tools (Excel, Python, R, Power BI)

Unit II: Data Analysis and Visualization

- Data collection, cleaning, and preparation
- Exploratory data analysis (EDA)
- Data visualization techniques
- Dashboard development and reporting
- Introduction to business intelligence tools

Unit III: Forecasting and Demand Analytics

- Demand forecasting techniques (qualitative and quantitative)
- Time series models (moving averages, exponential smoothing)
- Regression analysis basics
- Forecast accuracy and error measurement
- Demand sensing and real-time forecasting

Unit IV: Inventory and Optimization Models

- Inventory analytics and cost trade-offs
- Economic Order Quantity (EOQ) and safety stock models
- Network design and optimization
- Transportation and routing models
- Linear programming and decision models

Unit V: Advanced Analytics and Applications

- Predictive analytics and machine learning basics
- Prescriptive analytics and simulation
- Risk analytics in supply chains
- Big data and IoT in supply chains
- Case applications and industry practices

References

1. Supply Chain Analytics – Peter W. C. Wong
2. Data Science for Supply Chain Forecasting – Nicolas Vandeput
3. Supply Chain Management: Strategy, Planning, and Operation – Sunil Chopra & Peter Meindl
4. Business Analytics – James R. Evans

Course Details

- **Course Code: BAN22216**
- **Course Title: Advanced Statistical Modelling and Analytics**
- **Credits: L: 0, T: 0, P: 4, C: 2**

Course Description:

Data analysis is a process of inspecting, cleansing, transforming and modeling data with the goal of discovering useful information, informing conclusions and supporting decisionmaking. Data analytics is important because it helps businesses optimize their performances. A company can also use data analytics to make better business decisions and help analyze customer trends and satisfaction, which can lead to new—and better—products and services. All the lectures contain a blend of discussions on basic theories and advanced topics, focusing on practical implementation of knowledge. Classes will be conducted by lecture as well as power point presentation as per requirement. All the session should be covered with the help of Excel/SPSS/ 'R'. The tutorials will familiarize the students with practical problem-solving techniques. Students will be able to gain a strong understanding of the course via theoretical sessions, case study discussions, problem solving and discussions with the coordinator.

Course Objectives

1. To understand the basic concepts and theories of descriptive analytics.
2. To gain a deeper insight of predictive analytics and regression techniques.
3. To expand individual knowledge of supervised and unsupervised learning techniques.
4. To understand time series forecasting and its applications.

Course Outcomes:

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

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.

CO5: Design and implement prescriptive analytics models using optimization techniques, simulation methods, and decision trees, to support data-driven decision-making in complex business scenarios

Course Content:

Unit- I:

Introduction to business analytics: Descriptive analytics: Data types and Scales, Population and sample, Measures of central tendency, Measures of variation, Measures of shape, Data visualization; Introduction to probability: Fundamental concepts in probability, Bayes' theorem, Random Variable, Probability density function, Binomial distribution, Poisson distribution, Uniform distribution, Normal distribution, Chi-Square distribution; Sampling and estimation: Probabilistic sampling, Non probabilistic sampling, Central limit theorem, Estimation of population parameters; Confidence Intervals; Hypothesis Testing: One tailed and two tailed test, Type I error and type 2 error, Hypothesis testing for population mean, Comparing two populations, Non-parametric tests. Analysis of Variance, Correlation Analysis.

Unit- II:

Introduction to predictive analytics, Simple linear regression: Simple linear regression model building, Estimation of parameters, Interpretation of simple linear coefficients, Validation of simple linear regression model, Outlier analysis. Simple Linear regression and multiple linear regressions for prediction. Logistic Regression (Supervised learning): Introduction and Model building, Model Diagnostics, Classification table, Sensitivity and Specificity, Optimal cut off probability.

Unit III:

Decision Tress (Supervised learning): Introduction and Model building, Chi-Square Automatic Interaction Detection, Classification and regression Tree, Ensemble method, Random Forest. Clustering (Unsupervised learning): Introduction to unsupervised learning, Distance and dissimilarity measures in clustering, Clustering algorithm K Mean and Hierarchical.

Unit IV:

Forecasting Techniques: Time series modeling, Forecasting Techniques and Forecasting Accuracy, Moving average method, Exponential smoothing: Single and double, ARMA and ARIMA.

Text book:

1. Business Analytics, U Dinesh Kumar, Wiley