

POST GRADUATE PROGRAMME

MBA

SYLLABUS 2025



SREENARAYANAGURU
OPEN UNIVERSITY

SREENARAYANAGURU OPEN UNIVERSITY

(The State University for Education, Training and Research in Blended Format, Kerala)

Sreenarayanaguru Open University

Post-Graduate Programme (PG)

SYLLABUS

Major Discipline: **Master of Business Administration (MBA)**

(Effective from 2026 admissions)

Programme Outcomes (POs)

- **PO1: Critical Thinking:** Analyze information objectively, draw reasonable conclusions to solve problems or make decisions, and identify logical flaws in the arguments of others.
- **PO2: Problem Solving:** Analyze a problem, generate and implement a solution, assess its success, understand its impact on people and the environment, and apply the learning to solve problems in both familiar and unfamiliar real-life contexts.
- **PO3: Research and Inquiry Skills:** Design, conduct, and evaluate independent research using appropriate methods, tools, and ethical standards to contribute to knowledge generation or practical solutions.
- **PO4: Communication and Presentation:** Communicate complex ideas, arguments, and research findings effectively through oral, written, and digital formats to both specialised and non-specialised audiences.
- **PO5: Ethical, Social and Environmental Awareness:** Demonstrate awareness of ethical principles, social responsibilities, and sustainable practices in personal, academic, and professional life.
- **PO6: Learning how to learn skills:** Acquire new knowledge and skills—including learning how to learn—through self-paced and self-directed learning, identify appropriate resources for further learning, and develop a healthy attitude toward being a lifelong learner.
- **PO7: Teamwork and Leadership:** Work collaboratively in interdisciplinary and multicultural teams, demonstrating leadership and responsibility in professional and civic settings.
- **PO8: Digital and Technological Proficiency:** Use digital tools and technologies proficiently for research, communication, data analysis, and professional tasks in an increasingly digital world.
- **PO9: Global Perspective:** Develop a broad awareness of global issues, understand diverse perspectives, analyze the political, economic, social, technological, and environmental factors influencing global organizations and markets, and adapt to new scientific developments and technologies in a globalized environment.

Programme Specific Outcomes (PSOs)

- **PSO1:** Apply managerial principles and behavioural insights to lead organisations effectively.
- **PSO2:** Prepare and interpret financial statements of business entities in accordance with applicable Accounting Standards.
- **PSO3:** Analyse financial securities and develop optimal investment portfolios using established investment theories and models.
- **PSO4:** Design effective marketing strategies that meet customer needs and enhance business performance.
- **PSO5:** Acquire a comprehensive understanding of legal frameworks, business policies, and compliance requirements at both local and global levels to ensure ethical and lawful business operations.
- **PSO6:** Explain the principles and practices of Human Resource Management to effectively recruit, develop, and retain a talented workforce.
- **PSO7:** Apply principles of operations and supply chain management to optimize processes, improve efficiency, and ensure timely delivery of goods and services in dynamic business environments.
- **PSO8:** Acquire the knowledge and skills necessary to undertake both independent and collaborative academic and applied research in the domain of management.
- **PSO9:** Apply ethical theories, principles, and decision-making frameworks to address ethical issues in business practices.
- **PSO10:** Develop entrepreneurial thinking and innovative skills to identify opportunities, create business models, and successfully launch and manage startups.

Programme Structure -Master of Business Administration (MBA)

Semester	Discipline Core Course (DC) 4 Credits each	Discipline Specific Elective courses (DE) 4 Credits each	Ability Enhancement Compulsory Courses (AC) 2 Credits each	Skill Enhancement Compulsory Courses (SC) 4 Credits	Dissertation/ Internship/ Project Report & Viva voce 4 Credits each	Total Credit Per Semester
I	DC 1: Management Principles & Organisational Behaviour		AC 1- Business Communication			18
	DC 2 : Accounting for Managers					
	DC 3 : Business Environment					
	DC 4 : Quantitative Techniques					
II	DC 5 : Financial Management		AC 2 –Stock Market Operations	SC-1 Entrepreneurship & Startups		
	DC 6 : Human					

	Resource Management					22
	DC 7 : Marketing Management					
	DC 8 : Production And Operations Management					
III	DC 9 : Business Research Methods	DE 1 : Security Analysis and Portfolio Management / Service and Retail Marketing / Industrial Relations and Labour Laws/ Materials & Warehouse Management			Internship	20
	DC 10 : Business Ethics and Corporate Governance	DE 2 : Financial Services / International Marketing / Training and Development/ Distribution Management				
IV	DC 11 : Legal System & Business Laws	DE 3 : International Finance/Consumer Behaviour /Performance Management / Supply Chain Management				20
	DC 12 : Strategic Management			MOOC/ SWAYAM/	Dissertation/ Project	

				Course from any UGC Approved Platforms		
Total	48 Credit	12 Credit	4 Credit	8 Credit	8 Credit	80 Credit

DC	: Discipline Core Course
DE	: Discipline-Specific Elective Course
AC	: Ability Enhancement Compulsory Course
SC	: Skill Enhancement Compulsory Course
IN	: Internship
DP	: Project Report

Course Structure

Discipline Core Course

Sl.No	Course Name	Course Code	Credit
1	Management Principles and Organisation Behaviour	M25BS01DC	4
2	Accounting for Managers	M25BS02DC	4
3	Business Environment	M25BS03DC	4
4	Quantitative Techniques	M25BS04DC	4
5	Financial Management	M25BS05DC	4
6	Human Resource Management	M25BS06DC	4
7	Marketing Management	M25BS07DC	4
8	Production And Operations Management	M25BS08DC	4
9	Business Research Methods	M25BS09DC	4
10	Business Ethics and Corporate Governance	M25BS10DC	4
11	Legal System & Business Laws	M25BS11DC	4
12	Strategic Management	M25BS12DC	4

Discipline Specific Elective Course

Sl.No	Course Name	Course Code	Credit
Finance			
1	Security Analysis and Portfolio Management	M25BS01DE	4
2	Financial Services	M25BS02DE	4
3	International Finance	M25BS03DE	4

Marketing			
1	Service and Retail Marketing	M25BS11DE	4
2	International Marketing	M25BS12DE	4
3	Consumer Behaviour	M25BS13DE	4
Human Resource Management			
1	Industrial Relations and Labour Laws	M25BS21DE	4
2	Training and Development	M25BS22DE	4
3	Performance Management	M25BS23DE	4
Logistics and Supply Chain Management			
1	Materials & Warehouse Management	M25BS31DE	4
2	Distribution Management	M25BS32DE	4
3	Supply Chain Management	M25BS33DE	4

Ability Enhancement course

Sl.No	Course Name	Course Code	Credit
1	Business Communication	M25BS01AC	2
2	Stock Market Operations	M25BS02AC	2

Skill Enhancement Course

Sl.No	Course Name	Course Code	Credit
1	Entrepreneurship and Start-Ups	M25BS01SC	4
2	MOOC/ SWAYAM/ Any UGC Approved Platforms	M25MO02SC	4

Semester-wise Programme Details

Semester I

Sl.No	Course Type	Course Name
1	Discipline Core	DC 1 : Management Principles & Organisational Behaviour
2	Discipline Core	DC 2 : Accounting for Managers
3	Discipline Core	DC 3 : Business Environment
4	Discipline Core	DC 4 : Quantitative Techniques
5	Ability Enhancement Compulsory Course (AC)	AC 1- Business Communication

Semester II

Sl.No	Course Type	Course Name
1	Discipline Core	DC 5 : Financial Management
2	Discipline Core	DC 6 : Human Resource Management
3	Discipline Core	DC 7 : Marketing Management
4	Discipline Core	DC 8 : Production and Operations Management
5	Ability Enhancement Compulsory Course (AC)	AC 2 : Stock Market Operations
6	Skill Enhancement Compulsory Courses (SC)	SC 1: Entrepreneurship & Startups

Semester III

Sl.No	Course Type	Course Name
1	Discipline Core	DC 9 : Business Research Methods
2	Discipline Core	DC 10 : Business Ethics and Corporate Governance
3	Discipline Specific Elective (DE : 1) (Learners should choose the course of their selected stream only. All three elective papers should be from the first chosen stream.)	DE 1: Security Analysis and Portfolio Management (Stream: Finance) DE 1: Service and Retail Marketing (Stream: Marketing) DE 1: Industrial Relations and Labour Laws (Stream : HR) DE 1: Materials & Warehouse Management (Stream : Logistics and Supply Chain Management)
4	Discipline Specific Elective (DE: 2) (Learners should choose the course of their selected stream only. All three elective papers should be from the first chosen stream.)	DE 2: Financial Services (Stream: Finance) DE 2: International Marketing (Stream: Marketing) DE 2: Training and Development (Stream : HR) DE 2: Distribution Management (Stream : Logistics and Supply Chain Management)
5	Internship	IN: Internship

Semester IV

Sl.No	Course Type	Course Name
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1	Discipline Core	DC 11 : Legal System & Business Laws
2	Discipline Core	DC 12 : Strategic Management
3	Discipline Specific Elective (DE: 3) (Learners should choose the course of their selected stream only. All three elective papers should be from the first chosen stream.)	DE 3: International Finance (Finance Stream)
		DE 3: Consumer Behaviour (Stream: Marketing)
		DE 3: Performance Management (Stream : HR)
		DE 3: Supply Chain Management (Stream : Logistics and Supply Chain Management)
4	Skill Enhancement Compulsory Courses (SC)	SC-2 : MOOC/SWAYAM/ Any UGC approved Platform
5	Project Report & Viva voce	PR : Project Report and Viva Voce

Evaluation of Programme

The evaluation of the programme will be based on two aspects:

1. Continuous Internal Evaluation (CIE)
 2. End Semester Examination (ESE)
- CIE and ESE will be in the ratio 30:70

***Note on Skill Enhancement Compulsory Course (SC)**

Learners can choose a Skill Enhancement Compulsory Course (SC) from MOOC, SWAYAM, or any other UGC-approved online learning platform. This requirement can be fulfilled either by completing one 4 credit course or two courses of 2 credits each. Students are allowed to undertake the SC course in any semester of their program based on their convenience and interest. However, the marks or grades obtained for the SC course will be formally counted and reflected in the fourth semester.

First Semester

Course Title	Management Principles & Organisational Behaviour
Course Code	M25BS01DC
Type of Course	Discipline Core Course
Semester	1
Credits	4
Course Objective	Equip learners with fundamental knowledge of management principles and the core concepts of Organisational Behaviour (OB). To enable them to understand the functions of management (planning, organising, staffing, directing, and controlling) and analyse individual and group behaviour (perception, personality, motivation, and leadership) for effective decision-making and performance enhancement in professional settings.

Course Outline

Block No.	Block Title
Block 1	Introduction to Management
Block 2	Functions of Management
Block 3	Foundations of OB
Block 4	Motivation & Leadership

Course Outcomes (COs)

No.	Course Outcome (CO)	Cognitive Level	PSO Addressed	PO Addressed
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CO1	Comprehend the evolution of management thought and its core principles.	U	PSO1	PO1, PO2
CO2	Differentiate and apply the functions of management, including planning, organising, staffing, directing, and controlling, in various business scenarios.	Ap	PSO1, PSO2	PO1, PO2
CO3	Analyse fundamental concepts of organisational behaviour, such as perception, personality, and attitude, to understand individual behaviour in an organisation.	An	PSO1, PSO2	PO1, PO2
CO4	Evaluate and apply theories of motivation and leadership to enhance individual and group performance.	E	PSO1, PSO2, PSO4	PO1, PO2, PO7

Cognitive Levels: R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Course Details

Block 1: Introduction to Management

Unit-1: Basics of Management

Management – Concept, Characteristics, Objectives, Significance, Levels of Management, Managerial Roles, Qualities of a Manager, Management Vs. Administration – Case Studies

Unit 2: Evolution Management Thought

Evolution of management thoughts -Classical- Scientific Management, Bureaucratic, General Administrative, Neo Classical Human Relations, Behavioural Science, Contemporary Quantitative approach, System approach and Contingency approach.

Practical Activity: Interview a local manager or team leader (can be online or offline) and ask basic questions related to their roles, responsibilities, levels of management, and managerial challenges. Submit a 1-page reflection summarising what learned about real-world management.

Block 2: Functions of Management

Unit 1 Planning & Organising

Planning - Nature and Importance, Process, Types, Forecasting- Techniques, Decision Making- Process, Types. Organising - Organisation structure, Types, Span of Management, Delegation- Centralisation and decentralisation - Case Studies.

Unit-2: Staffing, Directing & Controlling

Staffing- Objectives, Functions, Process of staffing - Directing- Characteristics, Importance, Elements of Directing - Controlling- Need of Controlling, Steps in control Process, Techniques of Controlling

Practical Activity: Create a simple business idea (e.g., a food truck, tuition center, or clothing store) and outline a basic plan including its objective, decision-making process, and forecasting one key trend. Also draw an organisational structure showing key roles and delegation.

Block 3: Foundations of OB

Unit 1: Introduction to Organisational Behaviour

Meaning - Nature and Scope - Concepts and Determinants - Challenges and Opportunities - Contributing disciplines of OB - OB models.

Unit 2: Perception, Personality & Attitude

Perception – Factors, Perceptual process - Attribution Theory - Personality - Types - Determinants - The Big Five Model - Attitude – concept - types of attitude - formation of attitudes - Case Studies

Practical Activity: Take a free online personality test (such as Big Five Personality Test) and reflect on traits, attitudes, and perception by answering a set of guided questions:

- What are your top 2 personality traits?
- How do you think these traits affect your interaction with others?
- Can you recall an instance where your perception was different from someone else's?

Block 4: Motivation & Leadership

Unit 1: Motivation

Motivation- Meaning - Theories of Motivation; Maslow's Hierarchy of Needs Theory - ERG Theory - McGregor X and Y Theory - Herzberg Motivation Hygiene Theory McClelland's Theory of Needs - Vroom Expectancy Theory

Unit 2: Leadership & Group

Leadership – Qualities of a Leader, Leadership Theories - Trait Based Approach, Behavioural Approach, Contingency Approach, Modern Theory of Leadership. Group - Types of groups, Stages of Group Development

Case Studies

Practical Activity: Select any two leadership styles (e.g., autocratic vs. democratic or transformational vs. transactional) and either:

- Perform a roleplay in pairs/groups demonstrating how a leader with that style behaves in a situation (e.g., resolving team conflict), or
- Create a poster comparing both styles and linking them to motivation theories like Maslow or Herzberg.

References

1. Gupta, M. (2011). *Principles of management*. PHI Learning Private Ltd.
2. Massie, J. L. (2005). *Essentials of management* (4th ed.). Prentice Hall of India Pvt. Ltd.
3. Koontz, H., & O'Donnell, C. (2009). *Management* (10th ed.). McGraw-Hill Education.
(Note: Sometimes also co-authored with Heinz Wehrich in later editions as "Koontz & Wehrich")
4. Ramaswamy, T. (2008). *Principles of management* (2nd ed.). Himalaya Publishing House.
5. Appannaiah, H. R., Ramanath, H. R., & Gujarathi, D. M. (2010). *Principles of management*. Himalaya Publishing House.
6. Sharma, R. K., & Gupta, S. K. (2013). *Business management*. Kalyani Publishers.

7. Prasad, L. M. (2014). *Principles and practice of management* (8th ed.). Sultan Chand & Sons

Mapping of CO's with PSO's and PO's

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
C O 1	3	2	-	-	-	-	-	3	2	-	-	-	-	-	-	-
C O 2	3	3	-	-	-	-	-	3	3	-	-	-	-	-	-	-

CO 3	3	3	-	-	-	-	-	3	3	-	-	-	-	-	-	-
CO 4	3	3	-	2	-	-	-	3	3	-	-	-	-	2	-	-

Mapping of COs to Assessment Rubrics

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

	Internal Exam	Assignment/ Practical Activity	Project Evaluation	End Semester Examination
CO 1		✓		✓
CO 2		✓		✓
CO 3		✓		✓
CO 4		✓		✓

Mapping of COs to Assessment Rubrics

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

	Internal Exam	Assignment/ Practical Activity	Project Evaluation	End Semester Examination
CO 1		✓		✓
CO 2		✓		✓
CO 3		✓		✓

CO 4		✓		✓
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Course Title	Accounting for Managers
Course Code	M25BS02DC
Type of Course	Discipline Core Course
Semester	1
Credits	4
Course Objective	Equip learners with foundational knowledge of accounting principles and processes; enable them to analyze and interpret financial statements; apply marginal costing and budgetary techniques; and evaluate decision-making scenarios to prepare management reports.

Course Outline

Block No.	Block Title
Block 1	Introduction to Accounting
Block 2	Financial Statement Analysis
Block 3	Ratio Analysis
Block 4	Decision Making Tools

Course Outcomes (COs)

No.	Course Outcome (CO)	Cognitive Level	PSO Addressed	PO Addressed
CO1	Explain the fundamental principles of accounting and the role of financial statements in business decision-making.	U	PSO1	PO1
CO2	Prepare and interpret financial statements, including the income statement, balance sheet, and cash flow statement.	Ap	PSO1, PSO2	PO1, PO2
CO3	Apply cost accounting techniques to manage costs and evaluate product profitability.	Ap	PSO1, PSO2	PO1, PO2

CO4	Analyse financial statements using ratio analysis to assess a company's performance and financial health.	An	PSO1, PSO2	PO1, PO2, PO8
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Cognitive Levels: R – Remember, U – Understand , Ap – Apply , An – Analyse , E – Evaluate , C - Create.

Course Details

Block 1: Introduction to Accounting

Unit 1: Fundamentals of Accounting

Accounting – Branches of accounting – Financial Accounting –Functions – Generally Accepted Accounting Principles (GAAP)- Accounting -Process-Journal – Ledger — Trial Balance-Management Accounting- Cost Accounting -Relationship between Financial Accounting Management Accounting and Cost Accounting

Unit 2: Financial Statements

Financial Statements – Trading and Profit and Loss Account, Balance Sheet - Grouping or Marshalling of Assets and Liabilities – Compliance with Accounting Standards.

Block 2: Financial Statement Analysis

Unit 1: Tools for financial statement analysis

Analysis of financial statements - Objectives - Tools for financial statement analysis– comparative financial statements, common-size financial statements, trend analysis.

Unit 2: Cash Flow Statement

Meaning – Uses- Preparation of Cash Flow Statement as per Accounting Standard 3 – Direct Method and Indirect method

Block 3: Ratio Analysis

Unit 1- Liquidity Ratios, Solvency Ratios and Leverage Ratios

Meaning-significance- classification of ratios-income statement ratios-Balance sheet ratios-inter statement ratios-liquidity ratios- -solvency ratios-leverage ratios.

Unit 2: Turnover Ratios and Profitability Ratios

Turnover ratios - stock turnover ratio - debtors turnover ratio - creditors turnover ratio - working capital turnover ratio - fixed assets turnover ratio - current assets turnover ratio, profitability ratios - profitability ratios in relation to sales - profitability ratios in relation to investments - market test ratios.

Block 4: Decision Making Tools

Unit 1- Marginal Costing

Meaning- Contribution – CVP analysis - P/V Ratio -Break Even Analysis – Margin of Safety-Application of marginal costing in decision making.

Unit-2 Budgetary Control

Meaning– General principles in the budgetary process - Types of Budgets, Formulation of various types of Budget.

References

1. Shukla, M. C., & Grewal, T. S. (2014). *Advanced accounts* (19th ed.). S. Chand & Company Ltd.
2. Jain, S. P., & Narang, K. L. (2016). *Advanced accountancy* (19th ed.). Kalyani Publishers.
3. Gupta, R. L., & Radhaswamy, M. (2018). *Advanced accountancy* (Volume 1, 19th ed.). Sultan Chand & Sons.
4. Bose, D. C. (2010). *Advanced accounting*. PHI Learning Private Limited.

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Level	Correlation
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2	Moderate / Medium
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CO 1	3	1	-	-	-	-	-	3	1	-	-	-	-	-	-	-
CO 2	3	3	-	-	-	-	-	3	3	-	-	-	-	-	-	-
CO 3	3	3	-	-	-	-	-	3	3	-	-	-	-	-	-	-
CO 4	3	3	-	-	-	-	-	3	3	-	-	-	-	-	2	-

Mapping of COs to Assessment Rubrics

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
CO 1		✓		✓
CO 2		✓		✓
CO 3		✓		✓
CO 4		✓		✓

Course Title	Business Environment
Course Code	M25BS03DC
Type of Course	Discipline Core Course
Semester	1
Credits	4
Course Objective	To introduce the basic concepts and factors related to the Business Environment; to familiarise learners with various analytical models; and to develop knowledge of the political, economic, socio-cultural, legal, technological, and global segments of the environment, enabling learners to analyse the challenges and opportunities for strategic business adaptation.

Course Outline

Block No.	Block Title
Block 1	Fundamentals of Business Environment Analysis
Block 2	Economic and Socio-Cultural Environment
Block 3	Technological and Legal Environment
Block 4	Global Business Environment and International Institutions

Course Outcomes (COs)

No.	Course Outcome (CO)	Cognitive Level	PSO Addressed	PO Addressed
CO1	Describe the various components of the business environment, including economic, social, political, and technological factors.	R	PSO1	PO1, PO5
CO2	Analyse the impact of government policies, legal frameworks, and regulatory changes on business operations.	An	PSO2	PO1, PO2, PO5
CO3	Evaluate the challenges and opportunities presented by the global business environment.	E	PSO2	PO2, PO5, PO6
CO4	Recommend strategic actions for a business to adapt to and thrive in a dynamic and competitive environment.	C	PSO2, PSO7	PO2, PO6

Cognitive Levels: R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create.

Course Details

Block 1: Fundamentals of Business Environment Analysis

Unit 1: Overview of Business Environment

Meaning, characteristics, Factors affecting the business environment -Internal and external environment, micro environment, macro environment, Environmental Analysis - SWOT/ SWOC - PESTEL model- Porters' five forces model -VRIO analysis.

Unit 2: Political Environment

Political Environment- Roles of Government –Promotional role, Regulating role, Planning role, Entrepreneurial role - Political Stability.

Practical Activity: select a real or fictional company (e.g., Tata Motors, Zomato, or a local business) and prepare a short report or presentation that includes:

- SWOT or SWOC analysis
- PESTEL analysis
- Porter's Five Forces (for industry overview)
- A brief VRIO analysis of one key resource/competency

Block 2: Economic and Socio-Cultural Environment

Unit 1: Economic Environment

Economic environment- Meaning and significance- Types of economies- Economic policies; Monetary Policy and fiscal policy, Economic Reforms (LPG)

Unit 2: Socio-cultural Environment

Social environment- Elements of social environment- Social Responsibility of Business- Social Audit - Culture- Meaning and elements of culture and its impact.

Practical Activity: Summarize one current economic policy (e.g., changes in monetary policy or a budget announcement) and explain how it affects business decisions. Also, write a short reflection on how a cultural factor (like festivals, language, or local beliefs) influences consumer behaviour in a specific region or industry.

Block 3: Technological and Legal Environment

Unit 1: Technological environment

Technological environment - Concept and significance of technological environment, – choice of Technology– Problems in Selecting Appropriate Technology.

Unit 2: Legal Environment

Legal environment – Importance – Impact of legal environment on business – Companies Act 2013, Factories Act 1948, Regulatory bodies in India; RBI- SEBI

Practical Activity: Choose a recent technology adopted by a company (e.g., AI in banking or drones in delivery) and describe its benefits and challenges.

Prepare a brief summary (half-page) of one key law (e.g., Companies Act or SEBI regulations) and its impact on businesses.

Block 4: Global Business Environment and International Institutions

Unit 1: Global Environment

Globalization meaning, Role of WTO, WTO functions, GATT, FDI and FII, Foreign Exchange Management Act, 1999 (FEMA).

Unit 2: International Economic Institutions

International economic institutions and agreements— IMF, World Bank, ADB, UNCTAD, Cross-national cooperation and agreements— SAARC, SAPTA, BRICS, ASEAN.

Practical Activity: choose one international economic institution or agreement (e.g., WTO, IMF, BRICS, ASEAN) and prepare a short profile that includes: Its purpose, Member countries, Major functions, Relevance to Indian businesses

References

1. Ahuja, H. L. (2016). *Economic environment of business*. S. Chand & Company Ltd.
2. Cherunilam, F. (2017). *Business environment: Text and cases* (25th ed.). Himalaya Publishing House.
3. Ashwathappa, K. (2010). *Essentials of business environment* (6th ed.). Himalaya Publishing House.
4. Misra, S. K., & Puri, V. K. (2017). *Indian economy* (25th ed.). Himalaya Publishing House.
5. Datt, R., & Sundharam, K. P. M. (2018). *Indian economy*. S. Chand & Company Ltd.
6. Garg, K. C., Sareen, V. K., Sharma, M., & Chawla, R. C. (2020). *Legal environment of business*. Kalyani Publishers.
7. Chawla, R. C., & Garg, K. C. (2020). *Mercantile law*. Kalyani Publishers.

Mapping of CO's with PSO's and PO's

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Level	Correlation
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1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
C O 1	3	1	-	-	-	-	-	2	1	-	-	2	-	-	-	-
C O 2	2	3	-	-	2	-	-	3	3	-	-	3	-	-	-	-
C O 3	1	3	-	-	2	-	-	2	3	-	-	2	2	-	-	2
C O 4	2	3	-	-	-	-	3	2	3	-	-	-	3	-	-	-

Mapping of COs to Assessment Rubrics

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

	Internal Exam	Assignment/ Practical Activity	Project Evaluation	End Semester Examination
CO 1		✓		✓
CO 2		✓		✓
CO 3		✓		✓
CO 4		✓		✓

Course Title	Quantitative Techniques
Course Code	M25BS04DC
Type of Course	Discipline Core Course
Semester	1
Credits	4
Course Objective	To provide the fundamental concepts and applications of quantitative techniques and statistical analysis; to apply appropriate parametric and non-parametric statistical tests; to analyse relationships between variables for predictive analysis; and to use time series and index number techniques for informed business decision-making in dynamic market environments.

Course Outline

Block No.	Block Title
Block 1	Overview of Quantitative Techniques
Block 2	Parametric and Non-Parametric Tests
Block 3	Correlation and Regression Analysis
Block 4	Time Series Analysis and Index Numbers

Course Outcomes (COs)

No.	Course Outcome (CO)	Cognitive Level	PSO Addressed	PO Addressed

CO1	Apply quantitative methods and statistical tools to solve business problems and make informed decisions.	Ap	PSO1, PSO2, PSO6	PO1, PO2, PO8
CO2	Analyse business data using probability theory and statistical distributions.	An	PSO2, PSO6	PO1, PO2, PO8
CO3	Use forecasting techniques to predict business trends and performance.	Ap	PSO1, PSO2, PSO6	PO1, PO2, PO8
CO4	Create and interpret statistical models for correlation and regression analysis.	C	PSO2, PSO6	PO1, PO2, PO8

Cognitive Levels: R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create.

Course Details

Block 1: Overview of Quantitative Techniques

Unit 1: Introduction to Quantitative Techniques

Meaning- Objectives, Application in business and management, Limitations

Unit 2: Probability Distribution

Binomial Distribution- Bernoulli process- properties of binomial distribution- mean and standard deviation of binomial distribution-utility of binomial distribution-fitting of binomial distribution - Poisson Distribution- meaning and properties of Poisson distribution- utility of Poisson distribution.- Normal Distribution- normal curve-properties of normal distribution- utility of normal distribution - normal approximation to binomial distribution-normal approximation to Poisson distribution

Block 2: Parametric and Non-Parametric Tests

Unit 1: Fundamentals of Hypothesis Testing and Parametric Tests

Basic Concepts - Sample Statistic vs. Population Parameter, Standard Error, Hypothesis Testing Process, Level of Significance, Type I and Type II Errors - Parametric Tests - Z-test, t-test, Test for Means, Test for Proportions, F-test, Analysis of Variance (ANOVA)

Unit 2: Non-Parametric Tests and Their Applications

Chi-Square Test - Test of Goodness of Fit, Test of Independence, Contingency Tables –

Rank-Based and Distribution-Free Tests - Sign Test (One-sample and Two-sample), Wilcoxon Signed Rank Test, Mann–Whitney U Test, Kruskal–Wallis H Test, Wald Wolfowitz Runs Test

} Theory Only

Block 3: Correlation and Regression Analysis

Unit 1: Correlation

Meaning and Significance, types , Methods of studying Correlation – Scatter diagram, Karl Pearson’s Coefficient of Correlation, – Probable error. Spearman’s Rank Correlation co-efficient and concurrent deviation methods

Unit 2: Regression Analysis

Regression: Meaning, types - Regression lines - Linear Regression, Regression equations and their applications in business, Regression Vs Correlation.

Block 4: Time Series Analysis and Index Numbers

Unit 1: Time Series Analysis

Meaning, utility, components of Time series - Measurement of long-term trend – Moving average method - Method of least squares, Application of time series in business and management

Unit 2: Index Numbers

Index numbers - Meaning and importance, Problems in construction of index numbers, Methods of constructing index numbers – Simple and Weighted index, Aggregative methods, Average Price relative method, Laspeyer’s method, Paasche’s Method, Fisher’s ideal index number, Bowley’s and Dorbish Method, Marshal Edgeworth Method, Kelly’s Method

Reference

- Anand Sharma, Quantitative Techniques for decision making, Himalya

Publishing House

- Barry Render, Quantitative Analysis for Management, Prentice Hall of India

- D.V.D. Vohra, Quantitative Techniques for Management
- G.C. Beri, Business Statistics, Tata McGraw,Hill New Delhi

Mapping of CO's with PSO's and PO's

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	2	3	-	-	-	3	-	3	3	-	-	-	-	-	3	-
CO 2	1	3	-	-	-	3	-	3	3	-	-	-	-	-	3	-

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

Mapping of COs to Assessment Rubrics

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
CO 1		✓		✓
CO 2		✓		✓
CO 3		✓		✓
CO 4		✓		✓

Course Title	Business Communication
Course Code	M25BS01AC
Type of Course	Ability Enhancement Course
Semester	1
Credits	2
Course Objective	To enable learners to understand and apply the principles of verbal, non-verbal, and intercultural communication; effectively use technology-based tools for professional communication; draft clear internal and external business correspondence; and develop crucial job readiness skills like resume writing, interview, and group discussion performance.

Course Outline

Block No.	Block Title
Block 1	Basics of Communication and Technology-Based Communication
Block 2	Technical Writings and Placement Readiness

Course Outcomes (COs)

No.	Course Outcome (CO)	Cognitive Level	PSO Addressed	PO Addressed
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CO1	Explain the principles of effective verbal and non-verbal communication in a professional context.	U	PSO4	PO4
CO2	Prepare professional business documents, including reports, proposals, and emails.	Ap	PSO4	PO4
CO3	Develop and deliver effective oral presentations to a specialised and non-specialised audience.	C	PSO4	PO4
CO4	Demonstrate effective interpersonal and team communication skills.	Ap	PSO4	PO4

Cognitive Levels: R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create.

Course Details

Block 1: Basics of Communication and Technology Based Communication

Unit 1: Introduction to Communication

Communication Process - Verbal and Nonverbal – Communication Channels – Audience Analysis – Intercultural Communication – Inclusive language – Barriers to Communication across Cultures (Stereotyping, Prejudice, Cultural differences, Behavioural Barriers)

Unit 2 Technology Based Communication

Effective Emails (Formal and Informal), Presentation Skills – Preparation of Slides, Visuals, Audio - Video Materials, Participating in Webinars - Live Discussions on Different Platforms

Practical Activities:

- Perform a roleplay to demonstrate both verbal and non-verbal communication in formal and intercultural contexts, identifying potential communication barriers and how to overcome them.

- Analyse a case study or video clip that presents a communication breakdown due to stereotyping or cultural differences, and will prepare a written or oral explanation proposing a better communication approach.
- Compose two email messages—one formal (e.g., to a professor or HR manager) and one informal (e.g., to a classmate)—demonstrating appropriate tone, structure, and clarity for each context.
- Prepare and deliver a short presentation (3–5 minutes) using visual aids such as slides, images, or short video/audio clips, on a topic of their choice, using tools like PowerPoint or Canva.

Block 2: Technical Writings and Placement Readiness

Unit 1 Business Correspondence

Internal Business Correspondences – Memo, Circular, Notice, Agenda - External Business Correspondence – Sales Letters, Problem Letters, Goodwill messages, Advertisements, Press Release

Unit 2: Placement Readiness

Preparing a Resume and Cover Letter – Applicant Tracking System (ATS) - Facing an Interview - Participating in Group Discussions – Etiquette and Language

Practical Activities:

- Create three types of business documents: an internal memo, an external sales letter, and a press release, based on a hypothetical business scenario provided by the instructor.
- Prepare a professional resume and a cover letter tailored to a specific job posting, ensuring proper formatting and keyword optimisation for Applicant Tracking Systems (ATS).
- Participate in a structured group discussion on a current topic and will be evaluated on communication skills, reasoning, and participation.
- Take part in a mock interview by playing both interviewer and interviewee roles in pairs or small groups, and provide and receive feedback on performance, language, and confidence.

References

1. Angell, P. (2004). *Business communication design*. Irwin.
2. Arnold, G. T. (2010). *Media writer's handbook: A guide to common writing and editing problems* (4th ed.). Tata McGraw-Hill.
3. Basu, B. N. (2007). *Technical writing*. Prentice Hall of India.
4. Bhatia, V., & Bremner, S. (Eds.). (2014). *The Routledge handbook of language and professional communication*. Routledge.
5. Bovee, C. L., & Thill, J. V. (2005). *Business communication today*. Prentice Hall.

Mapping of CO's with PSO's and PO's

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	-	-	-	3	-	-	-	-	-	-	3	-	-	-	-	-

CO 2	-	-	-	3	-	2	-	-	-	-	3	-	-	-	3	-
CO 3	-	-	-	3	-	2	-	-	-	-	3	-	-	-	3	-
CO 4	-	-	-	3	-	-	-	-	-	-	3	-	-	3	-	-

Mapping of COs to Assessment Rubrics

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

	Internal Exam	Assignment/ Practical Activity	Project Evaluation	End Semester Examination
CO 1		✓		✓
CO 2		✓		✓
CO 3		✓		✓
CO 4		✓		✓

Second Semester

Course Title	Financial Management
Course Code	M25BS05DC
Type of Course	Discipline Core Course
Semester	2
Credits	4
Course Objective	This course develops learners understanding of financial management principles, enabling them to analyse financial statements, apply capital budgeting techniques, manage short-term finance and working capital, and make informed long-term investment decisions. It also equips learners to evaluate dividend policies.

Course Outline

Block 1: Introduction to Financial Management

Block 2: Sources of Fund

Block 3: Investment Decision

Block 4: Finance Decision

Course Details

Block 1: Introduction to Financial Management

Unit 1- Basics of Financial Management

Meaning, Nature and Scope, Financial Goals – Profit Maximisation and Wealth Maximisation, Financial forecasting - Finance function

Unit 2- Financial Planning

Meaning, steps in financial planning – Estimating financial requirements, Role of financial market and financial institutions in India.

Block 2: Sources of Fund

Unit 1: Equity, Debt, and Internal Sources of Finance

Classification of Sources: Long-term, Medium-term, and Short-term, Equity Shares - Features, advantages, and limitations. Preference Shares - Types and features, Debentures and Bonds -Types, features, and differences, Retained Earnings - Meaning, benefits, and limitations, Public Deposits - Features, regulations, and risks, Internal vs. External Financing: Basic distinctions

Unit 2: Institutional and Alternative Sources of Finance

Institutional Borrowings - Role of financial institutions (e.g., banks, DFIs), Lease Financing - Types (financial, operating), pros and cons, Venture Capital - Stages, features, and role in startups, Commercial Paper - Features, eligibility, and benefits, Factoring and Forfaiting - Concepts and comparison, Recent Developments - Crowdfunding and Fintech-based funding models

Block 3: Investment decision

Unit 1- Long-term Investment Decision

Time value of Money - Capital budgeting – Meaning – Need - Process of Capital Budgeting , Project evaluation techniques – Payback period – Accounting rate of return – NPV method –IRR – Profitability Index – Capital rationing.

Unit 2- Short Term Investment Decision

Working capital Management - Meaning – Objectives- Sources of working capital. - Management of cash, receivables and inventory.

Block 4: Finance Decision

Unit 1: Capital Structure

Finance decisions – meaning, optimum capital structure, capital structure theories – Net income approach – Net operating income approach – MM approach –Traditional approach

Unit 2: Dividend decisions

Dividend Policy- Factors influencing dividend policy – Types of Dividend – Dividend models – Walter’s model – Gordon’s Model – MM Irrelevance Approach.

References

- Rustogi, R.P (2016). Fundamentals of Financial Management (11th Edition), Taxman's Publication, New Delhi.
- Pandey, I.M (2015). Financial Management (11th Edition): Theory and Practices, Vikas Publishing House, New Delhi.
- Bhabatosh Banerjee (2010). Fundamentals of Financial Management, PHI, Delhi.
- Khan M.Y. and Jain P.k, Financial Management; Delhi, Tata McGraw Hill.
- Chandra Bose D (2010). Fundamentals of Financial Management, PHI, Delhi.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the fundamental concepts of financial management, including time value of money, risk, and return.	U	PSO1	PO1
CO2	Evaluate capital budgeting decisions using various investment appraisal techniques.	E	PSO1, PSO2	PO1, PO2
CO3	Analyse a firm's capital structure and develop working capital management strategies.	An	PSO1, PSO2	PO1, PO2
CO4	Examine different sources of finance and make informed financing decisions.	An	PSO1, PSO2	PO1, PO2

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	3	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-
CO2	2	3	-	-	-	-	-	-	-	-	1	2	-	-	-	-	-	-	-
CO3	3	3	-	-	-	-	-	-	-	-	2	3	-	-	-	-	-	-	-
CO4	3	2	-	-	-	-	-	-	-	-	2	3	-	-	-	-	-	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
CO 1		✓		✓

C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓

Course Title	Human Resource Management
Course Code	M25BS06DC
Type of Course	Discipline Core Course
Semester	2
Credits	4
Course Objective	This course builds foundational knowledge of Human Resource Management, covering key functions such as recruitment, training, performance management, and compensation, while enabling learners to analyse and apply principles of International HRM.

Course Outline

Block 1: HRM and HR Planning

Block 2: Recruitment, Selection, Training and Development

Block 3: Performance Appraisal and Compensation

Block 4: HR Accounting and Global HRM

Course Details

Block 1: HRM and HR Planning

Unit 1: Human Resource Management

HRM - Nature, Scope, Objectives, Functions, Strategic Human Resource Development, Role of HR Managers

Unit 2: Human Resource Planning

HRP – Meaning, Objectives, Requirements of Effective HRP, Human Resource Planning Process, - Job Analysis- Components of Job Analysis.

Practical Activity: Draft a basic HR policy document outlining the vision, objectives, and scope of HRM for a hypothetical organisation. In addition, select any one job role (e.g., marketing executive, software developer) and perform a Job Analysis, preparing a Job Description (JD) and Job Specification (JS) based on the components studied.

Block 2: Recruitment, Selection, Training and Development

Unit 1 : Recruitment and Selection

Sources of Recruitment, Recruitment Process, Introduction to Selection Process, Orientation and Induction, Induction Process, Job design – Case Studies

Unit 2: Training and Development

Training – Meaning - Difference between Training and Development - Need for Training, Importance of Training, Evaluation of Training - Types of Training – Case Studies

Practical Activity: design a recruitment advertisement or poster for a chosen role, clearly indicating job details, requirements, and benefits. Additionally, they will create a basic training plan for new hires, outlining the objectives, training methods (on-the-job/off-the-job), and evaluation criteria.

Block 3: Performance Appraisal and Compensation

Unit 1: Performance Appraisal

Performance Appraisal - Concept, Objectives, Performance Appraisal Process, Techniques of Performance Appraisal - Job Evaluation Vs. Performance Appraisal – Case Studies

Unit 2: Compensation Management

Compensation Management – Meaning - Objectives – Wages – Incentive Plans – Bonus - Fringe Benefits - Employee Grievance and redressal - Collective Bargaining - Objectives of Collective Bargaining – Case Studies

Practical Activity Develop a performance appraisal form using appropriate criteria and rating scales. Then, for a specific job role, propose a simple compensation structure, including basic salary, incentives, and fringe benefits, along with a brief rationale.

Block 4: HR Accounting and Global HRM

Unit 1: Human Resource Accounting

Concept of Human Resource Accounting - Objectives of Human Resource Accounting - Methods of Human Resource Accounting - HR- Audit - Objectives of HR Audit - HRIS – concept – significance

Unit 2: International Human Resources Management

Concept of International Human Resource Management – Concept of Global HRM – Types of GHRM - Difference between Global HRM and Domestic HRM – Green HRM

Practical Activity: Create a basic HR audit checklist for evaluating HR practices in a company. In the second part, prepare a comparison chart showing the differences between Global and Domestic HRM, including key functions, cultural challenges, and green HRM initiatives in multinational contexts.

References:

- Aswathappa, K. Human Resource Management - McGraw Hill Education
- Noe, R. A. (2020). Employee training and development (8th ed.). McGraw-Hill. 2.
- Bhattacharyya, D. K. (2015).
- Training and development: Theories and applications (2nd ed.). Sage Publications.
- Prasad, L.M. Human Resource Management - Sultan Chand & sons
- SubbaRao, P Personnel and Human Resource Management - Himalaya Publishing

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Comprehend the functions of human resource management, from recruitment and selection to training and performance appraisal.	U	PSO1	PO1

CO2	Design effective human resource policies and practices that align with organisational strategy.	C	PSO1, PSO2, PSO5	PO1, PO2, PO5
CO3	Analyse employee relations and manage industrial disputes using appropriate labour laws.	An	PSO1, PSO2, PSO5	PO1, PO2, PO5
CO4	Evaluate and recommend strategies for employee motivation, engagement, and retention.	E	PSO2	PO2

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	2	-	-	-	-	-	-	-	-	-	2	3-	-	-	-	-	-	-	-
CO2	2	3	-	-	2	-	-	-	-	-	1	2	-	-	2	-	-	-	-
CO3	3	2	-	-	2	-	-	-	-	-	-3	2	-	-	2	-	-	-	-
CO4	-	2	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓

Course Title	Marketing Management
Course Code	M25BS07DC
Type of Course	Discipline Core Course
Semester	2
Credits	4
Course Objective	This course equips learners with a solid understanding of fundamental marketing concepts, the marketing environment, and consumer behaviour. It develops skills in applying product, pricing, distribution, promotion, and STP strategies to design effective market offerings, while evaluating contemporary marketing trends and applying strategic marketing practices in dynamic business environments.

Course Outline

Block 1: Fundamentals of Marketing

Block 2: Product and Price

Block 3: Place and Promotion

Block 4: Contemporary & Global Trends

Course Details

Block 1: Fundamentals of Marketing

Unit 1: Introduction to Marketing

Meaning and Definition - Nature and Scope – Importance - Evolution of Marketing - Functions of Marketing – Concepts of Marketing Management - Marketing Vs Selling - Marketing Mix (4Ps) in brief.

Unit 2: Marketing Environment

Marketing Environment - Analysis – Features – Types: Micro, Macro and its components.
Consumer Behaviour – Determinants – Consumer Decision Making Process – Case Studies

Practical Activity: Select a real brand or product and prepare a short report analysing its marketing environment, identifying both micro and macro environmental factors (e.g., competitors, demographics, legal factors, social trends). The report must also include an outline of the consumer decision-making process for that product.

Block 2: Product and Price

Unit 1: Product

Product – Meaning – Features – Product Classification – Product Line – Dimensions -
Product Diversification - Product life cycle - New product development – Packaging –
Branding. – Case Studies

Unit 2: Price

Pricing – Meaning - Pricing decisions - Major factors influencing pricing - Pricing methods
and strategies – Case Studies

Practical Activity: Create a concept for a new product, describe its features, classify the product, and map its expected life cycle stage. They will then propose a suitable pricing strategy, explaining the rationale based on cost, competition, and perceived value.

Block 3: Place and Promotion

Unit 1: Place (Distribution)

Place (Distribution) - Channel - Type of channels - Channel Management - Retailing and
Wholesaling – Types of Retailing – Case Studies

Unit 2: Promotion and STP

Promotion – Meaning, Objectives, Promotion mix, STP – Objectives, Bases of
Segmentation, Targeting and Positioning – Case Studies

Practical Activity: Select a product and design an appropriate distribution channel structure (e.g., direct, wholesaler, retailer), then develop a brief STP plan for it, including segmentation criteria, target audience, and a clear positioning statement. This will be presented as a mock pitch.

Block 4: Contemporary & Global Trends

Unit 1: Global, Green & Social Marketing

Global Marketing – Concepts, Importance, Strategies, Limitations, Social Marketing – Importance, Advantages and Disadvantages, Types, Green Marketing – Importance, Strategies – Green Products – Case Studies

Unit 2: Digital & Strategic Marketing

Online Marketing - Viral Marketing – Meta Marketing - Tele Marketing - Affiliate Marketing - Relationship Marketing - Synchro Marketing - Demarketing - Remarketing - Guerrilla Marketing – Ambush Marketing – Case Studies

Practical Activity: Create a basic marketing campaign plan that integrates at least one digital marketing strategy (e.g., affiliate marketing or social media) and one green or social marketing message. This can be done through a visual storyboard, brochure, or presentation slide deck.

References

- Kotler, P., & Armstrong, G. (2018). *PRINCIPLES OF MARKETING* (17th ed.). Pearson Education.
- Perreault, W. D., Cannon, J. P., & McCarthy, E. J. (2020). *ESSENTIALS OF MARKETING: A MARKETING STRATEGY PLANNING APPROACH* (15th ed.). McGraw Hill Education.
- Pride, W. M., & Ferrell, O. C. (2020). *MARKETING* (19th ed.). Cengage Learning.
- Stanton, W. J., Etzel, M. J., & Walker, B. J. (n.d.). *FUNDAMENTALS OF MARKETING*. McGraw-Hill.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the core concepts of marketing, including market segmentation, targeting, and positioning.	U	PSO1	PO1
CO2	Apply marketing mix strategies (product, price, place, promotion) to create value for customers.	Ap	PSO1, PSO2	PO1, PO2

CO3	Analyse consumer behaviour and market trends to develop effective marketing plans.	An	PSO2	PO2
CO4	Analyze contemporary and global marketing trends and to evaluate the effectiveness of global, social, and strategic marketing techniques to inform innovative marketing decisions.	An	PSO2,PSO6	PO2,PO8

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	2	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-
CO2	3	2	-	-	-	-	-	-	-	-	2	2	-	-	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
CO4	-	3	-	-	-	2	-	-	-	-	2	-	-	-	-	-	-	2	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓

Course Title	Production and Operations Management
Course Code	M25BS08DC
Type of Course	Discipline Core Course
Semester	2
Credits	4
Course Objective	This course provides learners with detailed knowledge of operations planning, implementation, and maintenance, while evaluating the principles of product, process, and production design and their influencing factors. It familiarizes learners with production management processes, objectives, and components of production planning and control, introduces various inventory control methods, and offers a comprehensive understanding of major quality aspects.

Course Outline

Block 1: Introduction to Operations Management

Block 2: Facilities Planning

Block 3: Inventory Management and Production Control

Block 4: Quality and Project Management

Course Details

Block 1: Introduction to Operations Management

Unit 1: Production Function-

Production as an organisation function - Importance - Scope of Production and operations management, 5 Ps of Operations

Unit 2: Product Design

Product Design-process design-production design-factors-characteristics and approaches to product design. Process planning, Process Selection-Process strategy- Process Management- Make or Buy Decisions.

Practical Activity: Select a simple product (e.g., a pen, chair, or packaged food item), describe its product design features, identify possible process design and process selection methods, make a basic Make-or-Buy decision for one of its components, and explain how the 5 Ps of Operations apply to its production

Block 2: Facilities Planning

Unit 1: Facilities Location

Plant Location- steps in selection of Location-Location Models

Unit 2 Facilities Layout and Material Handling

Plant Layout- Objectives - Factors Affecting the Plant Layout -Types of Plant Layout, Layout Planning, Layout tools and Techniques, Material Handling-Principles-Types of materials handling system and equipment.

Practical Activity: Create a basic layout plan for a small manufacturing unit (like a T-shirt printing unit or a snack factory), choose an appropriate location using any one location selection method, and explain the reasons for the choice. They will also suggest suitable material handling equipment based on the layout and product type.

Block 3: Inventory Management and Production Control

Unit 1 Inventory Management

Concept of Inventory Management, Types of Inventory, Inventory Costs, Continuous Inventory Systems -Periodic Inventory Systems -The ABC Classification System, Economic Order Quantity Models - Quantity Discounts— Reorder Level -Buffer Stock.

Unit 2 Production Planning and Control

Production – Meaning-Functions-Factors-Objectives of Production Planning, Production Control-Functions of PPC department. Organisation of PPC Department- Aggregate Planning- Capacity Planning- Materials Requirement Planning.

Block 4: Quality and Project Management

Unit 1 Quality Management

Quality -Total Quality Management (TQM) – Quality Circle- Quality Control -Statistical Quality Control -Quality Control Charts-Quality Certification-, Six Sigma

Unit 2 Project& Maintenance Management

Nature- Characteristics of Project- Project Life Cycle ,Techniques for Project Management- Gantt Chart—CPM,PERT- Maintenance management-Types- Total Productive Maintenance.

Practical Activity: Identify a common service or product (like food delivery or a school event) and use a simple tool such as a control chart or fishbone diagram to identify possible quality issues.

References:

- Agarwal, P., Garg, A., Singhal, R. K., Pandey, T. R., & Jain, R. (2023). Production and Operations Management (1st ed.). Bharti Publications.
- Panneerselvam. (2012). Production and Operations Management (3rd ed.). Prentice Hall India Learning Private Limited.
- Aswathappa, K., & Bhat, K. (2015). Production and Operation Management. Himalaya Publishing House.
- Kumar, S. A., & Suresh, N. (2018). Production and Operations Management (2nd ed.). New Age International Pvt Ltd Publishers.
- Bedi, K. (2013). Production and Operations Management (3rd ed.). Oxford University Press.
- Bhat, K. S. Operations Management. Himalaya Publishing House.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the core concepts of production and operations management and their strategic importance.	U	PSO1	PO1

CO2	Apply various techniques for production planning, inventory management, and quality control.	Ap	PSO1, PSO2	PO1, PO2
CO3	Analyse the factors influencing facility location and design for a production unit.	An	PSO1, PSO2	PO1, PO2
CO4	Evaluate different supply chain strategies and their impact on operational efficiency.	E	PSO2	PO2

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	2	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-
CO2	3	2	-	-	-	-	-	-	-	-	2	1	-	-	-	-	-	-	-
CO3	2	3	-	-	-	-	-	-	-	-	3	2	-	-	-	-	-	-	-
CO4	-	2	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓

Course Title	Stock Market Operations
Course Code	M25BS02AC
Type of Course	Ability Enhancement Course
Semester	2
Credits	2
Course Objective	This course equips learners with a solid understanding of stock market operations, investment instruments, and derivative strategies. It develops skills in technical and fundamental analysis, while critically examining the effects of corporate actions, behavioural biases, and market events on trading decisions and portfolio performance.

Course Outline

Block 1: Investing in Stock Market

Block 2: Derivative Market

Course Details

Block 1: Investing in Stock Market

Unit 1: Fundamentals of Stock Market Investment

Introduction to stock market - primary and secondary markets, Basics of equity shares and stock exchanges (NSE, BSE), Overview of trading - intraday vs. delivery, Candle sticks - patterns and usage in chart reading, Technical indicators - moving averages, RSI, MACD, Concepts of support and resistance, Basics of screen-based and online trading platforms (e.g., Zerodha, Groww)

Unit 2: Trading Mechanism and Investment Decisions

Trading mechanism - order types (market, limit, stop-loss), bid-ask spread, Common trading strategies - momentum trading, swing trading, value investing, IPO, FPO, and Rights Issue – process and decision-making criteria, Valuation of bonds - yield, coupon, market value, Clearing and settlement process (T+1 cycle), Corporate actions - dividend, stock split, bonus issue, buyback, Managing behavioural biases (loss aversion, herd mentality, overconfidence)

Practical Activity: Open a free stock market simulator account (such as Moneybhai, Trading View, or Investopedia Simulator), track a stock for 5 days, record its price movements using candle stick patterns, identify support and resistance levels, and submit a one-page report analysing how a corporate announcement (e.g., dividend or result) impacted its price.

Block 2: Derivative Market

Unit 1: Introduction to Derivatives

Meaning and purpose of derivatives, Types of derivative contracts - Forward Contracts, Futures Contracts, Options, Swaps, Difference between hedging, speculation, and arbitrage

Unit 2: Strategies for Derivative Trading

Pricing of forward contracts - basics using cost-of-carry model, Futures trading strategies - long future, short future, Options trading strategies - Long Call, Long Put, Covered Call, Bull Spread and Bear Spread, Calendar Spreads - Bull Calendar Spread, Bear Calendar Spread, Risk and reward profiles for each strategy, Basic understanding of margin requirements and settlement

Practical Activity: Choose a stock with available options contracts, create a bull or bear spread strategy using its option chain (data from NSE/BSE website), and prepare a simple profit-loss table at different price levels. A screenshot of the option chain and the chart must be attached to the report.

References:

- Bhalla, V. K. (2013). *Investment Management: Security Analysis and Portfolio Management* (19th ed.). S. Chand Publishing.

- Chandra, P. (2017). *Investment Analysis and Portfolio Management* (5th ed.). McGraw Hill Education.
- Pandian, P. (2012). *Security Analysis and Portfolio Management* (2nd ed.). Vikas Publishing House.
- Avadhani, V. A. (2016). *Investment Management and Security Analysis* (1st ed.). Himalaya Publishing House.
- Hull, J. C. (2022). *Options, Futures, and Other Derivatives* (11th ed.). Pearson Education.
- Srivastava, R. M., & Nigam, D. (2021). *Management of Financial Institutions and Services* (4th ed.). PHI Learning.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Describe the structure and function of the Indian financial market, including stock exchanges and regulatory bodies.	R	PSO1	PO1
CO2	Analyse the process of investing in stocks, bonds, and other securities.	An	PSO1	PO1
CO3	Evaluate different investment strategies and the factors influencing stock prices.	E	PSO1	PO1
CO4	Analyse technical and fundamental analysis to make informed investment decisions.	An	PSO1	PO1

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	3	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-
CO2	3	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-
CO3	2	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-
CO4	3	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
CO 1		✓		✓

C02		✓		✓
C03		✓		✓
C04		✓		✓

Course Title	Entrepreneurship and Startups
Course Code	M25BS01SC
Type of Course	Skill Enhancement Course
Semester	2
Credits	4
Course Objective	The course aims to equip learners with the knowledge, skills, and mindset required to identify opportunities, develop innovative business ideas, and navigate the entrepreneurial ecosystem effectively. It encourages experiential learning through problem-solving, business model creation, and interaction with startup practices, enabling learners to initiate and manage entrepreneurial ventures with confidence.

Course Outline

Block 1: Entrepreneurial Foundations

Block 2: Entrepreneurial Planning

Block 3: Startup Ecosystem and Management

Block 4: Emerging Trends and Entrepreneurial Challenges

Course Details

Block 1: Entrepreneurial Foundations

Unit 1: Entrepreneurship

Entrepreneurship – Meaning and Evolution, Role of Entrepreneurship in Economic and Social Development, Entrepreneur - Characteristics and Traits of Entrepreneurs, Types of entrepreneurs, Women Entrepreneurship

Unit 2: Opportunity Identification and Problem Solving

How to spot business opportunities, Tools - Brainstorming, Mind mapping, Understanding real customer problems, Introduction to Design Thinking (lite version)

Skill Activities:

- Conduct a "problem spotting" activity in your local area
- Entrepreneurial aptitude tests
- Case study analysis of prominent entrepreneurs

Block 2: Entrepreneurial Planning

Unit 1: Idea Generation and Feasibility Analysis

Methods of Opportunity Identification, Creativity and Lateral Thinking, Design Thinking: Principles and Phases, Feasibility Study: Market, Technical, Operational, Legal

Unit 2: Business Planning and Models

Business Planning: Elements of a business plan, Business Model Canvas, Preparation of a business plan - Executive Summary, Operations, Marketing, Financials, MVP (Minimum Viable Product) Approach, funding sources: Bootstrapping, Venture Capital, Angel Investing, Crowdfunding

Skill Activities:

- Prepare and present a business plan using the Business Model Canvas approach
- Peer evaluation of feasibility analyses

Block 3: Startup Ecosystem and Management

Unit 1: Startup Landscape and Policy Support

Meaning and Lifecycle of Startups, Government Support Schemes - National and State Level - Startup India Hub, GeM, and Mentorship Networks, Role of Incubators and Accelerators.

Unit 2: Startup Management and Operations

Legal Structures and Registration Process, Licensing, Taxation, and Exemptions for Startups, Startup Finance and Term Sheets, Common Challenges and Solutions for Early-stage Startups

Skill Activities:

- Explore Government Support Schemes and prepare a report of one relevant scheme

- Interaction with startup founders and incubators
- Simulation of startup registration and pitch deck creation
- Analysis of unicorn startup case studies

Block 4: Emerging Trends and Entrepreneurial Challenges

Unit 1: Digital and Sustainable Entrepreneurship

Digital Business Models and Platforms, E-commerce and D2C (Direct-to-Consumer) Startups, Tech-Enabled Startups (Fintech, HealthTech, AgriTech), Green Entrepreneurship and Sustainable Ventures

Unit 2: Policy, Ethics, and IP in Entrepreneurship

Intellectual Property Rights (Patents, Copyrights, Trademarks), Ethical Entrepreneurship and Social Responsibility in Startups, Managing Risk, Failure, and Scaling

Skill Activities:

- IP and legal awareness sessions
- Find a local startup and interview the founder
- Reflect on lessons from a failed startup case

References

- Kuratko, D. F. (2020). *Entrepreneurship: Theory, process, and practice* (11th ed.). Cengage Learning.
- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2017). *Entrepreneurship* (10th ed.). McGraw-Hill Education.
- Desai, V. (2011). *Entrepreneurship development and management*. Himalaya Publishing House.
- Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). *Value proposition design: How to create products and services customers want*. Wiley.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
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CO1	Explain the role of entrepreneurship and innovation in economic development.	U	PSO7	PO6
CO2	Analyse the key steps involved in starting a new venture, from ideation to funding.	An	PSO7	PO2, PO6
CO3	Create a viable business plan for a new startup, including market analysis and financial projections.	C	PSO7,PSO6	PO2, PO6
CO4	Evaluate the legal and ethical challenges faced by entrepreneurs and startups.	E	PSO5, PSO7	PO5, PO6

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	3	-	-	-
CO2	-	-	-	-	-	-	3	-	-	-	-	3	-	-	-	1	-	-	-
CO3	-	-	-	-	-	1	3	-	-	-	-	3	-	-	-	2	-	-	-
CO4	-	-	-	-	3	-	2	-	-	-	-	-	-	-	3	1	-	-	-

Correlation levels:

Level	Correlation
-	Nil

1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓

Third Semester

DC 9: Business Research Methods

Course Title	Business Research Methods
Course Code	M25BS09DC
Type of Course	Discipline Core Course
Semester	3
Credits	4
Course Objective	The course aims to equip learners with the ability to design, conduct, and report rigorous business research through hands-on exposure to research design, data collection, and analysis. It also emphasizes on analytical thinking, methodological rigor, and academic integrity in students so they can contribute meaningfully to both corporate decision-making and scholarly research.

Course Outline

Block 1: Foundations of Research and Design

Block 2: Measurement and Scaling

Block 3: Sampling and Data Collection

Block 4: Data Analysis and Reporting

Course Details

Block 1: Foundations of Research and Design

Unit 1: Introduction to Research

Concepts of Research – Characteristics, Objectives, Types and Approaches of Research, Significance of Research in Social Sciences

Unit 2: Research Process and Design

Steps in the Research Process, Research Problem - Meaning, Nature, and Formulation, Techniques for Defining the Problem, Literature Survey and Identification of Research Gap, Research Hypothesis - Types and Formulation, Research Design - Meaning, Need, and Types, Research Proposal - Components and Preparation

Practical Activity: choose a simple research topic (such as the impact of social media on students) and write a mini research proposal that includes the title, research problem, objectives, a basic hypothesis (if applicable), and a short explanation of the research design they would use.

Block 2: Measurement and Scaling

Unit 1: Measurement and Scaling Concepts

Concepts of Variables and Attributes, Process of Measurement, Errors in Measurement, Types of Scales - Nominal, Ordinal, Interval, Ratio, Scaling Techniques - Comparative and Non-comparative, Validity and Reliability of Scales

Unit 2: Instrument Design and Pilot Testing

Instrument Construction – Questionnaire, Interview Schedules, Instrument Testing

Practical Activity: Design a short questionnaire with 5 to 7 questions on a familiar topic (like online learning or mobile phone usage), making sure to include at least one question each using a nominal, ordinal, and interval or ratio scale.

Block 3: Sampling and Data Collection

Unit 1: Sampling

Population and Sample, Sampling, Techniques - Random and Non-Random Sampling, Sample Size - Influencing Factors and Determination, Sampling Errors

Unit 2: Data Collection

Primary Data Collection Methods, Secondary Data: Sources and Evaluation, Field Procedures and Ethical Considerations, Data Collection Tools and Techniques

Practical Activity: Identify a target population and define a sample group (e.g., 20 classmates), select a sampling method (random or non-random), and list what primary data they would collect and two possible sources of secondary data for their topic.

Block 4: Data Analysis and Reporting

Unit 1: Data Processing and Analysis

Editing, Coding, Classification, and Tabulation, Data Analysis - Univariate, Bivariate, Multivariate, Descriptive and Inferential Analysis, Interpretation of Research Results

Unit 2: Research Reporting and Documentation

Types and Formats of Research Reports, Structure and Contents of a Report, Citation and Referencing Styles (APA), Testing Plagiarism, Research Publications and Ethics

Practical Activity: Collect a small set of responses (from about 5–10 peers), organise the responses into a simple data table, create a basic chart or graph, and write a brief report summarising their findings, using APA referencing and checking for plagiarism.

Reference:

- Kothari, C. R., & Garg, G. (2019). *Research methodology: Methods and techniques* (4th ed.). New Age International Publishers.
- Kumar, R. (2014). *Research methodology: A step-by-step guide for beginners* (4th ed.). SAGE Publications.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach* (7th ed.). Wiley India.
- Krishnaswami, O. R., & Ranganatham, M. (2011). *Methodology of research in social sciences* (2nd ed.). Himalaya Publishing House.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Formulate research questions and design a suitable research methodology for business problems.	C	PSO3,PSO1	PO3,PO1

CO2	Apply various data collection and sampling techniques for business research.	Ap	PSO3, PSO6	PO3, PO7, PO6
CO3	Analyse quantitative and qualitative data using appropriate statistical tools and software. (An	PSO3, PSO6, PSO2	PO3, PO8, PO2
CO4	Write a comprehensive research report, including a literature review, data analysis, and interpretation of findings.	C	PSO3, PSO4, PSO5	PO3, PO4, PO5, PO8

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	-	-	3	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-
CO2	-	-	3	-	-	1	-	-	-	-	-	-	3	-	-	-	1	2	-
CO3	-	3	3	-	-	3	-	-	-	-	-	3	3	-	-	-	-	3	-
CO4	-	-	3	2	3	-	-	-	-	-	-	-	3	2	3	-	-	2	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓

Course Title	Business Ethics and Corporate Governance
Course Code	M25BS10DC
Type of Course	Discipline Core Course
Semester	3
Credits	4
Course Objective	The course helps to enable the learners to instill ethical awareness among students by linking values, workplace dilemmas, corporate governance, and CSR to real-world business contexts and to shape them as responsible managers and leaders who can integrate ethics into decision-making, governance practices, and sustainable corporate strategies.

Course Details

Block 1: Business Ethics and Value Systems

Unit - 1: Business Ethics

Meaning of Ethics, Sources of Ethics, Importance of Business Ethics, Business Ethics-Issues and Challenges in Business Ethics, Difference between Morality and Ethics-Importance of Business Ethics.

Unit - 2: Ethical Value System

Values, Social Dilemma, Integrated Business-, -Types of Values- Importance of Value of Workforce - Ethics Committee

Practical Activity: Choose a real-life business situation (e.g., an ethical issue faced by a company) and write a short paragraph identifying whether the company's response was ethical or not, supporting it with the difference between ethics and morality, and explaining what values were upheld or violated.

Block 2: Ethical Decision Making and Workplace Ethics

Unit - 1: Ethical Decision Making

Understanding Decision Making, Nature of Decision Making- Relationship of Intention, Action, Morality and Law - Analysis of an Individual Decision Maker - Analysis of Social/Group/Organisational Decision Making.

Unit - 2: Workplace Ethics

Factors Influencing Ethics at the Workplace - Whistle Blowing - Issues Related to Ethics at the Workplace - Conflicts of Interest, Fairness and honesty, Communications, Discrimination– Ethical Issues in Functional Areas: Marketing, HR, Production, IT/Systems and Finance – Environmental Ethics – Gender Ethics - Importance of Ethics at the Workplace - Guidelines for Maintaining Ethics at the Workplace – Whistleblowing

Practical Activity: Describe a workplace situation (real or imagined) where an ethical dilemma occurred (such as a conflict of interest or discrimination), and write a brief explanation of how they would make an ethical decision in that case, considering intentions, consequences, and fairness, and explaining the concept of whistleblowing if applicable.

Block 3: Corporate Governance and Excellence

Unit - 1: Corporate Governance

Corporate Governance- Meaning - Need and Importance – Principles of Corporate Governance - Problems and Issues - Theories of Corporate Governance

Unit - 2: Corporate Excellence

Corporate Excellence- Meaning- Importance - Achieving corporate excellence- New directions- Roles, Responsibilities and Powers of the Board of Directors

Practical Activity: Select a company (such as Infosys, TATA, or Wipro) and write a short note on its corporate governance practices, focusing on its Board of Directors, ethical principles followed, and any governance challenges the company has faced in recent years.

Block 4: Corporate Social Responsibility (CSR)

Unit 1 - : Corporate Social Responsibility

Concept of CSR - Objectives of CSR - Evolution of CSR - The 4 Pillars of CSR - Arguments for CSR – Corporate Social Reporting

Unit - 2: CSR Models

Models of CSR – Classical Economic Model – Socio Economic Model – Friedman Model – Ackerman model – Carroll Model

Practical Activity: Choose a company known for CSR activities (like ITC, Reliance, or HUL) and prepare a short report or poster explaining one of its CSR initiatives, identifying which CSR model (e.g., Carroll’s or Socio-Economic) the initiative best aligns with, and what social or environmental need it addresses.

References

- S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt. Ltd, 2000)
- Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
- Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
- Mathur UC – Corporate Governance & Business Ethics (Mc Millan).
- Human Values By: Prof. A.N. Tripathi New Age International

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the fundamental concepts of business ethics and corporate social responsibility.	U	PSO5,PSO7, PSO1	PO5,PO6, PO1
CO2	Analyse ethical dilemmas in a business context and evaluate different approaches to resolving them.	An	PSO5,PSO7, PSO2	PO2, PO5,PO6

CO3	Evaluate the role of corporate governance in ensuring transparency, accountability, and sustainable business practices.	E	PSO5,PSO2, PSO7	PO2, PO5,PO6
CO4	Create and propose a code of ethics or a corporate governance framework for an organisation.	C	PSO5,PSO2, PSO4	PO2, PO5,PO6

Course Outline

Block 1: Business Ethics and Value Systems

Block 2: Ethical Decision Making and Workplace Ethics

Block 3: Corporate Governance and Excellence

Block 4: Corporate Social Responsibility (CSR)

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	1	-	-	-	3	-	1	-	-	-	2	-	-	-	3	2	-	-	-
CO2	-	2	-	-	3	-	1	-	-	-	-	2	-	-	3	2	-	-	-
CO3	-	2	-	-	3	-	1	-	-	-	-	2	-	-	3	2	-	-	-
CO4	-	1	-	2	3	-	2	-	-	-	-	1	-	-	3	2	-	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓

Course Title	Security Analysis & Portfolio Management
Course Code	M25BS01DE
Type of Course	Discipline Specific Elective Course – Finance Stream
Semester	3
Credits	4
Course Objective	The course aims to equip learners with conceptual and practical insights into investment avenues, risk-return trade-offs, and portfolio management strategies and develop analytical, evaluative, and decision-making skills so learners can design and manage investment portfolios aligned with financial goals and market dynamics.

Course Outline

Block 1: Investment

Block 2: Portfolio Analysis

Block 3: Portfolio Construction

Block 4: Portfolio Revision and Evaluation

Course Details

Block 1: Investment

Unit 1: Introduction to Investment

Investment – Investment planning - Investment process – Investment alternatives -Asset allocation decision - Investment Avenues –investment vs speculation- types of speculators

Unit 2: Measurement of Return and Risk

Risk and Return - Types of Risks - Relationship between Risk and Return - Systematic and unsystematic risk – Measurement of risk and return - Beta - Value at Risk (VaR) analysis

Block 2: Portfolio Analysis

Unit 1: Fundamental Analysis

Macroeconomic analysis –Economic Analysis - Industry analysis - company analysis

Unit 2: Technical analysis -price charts –technical trading rules and indicators – Dow theory – Elliot Wave theory- Efficient Market hypothesis – Forms of market efficiency

Block 3: Portfolio Construction

Unit 1: Portfolio Approach

Meaning of portfolio – analysis of portfolio – return and risk of portfolio – risk reduction through diversification – selection of optimal portfolio for investment– Markowitz model of portfolio selection

Unit 2: Portfolio models

Single Index Model- Asset pricing models – Capital Asset Pricing Model (CAPM) – multi-factor models – Arbitrage Pricing Theory (APT) –Fama and French three-factor model

Block 4: Portfolio Revision and Evaluation

Unit 1:Portfolio Revision Strategies

Portfolio revision– meaning – need– revision strategies – active revision strategies – passive revision strategies – formula plans - Constant Rupee value plan – Constant ratio plan – Dollar cost averaging

Unit 2:Evaluation of Portfolio Performance

Evaluation- perspective –risk-adjusted returns -performance evaluation ratios – Sharpe ratio - Treynor ratio – Jensen ratio – Fama’s decomposition of total returns

Reference

- Bhalla. V.K., “Investment Management: Security Analysis and Portfolio Management”, Sultan Chand, 2010, 7th Edition, New Delhi.
- Kevin S, “Security Analysis and Portfolio Management”, Prentice Hall of India.

- Alexander. G.J, Sharpe. W.F and Bailey. J.V, “Fundamentals of Investments”, PHI.
- Reilly, Brown: “Analysis of Investments and Management of Portfolios”, Cengage Learning, New Delhi, 2013.
- Prasanna Chandra, “Investment Analysis and Portfolio Management”, TMH, New Delhi.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the relationship between risk and return and various investment avenues.	U	PSO1,PSO5, PSO2	PO1,PO5, PO6
CO2	Analyse the real worth of securities using fundamental and technical analysis.	An	PSO2,PSO3, PSO4	PO2,PO8, PO3
CO3	Evaluate different valuation models for stocks and bonds.	E	PSO3, PSO5, PSO6	PO3,PO2, PO8
CO4	Construct and manage an optimal investment portfolio.	C	PSO2, PSO2 , PSO7	PO2, PO8, PO7

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	3	1-	-	-	2	-	-	-	-	-	3	-	-	-	2	2	-	-	-
CO2	-	3	2	1-	-	-	-	-	-	-	-	3	2	-	-	-	-	3	-

CO3	-	3		-	2	2		-	-	-	-	3	3	-	-	-	-	2	-
CO4	-	3	-			3	1	-	-	-	-	3	-	-	-	-	2	3	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
CO 1		✓		✓
CO 2		✓		✓
CO 3		✓		✓

C04		✓		✓
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Course Title	Financial Services
Course Code	M25BS02DE
Type of Course	Discipline Specific Elective Course – Finance Stream
Semester	3
Credits	4
Course Objective	The course enables the learners with a clear understanding of the structure of the financial system and a wide range of financial services available in the modern economy and also help learners to analyse and evaluate various financial products, regulatory frameworks, and innovations so they can apply this knowledge to real-world business and investment decisions.

Course Outline

Block 1: Financial System & Financial Services

Block 2: Merchant Banking & Venture Capital

Block 3: Leasing & Factoring

Block 4: Mutual Funds & Credit Rating

Course Details

Block 1: Financial System & Financial Services

Unit 1: Structure of Financial System

Role of Financial System in Economic Development – Components of financial system- Financial Institutions- Financial Markets - Financial Instruments – Financial Services

Unit 2: Financial Services

Concept, Nature and Scope of Financial Services –Fund Based and Non-fund based activities – New Financial Products and Services- Regulatory Frame Work of Financial Services – Growth of Financial Services in India

Practical Activity: Prepare a flowchart showing the structure of the Indian financial system, including financial institutions, markets, instruments, and services. Then select one financial service provider (such as HDFC Bank or LIC) and write a brief report explaining the fund-based and non-fund-based services it offers, how these services are regulated, and its role in promoting financial inclusion or digital innovation.

Block 2: Merchant Banking & Venture Capital

Unit 1: Merchant Banking

Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

Unit 2: Venture Capital

Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital

Practical Activity: Create a timeline illustrating the IPO process, using a real-life example such as the Paytm or LIC IPO, and describe the role of the merchant banker in managing the issue.

Research and write a profile of an Indian startup (such as Zomato) that has received venture capital funding, mentioning the nature of its business, its funding stages, and the role of venture capital in its growth.

Block 3: Leasing & Factoring

Unit 1: Leasing

Meaning– Types of Leases –Leasing Vs Borrowing

Unit 2: Factoring

Parties involved- Process of Factoring- Functions of a Factor- Different Forms of Factoring Services- Factoring Vs. Bill Discounting – Forfaiting- Factoring Vs Forfaiting

Practical Activity: Analyze a given business scenario (such as a startup needing office equipment) and prepare a simple comparison showing the financial implications of leasing vs. buying the asset.

Block 4: Mutual Funds & Credit Rating

Unit 1: Mutual Funds

Concept – Objectives and Functions-Classification of mutual funds- Organization and Management -Guidelines for Mutual Funds- Securitisation –De-mat Services- Operations-Role of NSDL and CSDL.

Unit 2: Credit Rating

Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE.-Rating process and methodology Credit Rating Agencies in India

Practical Activity: Select two mutual fund schemes (one equity and one debt) from a recognized AMC and compare them based on their objectives, NAV trends, returns, and risk levels. Also choose a company or bond recently rated by a credit rating agency like CRISIL or ICRA and explain the meaning of the rating given, what it implies for investors, and summarize the key factors influencing the rating decision.

References

1. Bhole, L.M., Financial Institutions and Markets: Structure, Growth and Innovations Tata Mc-Grow Hill. New Delhi:
2. Gupta, N. K., Financial Markets, Institutions and Services, Ane Books Pvt. Ltd. New Delhi
3. Khan, M.Y., Financial Services - Tata McGraw Hill New Delhi.
4. Siddaiah, T., Financial Services Pearson Education New Delhi.
5. VA Avadhani, Financial Services in India, Himalaya Publishing House, Mumbai
6. Yogesh, M., Investment Management, PHI Learning Pvt. Ltd. New Delhi:
7. Shashi K Gupta and Nisha Agarwal- Financial Services- Kalyani Publishers

Course Outcomes

No		Cognitive Level	PO addressed	PSO addressed
CO1	Explain the various types of financial services and their role in the economy.	U	PO1, PO5	PSO1, PSO5
CO2	Analyse the operational aspects and regulatory environment of a specific financial service, such as merchant banking or mutual funds.	An	PO2, PO3	PSO2, PSO3
CO3	Evaluate different financial services and their suitability for different clients.	E	PO3, PO5	PSO3, PSO5
CO4	Create a professional document detailing the steps for a public issue or a loan syndication.	C	PO4, PO6, PO7	PSO4, PSO5

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	3	-	-	-	2	-	-	-	-	-	3	-	-	-	2	-	-	-	-
CO2	-	3	2	-	-	-	-	-	-	-	-	3	1	-	-	-	-	-	-
CO3	-	-	2	-	3	-	-	-	-	-	-	-	2	-	3	-	1	-	-
CO4	-	-	-	3	1	-	-	-	-	-	-	-	-	3	-	1	3	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓

Course Title	Service and Retail Marketing
Course Code	M25BS11DE
Type of Course	Discipline Specific Elective Course – Marketing Stream
Semester	3
Credits	4
Course Objective	To equip learners with knowledge of service and retail marketing concepts, strategies, and practices for enhancing customer experience and business competitiveness. The course aims to enable students to analyse service quality, retail formats, and merchandising strategies in real-world contexts.

Course Outline

Block 1: Introduction to Service Marketing

Block 2: Service Management

Block 3: Foundations of Retail Marketing

Block 4: Retail Operations and Merchandising Strategy

Course Details

Block 1: Introduction to Service Marketing

Unit 1: Service Marketing

Service- Characteristics, Classification – Service Marketing - Need and Importance-Service Marketing Triangle – Service Blue print.

Unit 2: Service Marketing Mix

Service Marketing Mix (7 Ps) – Product Decision, Pricing Strategies, Promotions of Services, Distribution of Services, People, Physical Evidences, Process.

Practical Activity: Select a real-life service business (such as a salon, bank, or food delivery service) and map out its Service Marketing Triangle, identifying the company, customers, and service providers. Also prepare a basic service blueprint showing key steps

in service delivery and explain how the 7 Ps of the Service Marketing Mix apply to the selected business.

Block 2: Service Management

Unit 1: Managing Service Quality

Service Quality–Importance of Managing Service Quality – Service Quality Models (SERVIQUAL) – Gaps in Services – Reasons and Strategies to bridge GAPS

Unit 2: Application of Service Management

Hospital –Tourism –Transportation – Banking & Insurance – Education

Practical Activity: Choose one service industry (such as hospital, tourism, or banking) and identify at least two common service quality gaps using the SERVQUAL model. Then propose strategies to reduce those gaps and write a brief reflection on how service quality influences customer loyalty in that industry.

Block 3: Foundations of Retail Marketing

Unit 1: Basics of Retailing

Concept, functions, Scope, & Trends in Retailing, Organised and Unorganised retailing, Issues & Challenges in Organised Retailing. Retail Evolution & Growth in Indian Context

Unit 2: Retail Formats and Consumer Orientation

Classification of Retail Stores – Store-based Retailing and Non-Store-based Retailing, Consumer Decision Making in Retail - Factors Influencing Retail Buying Behaviour Customer Expectations and Shopping Experience, Loyalty and Relationship Management in Retail

Practical Activity: Visit or observe a nearby retail store (physical or online) and prepare a short report describing the retail format, customer buying behaviour, and the store's approach to customer service and relationship management. Also highlight any visible trends (like self-checkout, personalization, or loyalty programs).

Block 4: Retail Operations and Merchandising Strategy

Unit 1: Store Location & Layout Management

Retail Location Strategy - Types, Criteria, and Factors, Site Selection Process, Store Layout – Types – Storage and Warehouse Facility

Unit 2: Merchandising and Pricing

Concept, Planning Process, Methods of Merchandising Procurement, Retail Pricing – Strategies, Factors Influencing Retail Pricing Decisions, Retail Promotion Mix Evaluating Merchandising Performance, Visual Merchandising: Concept, Techniques, and Impact

Practical Activity: Design a basic store layout plan for a small retail store (e.g., a bookstore, fashion store, or grocery store), and recommend a suitable retail location strategy based on accessibility, customer traffic, and competition. They will also prepare a sample visual merchandising display plan and suggest pricing and promotional strategies for two selected products.

References

- Kotler, P. and Armstrong, G. (2003). Principles of Marketing Management, 10th Edition. Prentice-Hall.
- Levy, Michael, Weitz, Barton, A. and Pandit, Ajay, Retailing Management, Tata McGraw Hill, New Delhi.
- Lovelock, C., Wirtz, J.& Chatterjee, J., Services Marketing. Pearson Education.
- Bateson, J.E.G. and Hoffman, D.K. (1999). Managing Services Marketing. Thomson Learning.
- Pradhan, S., Retailing Management Text and Cases, McGraw Hill Education, New Delhi.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the unique characteristics of services and their marketing challenges.	U	PSO1, PSO5	PO1
CO2	Apply service quality models (e.g., SERVQUAL) to identify and bridge service gaps.	Ap	PSO2	PO2
CO3	Analyse the trends, issues, and challenges in the retail marketing sector.	An	PSO3, PSO5	PO3

CO4	Create an effective retail strategy, including merchandising, store layout, and customer relationship management.	C	PSO4, PSO7	PO4, PO7
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R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	3	-	-	-	2	-	-	3	-	-	-	-	-	-	-	-
CO2	-	3	-	-	-	-	-	-	3	-	-	-	-	-	-	-
CO3	-	-	3	-	2	-	-	-	-	3	-	-	-	-	-	-
CO4	-	-	-	2	-	-	3	-	-	-	3	-	-	3	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓
CO 5		✓		✓

Course Title	International Marketing
Course Code	M25BS12DE
Type of Course	Discipline Specific Elective Course – Marketing Stream
Semester	3
Credits	4
Course Objective	To equip learners with comprehensive knowledge of international marketing concepts, strategies, and environmental influences, highlighting the distinctions from domestic marketing and the opportunities and challenges of globalization. The course aims to enable students to analyze international market environments, design product, pricing, and promotion strategies, and evaluate global entry modes with legal, ethical, and logistical considerations.

Course Outline

Block 1: Foundations of International Marketing

Block 2: International Product Strategy

Block 3: Global Promotion and Pricing Strategies

Block 4: Global Market Entry and Distribution

Course Details

Block 1: Foundations of International Marketing

Unit 1: Basics of International Marketing

International Marketing – Concepts, Objectives, Domestic v/s International Marketing, Opportunities & Challenges in International Marketing - Theories of International Trade.

Unit 2: International Marketing Environment

International Marketing Environment – Environmental Scanning, International Marketing Orientation, EPRG Concept, Hofstede's model

Practical Activity: Select a global company and compare how it markets its products differently in domestic and international markets, noting opportunities and challenges faced. Also apply Hofstede's cultural dimensions to compare the company's operations in two countries

Block 2: International Product Strategy

Unit 1: Product Strategy and Adaptation in Global Markets - Product Strategy for International Markets, Standardisation v/s Adaptation, Factors influencing product adaptation

Unit 2: Product Planning and Quality Decisions

Product planning for international market, Product Quality Decisions for International Markets, New Product Diffusion in International Markets.

Practical Activity: Choose a well-known global brand (e.g., Coca-Cola, McDonald's, or Samsung) and analyze how its product is adapted or standardized across two different international markets.

Block 3: Global Promotion and Pricing Strategies

Unit 1: International Promotion and Branding - Promotion – International Promotion Strategies, International Branding- Functions of a brand, Building Brands in International Market, Branding Issues and Challenges, Importance of Packaging in International Promotion

Unit 2: International Pricing Strategies - International Pricing – Pricing strategies for International Markets, Factors influencing Pricing

Practical Activity: Examine an international promotion campaign (e.g., by Nike, Apple, or Dove) and explain how branding, packaging, and messaging were adapted to suit a specific foreign market. Also study international pricing strategies of a selected product and explain how factors such as currency fluctuation, taxes, and demand influenced the pricing decisions.

Block 4: Global Market Entry and Distribution

Unit 1: Distribution and Export Logistics

Distribution – Distribution channels for International Market, Channel Selection, Import Export Policy, Documentation, Export Procedure

Unit 2: Market Entry Strategies and Trade Policy

Methods of Entry into Foreign Markets, Distributorship Contract, Foreign Trade Policy.

Practical Activity: Outline the export procedure for a product (e.g., handicrafts or food items) from India to another country, including necessary documentation and logistics involved.

References:

- Cateora, P. R., Gilly, M. C., & Graham, J. L. (2020). *International Marketing* (18th ed.). McGraw Hill Education.
- Keegan, W. J., & Green, M. C. (2020). *Global Marketing* (9th ed.). Pearson Education.
- Czinkota, M. R., & Ronkainen, I. A. (2013). *International Marketing* (10th ed.). Cengage Learning.
- Varshney, R. L., & Bhattacharya, B. (2016). *International Marketing Management* (25th ed.). Sultan Chand & Sons.
- Onkvisit, S., & Shaw, J. J. (2013). *International Marketing: Strategy and Theory* (5th ed.). Routledge.
- Cherunilam, F. (2020). *International Business: Text and Cases* (7th ed.). PHI Learning.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the differences between domestic and international marketing and the factors influencing global marketing decisions.	U	PSO1, PSO5	PO1, PO9
CO2	Analyse consumer behaviour and cultural dimensions (e.g., Hofstede's model) in an international context.	An	PSO2, PSO3	PO2, PO9

CO3	Evaluate different international product, pricing, and promotion strategies.	E	PSO1, PSO2, PSO3	PO2, PO3
CO4	Create a market entry strategy for a company expanding into a new international market.	C	PSO4, PSO7	PO4, PO6, PO7

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	3	-	-	-	2	-	-	3	-	-	-	-	-	-	-	1
CO2	-	2	3	-	-	-	-	-	3	-	-	-	-	-	-	1
CO3	2	3	1	-	-	-	-	-	3	2	-	-	-	-	-	-
CO4	-	-	-	2	-	-	3	-	-	-	3	-	2	1	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓
CO 5		✓		✓

Course Title	Industrial Relations and Labour Law
Course Code	M25BS21DE
Type of Course	Discipline Specific Elective Course – Human Resources (HR) Stream
Semester	3
Credits	4
Course Objective	To provide learners with a comprehensive understanding of industrial relations and labour laws, including their evolution, institutional frameworks, and practical applications. The course aims to equip students with the knowledge and skills to analyse industrial disputes, grievance handling, trade union dynamics, and collective bargaining, fostering ethical and legally compliant HR practices.

Course Outline

Block 1: Foundations of Industrial Relations

Block 2: Trade Unions and Labour Legislation

Block 3: Industrial Dispute and Employee Grievance

Block 4: Employee Discipline and Collective Bargaining

Course Details

Block 1: Foundations of Industrial Relations

Unit 1: Concept and Scope of Industrial Relations

Concept and scope – Objectives, Parties, Significance of IR, Causes and Impacts of Poor Industrial Relations, Human Resource Management Vs. Industrial Relations

Unit 2: Evolution and Institutional Framework of Industrial Relations

Evolution & Growth - History & Evolution of Industrial Relation - Role of the State, Labour Policies, Tripartism in Industrial Relations System, Tripartite Bodies, ILO.

Practical Activity: Identify a recent case of industrial unrest in India (from news or

reports), briefly explaining the parties involved, causes, and impact of poor industrial relations in that case.

Block 2: Trade Unions and Labour Legislation

Unit 1: Trade Union

Meaning, Characteristics, Objectives, Functions, Importance, Historical Development of Trade Union Movement in India, Structure of Trade Unions in India, Problems of Trade Unions

Unit 2: Labour Legislation in India

Evolution of Labour Laws in India, Need and Principles of Labour Legislation, Social Justice, Social Equity, National Economy, International Uniformity, Classification of Labour Laws, Purpose, Legislature, Period of Enactment, The Factories Act, 1948, Main Provisions of The Act, Health And Hygiene (Sec11-20), Safety Provisions (Sec 21- 41)

Practical Activity: Select one trade union in India (e.g., INTUC, AITUC, or BMS) and write a brief report on its objectives, structure, and current role in the industrial sector.

Block 3: Industrial Dispute and Employee Grievance

Unit 1: Industrial Disputes

Industrial Disputes - Meaning, Types, Causes, Preventive Measures, Strike and Lockouts – Measures for prevention of strikes - Retrenchment of Workmen, Difference between retrenchment and lay-off, Lockout

Unit 2: Employee Grievances

Meaning, Steps in Grievance Handling, Grievance Identification Techniques, Approaches to Grievance Handling, Common Pitfalls in Grievance Handling, Redressal Machinery.

Practical Activity: Describe a hypothetical industrial dispute (such as a wage disagreement or a safety issue) and outline the steps that can be taken to prevent or resolve the dispute, including legal provisions. Also, prepare a simple grievance handling procedure for a fictional company, explaining the stages from grievance identification to final redressal.

Block 4: Employee Discipline and Collective Bargaining

Unit 1: Employee Discipline

Meaning, Types and factors of Discipline, Disciplinary Policy - Ground Rules, Types of Disciplinary Actions, Alternatives to Punishment, Approaches to Discipline, Douglas McGregor's "Hot Stove Rule", Code of Discipline.

Unit 2: Collective Bargaining & Worker's Participation

Defining Collective Bargaining, Features of Collective Bargaining, Importance of Collective Bargaining,- Forms of Collective Bargaining, Collective Bargaining Process.

Practical Activity: Draft a basic disciplinary policy for a company, including types of misconduct and corresponding disciplinary actions, and explain how the "Hot Stove Rule" can be applied to ensure fairness.

References

- Ackers, P., & Wilkinson, A. (Eds.). (2020). *Understanding work and employment: Industrial relations in transition*. Oxford University Press.
- Budd, J. W., & Bhawe, D. (2019). *The employment relationship: Key elements, alternative perspectives, and challenges*. Routledge.
- International Labour Organization (ILO). (2021). *Global wage report 2020–21: Wages and minimum wages in the time of COVID-19*. <https://www.ilo.org>

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the principles of industrial relations and the role of trade unions.	U	PSO1, PSO5	PO1, PO5
CO2	Analyse the key provisions of labour laws in India and their impact on the employment relationship.	An	PSO2, PSO5	PO5, PO6
CO3	Evaluate different strategies for resolving industrial disputes and maintaining harmonious employee relations.	E	PSO3, PSO5	PO3, PO5

CO4	Apply disciplinary procedures and grievance handling mechanisms effectively.	Ap	PSO4, PSO7	PO4, PO7
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R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C – Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	3	-	-	-	2	-	-	3	-	-	-	2	-	-	-	-
CO2	-	2	-	-	3	-	-	-	-	-	-	3	2	-	-	-
CO3	-	-	3	-	2	-	-	-	-	3	-	2	-	-	-	-
CO4	-	-	-	2	-	-	3	-	-	-	2	-	-	3	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓
CO 5		✓		✓

Course Title	Training and Development
Course Code	M25BS22DE
Type of Course	Discipline Specific Elective Course – Human Resources (HR) Stream
Semester	3
Credits	4
Course Objective	Equip learners with a comprehensive understanding of training and development processes, including needs assessment, program design, and evaluation, while enabling them to implement effective employee development strategies. The course also emphasizes the use of modern learning technologies, adult learning principles, and strategic alignment of training with organizational goals to enhance workforce performance and organizational effectiveness.

Course Outline

Block 1: Foundations of Learning, Training, and Development

Block 2: Training Needs Assessment, Design, and Evaluation

Block 3: Employee Development and Strategic Application

Block 4: Training Methods and Technology Integration

Course Details

Block 1: Foundations of Learning, Training, and Development

Unit 1: Understanding Learning, Training, and Development

Meaning and significance of learning, training, and development, Training vs. Development, Education vs. Training, Learning vs. Performance, Principles of adult learning (Andragogy), Learning and development as a strategic HR function, Importance of continuous learning in organizations

Unit 2: Fundamentals of Training and Planning

Objectives and importance of training, Types of training: Induction, technical, soft skills, compliance, managerial, Overview of the training process, The training and development cycle, Brief introduction to Training Needs Assessment (TNA), Strategic alignment of training with organizational goals

Practical Activity: Select a job role and identify the differences between training and development needs, linking it with the adult learning principles and designing a brief learning outline accordingly.

Block 2: Training Needs Assessment, Design, and Evaluation

Unit 1: Training Needs Assessment and Program Design

Purpose and process of TNA, Organizational-driven vs. learner-centric approach, Competency-based approach to TNA, Steps for conducting needs assessment, Instructional design models (ADDIE), Designing training programs: learning objectives, content, methods

Unit 2: Evaluation of Training and Transfer of Learning

Concept and need for evaluation, Kirkpatrick's Four-Level Evaluation Model, Pre-training, during-training, and post-training evaluation, Factors influencing the transfer of training, Evaluation tools and techniques, ROI in training and cost-benefit analysis

Practical Activity: Design a Training Need Assessment form for a selected department and draft a basic Training Evaluation plan using Kirkpatrick's model.

Block 3: Employee Development and Strategic Application

Unit 1: Employee Development and Career Growth

Meaning and scope of employee development, Individual development planning (IDP), Career planning and progression, Succession planning and leadership development, Development centers and assessment tools, Coaching, mentoring, and feedback mechanisms

Unit 2: Strategic Role of T&D in Organizational Development

Role of T&D in change management, mergers, and restructuring, Linking training to organizational performance and transformation, Conducting training audits, Budgeting and proposal writing for training programs, Research and trends in training and development

Practical Activity: Prepare an individual development plan (IDP) for an employee persona and suggest development strategies aligned with organizational goals.

Block 4: Training Methods and Technology Integration

Unit 1: Training Methods and Trainer Competencies

Training methods - Lecture, case study, role play, simulation, group discussion, experiential learning, Criteria for selecting methods, Role and competencies of trainers, Handling training challenges and group dynamics, Trainer vs. participant expectations

Unit 2: Technology-Enabled Learning and Innovation

E-learning and computer-based training, Learning Management Systems (LMS), Synchronous, asynchronous, and blended learning, MOOCs, virtual instructor-led training (VILT), Use of AI, gamification, and microlearning, Challenges of tech-based training, Future trends in learning technology

Practical Activity: Evaluate an e-learning or LMS platform (e.g., Coursera, Moodle, Keka) and draft a short report outlining its features, training benefits, and challenges in implementation.

References:

- Noe, R. A. (2020). *Employee Training and Development* (8th ed.). McGraw Hill Education.
- Rao, P. L. (2008). *Training and Development: Practices*. Excel Books.
- Lynton, R. P., & Pareek, U. (2011). *Training for Development* (3rd ed.). SAGE Publications.
- Bhatia, S. K. (2009). *Training and Development: Concepts and Practices*. Deep & Deep Publications.
- Blanchard, P. N., & Thacker, J. W. (2013). *Effective Training: Systems, Strategies, and Practices* (5th ed.). Pearson Education.
- Saks, A. M., & Haccoun, R. R. (2016). *Managing Performance through Training and Development* (7th ed.). Nelson Education.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Differentiate between training, development, and education and explain the principles of adult learning.	U	PSO1, PSO5	PO1, PO5
CO2	Apply the ADDIE model to design a structured training program based on a training needs assessment (TNA).	Ap	PSO2, PSO6	PO2, PO6
CO3	Evaluate the effectiveness of training programs using various evaluation models.	E	PSO3, PSO5	PO3, PO5
CO4	Develop and implement employee development plans, including mentoring and succession planning, aligned with organisational goals.	C	PSO4, PSO7	PO4, PO7

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	3	-	-	-	2	-	-	3	-	-	-	2	-	-	-	-
CO2	-	3	-	-	-	3	-	-	3	-	-	-	3	-	-	-
CO3	-	-	3	-	2	-	-	-	-	3	-	2	-	-	-	-
CO4	-	-	-	3	-	-	2	-	-	-	3	-	-	3	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓
CO 5		✓		✓

Course Title	Materials and Warehouse Management
Course Code	M25BS31DE
Type of Course	Discipline Specific Elective Course – Logistics and Supply Chain Management Stream
Semester	3
Credits	4
Course Objective	To provide a comprehensive understanding of materials, inventory, and warehouse management principles, including sourcing, procurement, and operational strategies. The course equips students with practical skills to optimise inventory, design efficient warehouse layouts, and ensure safety and compliance in material handling and storage operations.

Course Outline

Block 1: Material Management

Block 2: Fundamentals of Inventory Management

Block 3: Warehousing

Block 4: Safety, Compliance, and Site Management

Course Details

Block 1: Material Management

Unit 1: Principles and Practices of Materials Management

Objectives and importance of materials management, Functions - Planning, purchasing, receiving, storage, inventory control, Classification and codification of materials, Make-or-buy decisions, Vendor rating, Business documentation and correspondence in materials functions, Integrated materials management systems

Unit 2: Supplier Management

Supplier selection criteria, Supplier development and evaluation, E-sourcing tools (brief intro only), Basic contract terms and types (including IT systems and service contracts), Global vs. local sourcing considerations

Practical Activity: Prepare a flowchart showing the functions of materials management.

Block 2

Unit 1: Fundamentals of Inventory Management

Characteristics and Types of inventory, Role of inventory in the supply chain, Inventory valuation methods: LIFO, FIFO, Weighted Average, Inventory holding costs and optimisation principles

Unit 2: Inventory Control Techniques and Tools

Inventory control methods: Reactive, planning-based, and collaborative, ABC, VED, and FSN analysis, Safety stock and reorder point strategies, Just-in-time (JIT) and Economic Order Quantity (EOQ) concepts

Practical Activity: Collect sample inventory data (or use given values) and calculate inventory valuation using LIFO, FIFO, and Weighted Average methods. Then apply the EOQ formula and prepare a basic safety stock and reorder point chart using hypothetical demand, lead time, and cost values.

Block 3: Warehousing

Unit 1: Introduction to Warehousing

Importance and Functions of warehouses, Types of warehouses and ownership models, Warehouse layout and material flow systems, Storekeeping units (SKUs) and storage methods

Unit 2: Warehouse Management System

Warehouse Management System (WMS) - Features and benefits, Automation and technology in warehousing, Inbound, outbound, and order-picking operations, Strategies for enhancing warehouse efficiency, Workforce development in warehousing

Practical Activity: Sketch a simple warehouse layout for a small business (e.g., book distribution center), showing material flow, storage areas, and SKUs.

Block 4: Safety, Compliance, and Site Management

Unit 1: Safety and Hazardous Material Handling

Warehouse safety protocols and PPE usage, Identification and handling of hazardous materials, Safety Data Sheets (SDS) and legal compliance, Training and risk prevention in hazardous material environments

Unit 2: Warehouse Location and Layout Design

Factors influencing warehouse location, Macro and micro-level site selection analysis, Warehouse layout design principles, Material storage and handling systems, Use of simulation and computer-based tools for layout planning

Practical Activity: Create a safety checklist for warehouse workers

Reference

- Arnold, J.R.T., Chapman, S.N., & Clive, L.M. (2011). *Introduction to Materials Management*, Pearson.
- Richards, G. (2017). *Warehouse Management*, Kogan Page.
- Ballou, R.H., & Srivastava, S.K. (2009). *Business Logistics/Supply Chain Management*, Pearson.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the importance of materials and warehouse management in a supply chain.	U	PSO1	PO1, PO8
CO2	Apply inventory management techniques, including ABC classification and Economic Order Quantity (EOQ) models.	Ap	PSO2, PSO6	PO2, PO6
CO3	Analyse different types of warehousing systems and their operational efficiency.	An	PSO3, PSO5	PO3, PO5

CO4	Design a warehouse layout and a materials handling system for an organisation.	C	PSO4,PSO6	PO4, PO6, PO8
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R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	3	-	-	-	-	-	-	-	3	-	-	-	-	-	-	1	-
CO2	-	3	-	-	-	1	-	-	-	3	-	-	-	2	-	-	-
CO3	-	-	3	-	1	-	-	-	-	-	3	-	1	-	-	-	-
CO4	-	-	-	3	-	2	-	-	-	-	-	1	-	3	-	2	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓
CO 5		✓		✓

Course Title	Distribution Management
Course Code	M25BS32DE
Type of Course	Discipline Specific Elective Course – Logistics and Supply Chain Management Stream
Semester	3
Credits	4
Course Objective	This course aims to equip learners with a comprehensive understanding of distribution management, covering channels, transportation modes, multimodal logistics, and containerization practices essential for efficient supply chain operations. It further seeks to develop their ability to evaluate and apply emerging technologies and strategic network decisions, preparing them to address real-world distribution challenges with innovation and responsibility.

Course Outline

Block 1: Distribution Management and Channels

Block 2: Modes and Multimodal Transportation

Block 3: Containerization and Handling

Block 4: Emerging Technologies and Strategic Networks

Course Details

Block 1: Distribution Management and Channels

Unit 1: Distribution Management Fundamentals

Definition and importance of distribution management- Role of distribution in the supply chain- Distribution objectives and strategies- Distribution channels and intermediaries.

Unit 2: Distribution Channel

Channel structure and types- Channel design factors and considerations- Channel integration and coordination Omni channel distribution and e-commerce fulfilment.

Practical Activity: Select a real product (e.g., FMCG, electronics, or apparel) and describe its complete distribution channel structure, identifying the intermediaries involved and explaining the strategy used.

Block 2: Modes and Multimodal Transportation

Unit 1: Modes and Costs of Transportation

Transportation Modes: Road, Rail, Air, Water, and intermodal transportation – Characteristics- Advantages and Disadvantages of each mode- Transportation cost and pricing.

Unit 2: Multimodal Transportation

Evolution of multimodal transportation systems- Concepts and Terminologies: Intermodal transportation, Combined transportation- Containerization- Unitization- Challenges and opportunities in multimodal transportation

Practical Activity: Describe a real-life multimodal transportation with its advantages, disadvantages, and cost

Block 3: Containerization and Handling

Unit 1: Introduction to Containerization

Definition and history of containerization- Advantages of containerization (efficiency, security, intermodal compatibility)- Impact of containerization on global trade and logistics Standard container sizes (20-foot, 40-foot, etc.) Container Types and Specifications Specialized container types (reefer, tank, open-top, etc.)- Container construction and materials- Container markings and coding systems

Unit 2: Container Handling

Container handling equipment (cranes, reach stackers, straddle carriers)- Container terminals and port operations- Container positioning and stacking techniques- Packing and bracing techniques for containerized cargo- Container tracking and tracing technologies (RFID, GPS, etc.)- Empty container management and repositioning - Container Security and Safety Container inspection and screening procedures- Container sealing and tamper-Evident devices- Safety regulations and standards (e.g., IMDG Code, CSC)- Environmental impact and sustainability considerations- Case Studies and Industry.

Practical Activity: Identify different types of containers (e.g., reefer, tank, open-top) and create a chart showing their uses, specifications, and handling techniques.

Block 4: Emerging Technologies and Strategic Networks

Unit 1: Emerging Technologies in Distribution

Radio Frequency Identification (RFID) technology- Internet of Things (IoT) and sensor technology- Block chain and supply chain traceability- Artificial intelligence (AI) and machine learning in distribution- Sustainable transportation practices - Telematics and tracking systems- Autonomous vehicles and drones

Unit 2: Strategic distribution network- Distribution center location and

Facility planning- Distribution outsourcing and third-party logistics- Omni channel distribution and last-mile delivery strategies.

Practical Activity: Develop a basic layout plan for a distribution center, suggesting a location based on key logistics factors and recommending last-mile delivery strategies for e-commerce fulfillment.

References:

- Chopra, S., & Meindl, P. (2019). *Supply Chain Management: Strategy, Planning, and Operation* (7th ed.). Pearson Education.
- Ballou, R. H. (2004). *Business Logistics/Supply Chain Management* (5th ed.). Pearson Education.
- Rushton, A., Croucher, P., & Baker, P. (2017). *The Handbook of Logistics and Distribution Management* (6th ed.). Kogan Page.
- Satish C. Ailawadi, & Rakesh Singh. (2005). *Logistics Management*. PHI Learning.
- Kapoor, S. K., & Kansal, P. (2003). *Basics of Distribution Management: A Logistical Approach*. PHI Learning.
- Krishnaveni, M. (2013). *Logistics and Distribution Management*. Himalaya Publishing House.

Course Outcomes

No		Cognitive Level	PO addressed	PSO addressed
CO1	Explain the role and importance of distribution channels in marketing and supply chain management.	U	PO1, PO8	PSO1, PSO6
CO2	Analyse different types of distribution channels and their functions.	An	PO2, PO3	PSO2, PSO3
CO3	Evaluate the performance of a distribution channel using key metrics.	E	PO2, PO3, PO5	PSO2, PSO3, PSO5
CO4	Design a cost-effective distribution strategy for a company's products.	C	PO4, PO7, PO8	PSO4, PSO6, PSO7

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	3	-	-	-	-	2	-	3	-	-	-	-	-	-	2	-
CO2	-	3	2	-	-	-	-	-	3	2	-	-	-	-	-	-
CO3	-	3	3	-	2	-	-	-	2	3	-	1	-	-	-	-
CO4	-	-	-	3	-	3	2	-	-	-	3	-	-	2	2	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓
CO 5		✓		✓

Fourth Semester

Course Title	Legal System & Business Laws
Course Code	M25BS11DC
Type of Course	Discipline Core Course
Semester	4
Credits	4
Course Objective	The course seeks to develop the ability to interpret and apply key concepts of mercantile and contract law, while fostering analytical skills to evaluate the legal framework governing the sale of goods. Through this, learners will gain the knowledge and competence required to address practical legal issues in a business context.

Course Outline

Block 1: Legal Systems and Criminal Law

Block 2: Business Laws and Consumer Protection

Block 3: Mercantile Law

Block 4: Sale of Goods Act 1930

Course Details

Block 1: Legal Systems and Criminal Law

Unit 1: Structure of Indian Courts, Legal Aid, and ADR

System of courts and their jurisdiction in India - Legal Aid to the poor and marginalized - Alternative Dispute Resolution (ADR) systems: Lok Adalats and non-formal mechanisms.

Unit 2: Criminal Laws

Introduction to Bharatiya Nyaya Samhita (IPC) Code of Civil Procedure (CPC), Evidence Act -Civil Laws **(brief study only)**

Practical Activity: Prepare a chart showing the hierarchy of courts in India. Describe a real or hypothetical case where legal aid was provided to a marginalised person, highlighting its social impact.

Block 2: Business Laws and Consumer Protection

Unit 1: Business Laws in India

Company Law-Partnership Law-Negotiable Instruments Act-Intellectual Property Law-Environmental Law-Cyber Law-Competition Law (**brief study only**)

Unit 2: Consumer Rights and Grievance Redressal Mechanisms

Consumer Rights- Mechanism for redressal of Consumer Grievances.

Practical Activity: Research a real consumer grievance case filed under the Consumer Protection Act and briefly describe the complaint, the redressal process, and the final outcome.

Block 3: Mercantile Law

Unit 1: Essentials of a Valid Contract under Mercantile Law

Introduction to Mercantile Law, Law of Contract - Definition - Types of Contracts - Essentials of a Valid Contract - Offer - Acceptance and its Revocation – Agreement- Consideration - Capacity to Contract - Free Consent- Legality of Object and Consideration,

Unit 2: Performance, Termination, and Breach of Contract

Performance and Termination of a Contracts Performance of Contract - Discharge of Contract - Breach of Contract - Remedies for Breach of Contract - Contingent and Quasi Contract

Practical Activity: Draft a simple contract scenario (such as a sale agreement or service contract) and identify the key elements of a valid contract—offer, acceptance, consideration, legal object, etc.

Block-4: Sale of Goods Act 1930

Unit -1: Fundamentals of Sale of Goods Act

Introduction to Sale of goods Act 1930 Essentials of Contract of Sale of Goods - Classification of Goods- Condition and Warranties - Transfer of Property in Goods

Unit-2: Rights of Unpaid Seller and Buyer in a Sale Contract

Unpaid Seller Right of Unpaid Seller - Buyer's Right Against Seller - Auction Sale

Practical Activity: Create a comparison table showing the difference between conditions and warranties under the Sale of Goods Act.

Reference

- Singh, A. (2019). *Introduction to the Constitution of India* (25th ed.). LexisNexis.
- Singh, A. (2018). *BUSINESS LAW* (11th ed.). Eastern Book Company.
- Kapoor, N. D. (2020). *ELEMENTS OF MERCANTILE LAW* (38th ed.). Sultan Chand & Sons
- Pathak, A. (2019). *LEGAL ASPECTS OF BUSINESS* (7th ed.). McGraw Hill Education.
- Kelkar, R. V., & Kelkar, M. C. (2023). *CRIMINAL PROCEDURE* (7th ed.). Eastern Book Company.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the Indian legal system and key business laws, including contract law, company law, and consumer protection.	U	PSO2, PSO5	PO1, PO5
CO2	Analyse the legal implications of business decisions and contracts.	An	PSO2, PSO5	PO2, PO5
CO3	Evaluate the rights and responsibilities of businesses and consumers under relevant laws.	E	PSO2, PSO5	PO2, PO5
CO4	Advise on legal compliance and risk management for a business.	C	PSO2, PSO5, PSO7	PO2, PO5

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	-	1	-	-	3	-	-	-	-	-	1	-	-	-	3	-	-	-	-
CO2	-	2	-	-	2	-	-	-	-	-	-	3	-	-	2	-	-	-	-
CO3	-	1	-	-	2	-	-	-	-	-	-	1	-	-	2	-	-	-	-
CO4	-	1	-	-	2	-	2	-	-	-	-	3	-	-	2	-	-	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
CO 1		✓		✓

C02		✓		✓
C03		✓		✓
C04		✓		✓

Course Title	Strategic Management
Course Code	M25BS12DC
Type of Course	Discipline Core Course
Semester	4
Credits	4
Course Objective	The course aims to provide learners with a thorough understanding of the fundamentals of strategic management and the ability to evaluate and apply corporate-level strategies. It focuses on developing skills to formulate and implement competitive strategies while analyzing strategic evaluation and control mechanisms, enabling learners to make informed and effective managerial decisions.

Course Outline

Block 1: Introduction to Strategic Management

Block 2: Strategy Formulation

Block 3: Strategy Implementation

Block 4: Strategy Evaluation and Control

Course Details

Block 1

Unit 1: Introduction to Strategic Management

Definition of Strategic Management-Nature of Strategic Management, Dimensions of Strategic Management-Need for Strategic Management, Benefits of Strategic Management, Risks involved in Strategic Management, Strategic Management Process. Defining Mission and its Importance- Components of a Mission Statement

Practical Activity: Select a real-life organization and analyze its mission statement, identifying its components (purpose, values, customers, markets, etc.), and briefly explain

how the company benefits from having a strategic management process. Also identify and classify any one recent corporate-level strategy adopted by the company (e.g., expansion, turnaround, disinvestment).

Unit 2: Corporate Level Strategies

Expansion Strategies, Retrenchment Strategies, Turnaround Strategy Divestment Bankruptcy Liquidation Combination Strategies Internationalization, Cooperation Strategies, Joint Ventures-Strategic Alliances, -Consortia Restructuring.

Block 2: Strategy Formulation

Unit 1: Strategic Formulation Process

Strategic Formulation Process – Basic Principles - Modes of Strategic Formulation-Types of Strategies- Stability Strategies-Growth strategies – Retrenchment strategies, Functional level strategies.

Unit 2: Strategies

Business Level and Corporate Level Strategies-BCG Matrix - Strategic Alternatives at Corporate Level- Grand strategies - Generic Strategies- Offensive strategies- Defensive Strategies-Strategic Alliance and Joint Ventures- Mergers and Acquisition Strategies-Re-engineering and Integration

Practical Activity: Develop a BCG Matrix using product or business unit data of a multi-product company (e.g., ITC, Tata Group), classifying each into stars, cash cows, question marks, or dogs.

Block 3: Strategy Implementation

Unit 1: Introduction to Strategic Implementation

Strategic Implementation: Structural-Functional and Behavioural - Aspects of Implementation- McKinsey Seven S Model

Unit 2: Approaches to business

Approaches to business -Concept of Blue Ocean Strategy- Red Ocean Strategy- Purple Ocean Strategy

Practical Activity: Create a visual map of McKinsey's 7S Framework for a selected company, explaining how structure, strategy, systems, style, staff, skills, and shared values interact in its strategic implementation.

Compare Blue Ocean and Red Ocean strategies by analyzing a company (e.g., Netflix, Apple, or Swiggy) that has applied one of these approaches successfully

Block 4: Strategy Evaluation and Control

Unit 1: Strategy Evaluation Systems and Control Mechanisms

Characteristics of Effective Evaluation Systems –Criteria for Strategy Control –Types and Mechanism for Strategic Control, Du Pont's control model

Unit 2: Advanced Tools for Strategy Monitoring and Auditing

Concept of Value Chain -Concept and Components, Application in Strategic Cost Advantage and Differentiation Strategic Surveillance - Concept and Implementation, Role in detecting unforeseen threats and opportunities - Michael Porter's Strategic Frameworks - Relevance of Porter's Five Forces in Strategic Monitoring, Integration with Value Chain for Competitive Advantage -Strategy Audit - Meaning and Process, Evaluating Mission, Objectives, Resources, Environment, and Execution, Developing a Strategic Audit Report

Practical Activity: Analyze a company's value chain (such as Amul, Reliance Retail, or any chosen brand) and identify areas where the company creates cost advantage or differentiation. Then apply Porter's Five Forces to assess competitive threats and opportunities in the company's industry and prepare a brief strategic audit report evaluating its mission, objectives, environment, and execution.

References

- Werther, Jr, W.B. and Chandler, D. (2020) Strategic Management and CSR Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, New York, Sage 2020
- Bhattacharyya, D.K. (2017). HR Analytics: Understanding Theories and Applications. New Delhi, Sage Publications.
- Thomas, J. (2015). Strategic Management-Text and Cases, New Delhi, Pearson
- Hill, C.W.L., Schilling, M.A.and Jones, G.R. (2016). Strategic Management. Boston, Cengage Learning.
- Srinivasan. (2014). Strategic management: The Indian context, New Delhi, Prentice Hall of India
- Azhar Kazmi (1992). Strategic Management. New Delhi, Tata McGraw-Hill

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the process of strategic management, from formulation to implementation and control.	U	PSO1, PSO7	PO1, PO6
CO2	Analyse the external and internal environment of a firm using strategic management tools	An	PSO2, PSO7	PO2, PO6
CO3	Evaluate different business and corporate-level strategies.	E	PSO2, PSO7	PO2, PO6
CO4	Create a strategic plan for an organisation to achieve a sustainable competitive advantage.	C	PSO 1, PSO2, PSO7	PO2, PO6, PO7

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C – Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	2	-	-	-	-	-	2	-	-	-	2	-	-	-	-	3	-	-	-
CO2	-	3	-	-	-	-	2	-	-	-	-	3	-	-	-	3	-	-	-
CO3	-	1	-	-	-	-	3	-	-	1	-	-	-	-	-	2	-	-	-
CO4	2	3	-	-	-	-	2	-	-	-	-	2	-	-	-	2	3	-	-

Correlation levels:

Level	Correlation
-	Nil

1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓

Course Title	International Finance
Course Code	M25BS03DE
Type of Course	Discipline Specific Elective Course - Finance Stream
Semester	4
Credits	4
Course Objective	The course aims to provide learners with a solid understanding of the fundamentals of international finance and the functioning of exchange rate systems and foreign exchange markets. It enables them to apply parity theories, assess balance of payments, and evaluate risk exposure and foreign investments, fostering the skills required for effective financial decision-making in a global context.

Course Outline

Block 1: International Finance

Block 2: Foreign Exchange Markets

Block 3: Parity Conditions and Balance of Payments

Block 4: Management of Risk Exposure

Course Details

Block 1: International Finance

Unit 1: Introduction to International Finance

International Finance - Meaning and Scope - features of international finance - MNC - Components of global financial markets -Recent trends in global financial markets.

Unit 2: The International Monetary System

Introduction to Exchange Rate System – Various Exchange Rate Systems -The Gold Exchange Standard - The Bretton Woods System - Exchange rate regime in India - The European Monetary System

Block 2: Foreign Exchange Markets

Unit 1: International Financial Markets

International Financial Markets- Foreign Exchange Market -History of Foreign –Foreign Exchange Transactions- Foreign Exchange -Quotations -Interpreting Foreign Exchange Quotations -Forward- Futures and Options Markets -International Money Market - International Credit Market- Syndicated Loans- International Bond Market, Eurobond Market - Bond Markets -International Stock Markets

Unit 2: Foreign Exchange

Exchange rate mechanism- Exchange rate quotations – Bid and offer rates - Spot market and Forward market – forward premium and forward discount - forward rate quotations – cross rates

Block 3: Parity Conditions and Balance of Payments

Unit 1: Parity Conditions

Purchasing Power Parity, Interest Rate Parity Theory, The Fischer Effect, The International Fischer Effect

Unit 2: Balance Of Payments

Balance of Payments, Current Account- Capital Account – Other items in BOP statement – concepts of Deficit and surplus - Significance

Block 4: Management of Risk Exposure

Unit 1: Foreign Exchange Risk

Foreign Exchange Exposure and Risk - Types of Exposure, Management of Foreign Exchange Exposure and Risk - Techniques for Hedging

Unit 2: Foreign Investments

Foreign Direct Investment (FDI) – features, Types: Benefits and risks of FDI for host and home countries, FDI policy in India, Foreign Institutional Investment (FII) – Classification, Role of FIIs in capital markets, American Depository Receipts (ADR) - Process of issuance, Role in helping foreign companies raise funds in U.S. markets, Benefits to investors and issuing companies - Global Depository Receipts (GDR) - Concept and structure of GDRs, Comparison with ADRs, Advantages for Indian and other emerging

market companies - Indian Depository Receipts (IDR) - IDRs as a tool for foreign companies to access Indian capital markets, Advantages and challenges of IDRs in India

References

- Apte, P. G. (1995). *International financial management*. Tata McGraw-Hill Publishing Company Ltd.
- Bodie, Z., Kane, A., & Marcus, A. J. (1999). *Investments* (4th ed.). Irwin/McGraw-Hill.
- Eun, C. S., & Resnick, B. G. (2004). *International financial management* (3rd ed.). The McGraw-Hill Companies.
- Madura, J. (2008). *International financial management*. Thomson Higher Education.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the key concepts of international finance, including foreign exchange markets and balance of payments.	U	PSO1, PSO7	PO1, PO9
CO2	Analyse the risks associated with international business, such as foreign exchange risk and political risk.	An	PSO2, PSO3,	PO2, PO3
CO3	Evaluate different international financing and investment strategies.	E	PSO1, PSO7,	PO2, PO9
CO4	Develop a risk management strategy for a multinational corporation.	C	PSO3, PSO7	PO3, PO6, PO7

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	3	-	-	-	-	-	1	-	-	-	2	-	-	-	-	-	-	-	1
CO2	-	2	1	-	-	-	-	-	-	-	-	3	1	-	-	-	-	-	-
CO3		1	-	-	-	-	2	-	-	-	-	1	-	-	-	-	-	-	2
CO4	-	-	2	-	-	-	2	-	-	-	-	-	2	-	-	2	2	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
CO 1		✓		✓

C02		✓		✓
C03		✓		✓
C04		✓		✓

Course Title	Consumer Behaviour
Course Code	M25BS13DE
Type of Course	Discipline Specific Elective Course – Marketing Stream
Semester	4
Credits	4
Course Objective	The course aims to provide learners with a comprehensive understanding of the fundamentals of consumer behaviour and the internal and external factors influencing consumer decision-making. It focuses on analyzing consumer decision processes, innovation adoption, and various decision models, enabling learners to evaluate purchase decisions and post-purchase behaviour for effective marketing and business strategies.

Course Outline

Block 1: Introduction to Consumer Behaviour

Block 2: Factors Influencing Consumer Behaviour

Block 3: Consumer Decision-Making and Innovation Adoption

Block 4: Post-Purchase Behaviour and Consumer Decision Models

Course Details

Block 1: Introduction to Consumer Behaviour

Unit 1: Introduction to Consumer Behaviour

Meaning - Difference between Consumer and Customer, Consumer Behaviour – Meaning and Concept – Importance - Consumer Behaviour Roles – Kinds of Consumers

Unit 2: Application of Consumer Behaviour

Applications of Consumer Behaviour Knowledge in Marketing - Challenges in Predicting Consumer Behaviour – Methods of Consumer Research

Practical Activity: Select a real-life product or service (e.g., mobile phone, apparel, or food delivery app) and identify the different consumer roles (influencer, buyer, user, etc.) involved in its purchase. Then briefly explain how knowledge of consumer behaviour helps marketers design better products and promotions, and list one method used to study consumer behaviour, such as a survey or focus group.

Block 2: Factors Influencing Consumer Behaviour

Unit 1: External Factors Influencing Consumers' Decision Making

External Influences - Family - Social Class – Group Dynamics and Consumer Reference Groups
Cultural and Sub-Cultural Aspects-

Unit 2: Internal Factors Influencing Consumers' Decision Making

Internal Influences– Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs & Attitudes.

Practical Activity: Reflect on a recent purchase decision they made and identify at least two internal and two external factors that influenced their decision (e.g., family advice, peer influence, personality, lifestyle). Also, write a brief explanation showing how each factor contributed to their final decision.

Block 3: Consumer Decision-Making and Innovation Adoption

Unit 1: Consumer Decision-Making Process

Meaning –Types of consumer decisions, Consumer Decision Making Process - Problem Recognition - Information Search - Alternative Evaluation –Purchase Selection – Post purchase Evaluation.

Unit 2: Diffusion of innovation

Diffusion of Innovation: Definition of innovation; product characteristics influencing diffusion; resistance to innovation; adoption process.

Practical Activity: Select a new or innovative product (such as a smartwatch, electric scooter, or fitness app) and trace the five steps of the consumer decision-making process based on how a customer typically approaches that product. Also identify two reasons why some consumers resist adopting the innovation and describe how marketers can overcome this resistance.

Block 4: Post-Purchase Behaviour and Consumer Decision Models

Unit 1: Purchase Decision & Post Purchase Behaviour

Purchase decision- compensatory decision rule, conjunctive decision, rule, Lexicographic rule; post-purchase evaluation– Post Purchase Behaviour - Meaning and Consumer Loyalty

Unit 2: Models of Consumer Decision Making

Economic – Learning – Psychological –Sociological – Howard - Seth-Engel- Kollat Model- NICOSIA Model

Practical Activity: Recall a past purchase experience where you were satisfied or disappointed, and analyse their post-purchase behaviour, including any feelings of regret or loyalty. Then choose one consumer decision-making model (such as the Howard-Sheth or Engel-Kollat-Blackwell model) and match each stage of their buying experience to the model’s stages in simple terms.

References

- Reynolds & Wells, Consumer Behaviour(2010), Mcgraw Hill..
- Schiffman, Leon G., and Leslie Lazar Kanuk. Consumer Behavior. Pearson Prentice Hall.
- David L Loudone,Albert J.Della Bitta(2014), Consumer Behaviour Concept and Applications, McGraw Hills.
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- Engle, J F etc.(1993) Consumer Behaviour, , Dryden Press.
- Mowen, John C. (1993) Consumer Behaviour, MacMillan

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the psychological and social factors influencing consumer behaviour.	U	PSO1	PO1
CO2	Analyse the consumer decision-making process for different products and services.	An	PSO2, PSO3	PO2, PO3
CO3	Evaluate the role of brand, culture, and social class in shaping consumer preferences.	E	PSO1, PSO3	PO3

CO4	Create a marketing strategy that effectively targets a specific consumer segment.	C	PSO1, PSO3	PO3, PO7
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R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C – Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	3	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-
CO2	-	3	1	-	-	-	-	-	-	-	-	3	1	-	-	-	-	-	-
CO3	2	-	2	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-
CO4	2	-	2	-	-	-	-	-	-	-	-	-	2	-	-	-	1	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓

Course Title	Performance Management
Course Code	M25BS23DE
Type of Course	Discipline Specific Elective Course – Human Resource (HR) Stream
Semester	4
Credits	4
Course Objective	The course aims to help learners understand the role of HR managers in performance management and familiarize them with the complete performance management process. It focuses on developing interpersonal and strategic skills in coaching, mentoring, and counselling for employee development, while providing insights into various performance appraisal systems to enhance organisational effectiveness.

Course Outline

Block 1: Fundamentals of Performance Management

Block 2: Performance Appraisal and Audit

Block 3: Performance Development Skills

Block 4: Performance Management System (PMS) & Quality

Course Details

Block 1: Fundamentals of Performance Management

Unit 1: Introduction to Performance Management

Meaning– characteristics -scope-significance- process- Limitations-performance management cycle-Deming’s Model - evolution of Performance Management - Performance appraisal Vs performance management - performance management Vs Human resource management.

Practical Activity: Create a performance management cycle for a selected job role (e.g., sales executive, teacher, or customer service agent), outlining the stages from goal-setting to evaluation.

Unit 2: Performance Management Process

Performance Management Planning- meaning- process-objectives, Monitoring, Evaluating and Rewarding, Competency Mapping-meaning-Methods of competency mapping.

Practical Activity: Design a basic performance appraisal form for a specific job, including both traditional (rating scales, checklists) and modern methods (360-degree feedback, MBO). They will then prepare a simple performance audit checklist

Block 2: Performance Appraisal and Audit

Unit 1: Performance Appraisal -Meaning-Objectives-Process-advantages-Performance appraisal methods -Traditional-Modern.

Unit 2: Performance Audit -Meaning-significance-scope-objectives-approach-Elements of quality management system for performance audit- role of audit in performance evaluation-Linking audits to continuous improvement.

Practical Activity: Simulate a coaching or counseling session in pairs or small groups, acting as a manager helping an employee improve performance.

Block 3: Performance Development Skills

Unit 1: Coaching and Counseling: Coaching-concept- objectives -tips for effective coaching, Counseling- concept-need of counselling at workplace-functions-Benefits-steps in counselling process

Unit 2: Mentoring and Monitoring: Concept-characteristics-benefits- stages of mentoring-characteristics of a mentor- Mentoring process Types of mentoring- One to One and Group Mentoring-Principles of Monitoring- Monitoring Process.

Block 4: Performance Management System (PMS) & Quality

Unit 1: Performance Management System:

Meaning-characteristics-Objectives-Importance-pitfalls of performance management system-Current market trends in performance management software.

Unit 2: Quality in performance management system- Quality-meaning-quality management-quality assurance-quality control-quality management system-Quality Practices-Kaizen, JIT, Sig-Sigma-Balanced score card

Practical Activity: Prepare a Balanced Scorecard to assess an organization's performance in four dimensions (financial, customer, internal processes, learning & growth)

Reference

- Aguinis, H. (2019). *Performance management* (4th ed.). Chicago Business Press.
- Armstrong, M. (2020). *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance* (6th ed.). Kogan Page.
- Rao, T. V. (2004). *Performance management and appraisal systems: HR tools for global competitiveness*. SAGE Publications India.
- Pulakos, E. D. (2009). *Performance management: A new approach for driving business results*. Wiley-Blackwell.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the purpose and process of performance management systems.	U	PSO1	PO1
CO2	Apply various performance appraisal methods and tools.	Ap	PSO2, PSO7	PO2
CO3	Analyse the link between performance management and compensation, training, and employee development.	An	PSO2, PSO3	PO2, PO3
CO4	Create a comprehensive performance management plan for an organisation, including goal-setting, feedback, and appraisal.	C	PSO4, PSO7	PO6, PO7

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	3	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-	-
CO2	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	-	-	-
CO3	-	1	2	-	-	-	-	-	-	-	-	1	2	-	-	-	-	-	-
CO4	-	-	-	1	-	-	2	-	-	-	-	-	-	-	-	1	2	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination

C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓

Course Title	Supply Chain Management
Course Code	M25BS33DE
Type of Course	Discipline Specific Elective Course – Logistics and Supply Chain Management Stream
Semester	4
Credits	4
Course Objective	The course aims to provide learners with a solid understanding of the fundamentals and strategic planning of supply chain management. It enables them to examine supplier relations, warehousing, and material handling operations, apply supply chain applications and sourcing strategies, and analyze advanced supply chain practices and international logistics for efficient and competitive business operations.

Course Outline

Block 1: Foundations of Supply Chain Management

Block 2: Supplier Relations and Material Handling

Block 3: Sourcing and Distribution Strategy

Block 4: Advanced and International Logistics

Course Details

Block 1: Foundations of Supply Chain Management

Unit 1: Evolution and Strategic Foundations

Early Practices - Physical Distribution and Logistics, Development of Supply Chain, Management Theory & Practices, Future of Supply Chain Management, Logistic/Supply chain (SC) strategy, Logistic/SC planning, Timing of planning, Guidelines for Strategy Formulation, Measuring Strategy Performance.

Unit 2: Customer Relationship and Inventory Management

Customer segmentation, Relationship with customer, Management of business relations, Customer satisfaction - Difference between inventory management in manufacturing and services, Selective inventory control techniques

Practical Activity: Select a real company and analyze its supply chain strategy and logistics planning, highlighting how it segments its customers and maintains customer relationships.

Block 2: Supplier Relations and Material Handling

Unit 1: Supplier Management and Warehousing

Types of supplier relationships, Management of service supply chains, Managing through intermediaries, Supply partnerships. Warehousing functions, Material Handling Function, Strategic decision regarding warehouse options, Warehouse site selection.

Unit 2: Material Handling

Stages of material handling operations, Factors of material handling systems, Material handling equipment and systems.

Practical Activity: Prepare a warehouse plan that includes warehousing functions, material handling requirements, and site selection criteria for a product-based company.

Block 3: Sourcing and Distribution Strategy

Unit 1: Sourcing Decisions and SCM Tools

Supply Chain Management Application Categories, ERP (Enterprise Resources Planning), APS (Advance planning and scheduling). Make Versus Buy: The Strategic Approach, Identifying Core Processes, Market Versus Hierarchy, The Make-versus-Buy Continuum, Sourcing Strategy: Portfolio Approach, Impact of Internet on Sourcing Strategy.

Unit 2: Distribution Network Design

Importance of distribution in the supply chain, Factors influencing distribution network design, Distribution network types and available design options, Manufacturer storage with direct shipping, Selecting a distribution network design.

Practical Activity: Select a product or company and use the Make-versus-Buy analysis to decide whether to outsource or manufacture in-house, considering strategic factors such as cost, capacity, and core competence. Also create a basic distribution network design,

outlining options like direct shipping, cross-docking, or storage, and justify the best fit for the product based on factors like speed, cost, and customer service.

Block 4: Advanced and International Logistics

Unit 1: JIT, Quick Response, and Logistics Systems

The Japanese philosophy, Goals of JIT, Implications for logistics, Quick response, Logistics information system, Logistics system dynamics, Production strategies for quick response.

Unit 2: International Logistics and Global SCM

Historical Developments of International Logistics, The Emphasis on Customer Satisfaction, Strategic advantage, Elements of international logistics, The Economic Importance of International Logistics.

Practical Activity: Select a global product (e.g., smartphones, packaged food, or garments) and trace its international logistics journey from origin to final destination, identifying key components such as transportation mode, customs clearance, warehousing, and last-mile delivery.

References

- Chopra, S., Meindl, P., & Kalra. (2010). *Supply chain management: Strategy, planning, and operation* (4th ed.). Pearson Education.
- Simchi-Levi, D., Simchi-Levi, E., & Kaminsky, P. (2019). *Designing and managing the supply chain: Concepts, strategies, and case studies* (4th ed.). McGraw-Hill Education.
- Chandrasekaran, N. (2010). *Supply chain management: Process, system, and practice*. Oxford University Press.
- Shapiro, J. F. (2002). *Modeling the supply chain*. Thomson Duxbury.
- Ayers, J. B. (2000). *Handbook of supply chain management*. St. Lucie Press.

Course Outcomes

No		Cognitive Level	PSO addressed	PO addressed
CO1	Explain the key components and processes of a supply chain.	U	PSO1	PO1
CO2	Analyse the challenges and opportunities in managing a global supply chain.	An	PSO2, PSO3	PO2, PO3, PO9
CO3	Evaluate different supply chain strategies, including lean and agile supply chains.	E	PSO3	PO3
CO4	Create a supply chain strategy to improve efficiency, reduce costs, and enhance customer satisfaction.	C	PSO3, PSO7,	PO3, PO7

R – Remember, U – Understand, Ap – Apply, An – Analyse, E – Evaluate, C - Create

Mapping of CO's with PSO's and PO's

	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
CO1	2	-	-	-	-	-	-	-	-		2	-	-	-	-	-	-	-	-
CO2	-	2	1	-	-	-	-	-	-	-	-	2	1	-	-	-	-	-	1
CO3	-	-	2	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-
CO4	-	-	1	-	-	-	2	-	-	-	-	-	1	-	-	-	2	-	-

Correlation levels:

Level	Correlation
-	Nil
1	Slightly / Low

2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

Quiz/ Assignment/ Discussion/ Seminar

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	Project Evaluation	End Semester Examination
C0 1		✓		✓
C0 2		✓		✓
C0 3		✓		✓
C0 4		✓		✓