SCHOOL OF MANAGEMENT AND COMMERCE

(SOMC)

Programme Handbook

(Programme Study and Evaluation Scheme)

Bachelor of Business Administration (Honours/Honours with Research) in Logistics and Supply Chain Management

Programme Code: 207

FOUR YEAR UNDERGRADUATE PROGRAMME

As per National Education Policy 2020

(with effect from 2024-25 session)

Approved in the 34th Meeting of Academic Council Held on 29 June 2024

Index

1. **Preface**:

Introduction

K.R. Mangalam University was founded in the year 2013 by Mangalam Edu Gate, a company incorporated under Section 25 of the Companies Act, 1956.

The K.R. Mangalam Group has made a name for itself in the field of education. Over a period of time, the various educational entities of the group have converged into a fully functional corporate academy. Resources at KRM have been continuously upgraded to optimize opportunities for the students. Our students are groomed in a truly inter-disciplinary environment wherein they develop integrative skills through interaction with students from engineering, management, journalism and media study streams.

The K.R. Mangalam story goes back to the chain of schools that offered an alternative option of world-class education, pitching itself against the established elite schools, which had enjoyed a position of monopoly till then. Having blazed a new trail in school education, the focus of the group was aimed at higher education. With the mushrooming of institutions of Higher Education in the National Capital Region, the university considered it very important that students take informed decisions and pursue career objectives in an institution, where the concept of education has evolved as a natural process.

Uniqueness of KRMU

i. Enduring legacy of providing education to high achievers who demonstrate leadership in diverse fields.
ii. Protective and nurturing environment for teaching, research, creativity, scholarship, social and economic justice.

Education Objectives

i. To impart undergraduate, post-graduate and Doctoral education in identified areas of higher education.
ii. To undertake research programmes with industrial interface.
iii. To integrate its growth with the global needs and expectations of the major stake holders through teaching, research, exchange & collaborative programmes with foreign, Indian Universities/Institutions and MNCs.
iv. To act as a nodal center for transfer of technology to the industry.
v. To provide job oriented professional education to the student community with particular focus on Haryana.

2. NEP-2020: Important features integrated in the curriculum

K.R. Mangalam University has adopted the National Education Policy NEP-2020 to establish a holistic and multidisciplinary undergraduate education environment, aiming to equip our students for the demands of the 21st century. Following the guidelines of NEP-2020 regarding curriculum structure and duration of the undergraduate programme, we now offer a Four-Year

Undergraduate Programme with multiple entry and exit points, along with re-entry options, and relevant certifications.

• UG Certificate after completing 1 year (2 semesters with the required number of credits) of study, and an additional vocational course/internship of 4 credits during the summer vacation of the first year.

• UG Diploma after completing 2 years (4 semesters with the required number of credits) of study, and an additional vocational course/internship of 4 credits during the summer vacation of the second year.

• Bachelor's Degree after completing 3-year (6 semesters with the required number of credits) programme of study.

• 4-year Bachelor's Degree (Honours) with the required number of credits after eight semesters programme of study.

• Students who secure an average of 75% marks and above in the first six semesters and wish to undertake research at the undergraduate level can choose a research stream in the fourth year. Upon completing a research project in their major area(s) of study in the 4th year, a student will be awarded Bachelor's Degree (Honours with Research). Advantage of pursuing 4-year Bachelor's degree programme with Honours/Honours with Research is that the Master's degree will be of one year duration. Also, a 4-year degree programme will facilitate admission to foreign universities.

S. No.	Broad Categories of Courses	Minimum Credit Requirement for Four Year UG Programme
1	Major (Core)	80
2	Minor	32
3	Multidisciplinary	09
4	Ability Enhancement Course (AEC)	08
5	Skill Enhancement Course (SEC)	09
6	Value-Added Course (VAC)	06-08
7	Summer Internship	02-04
8	Research Project/Dissertation	12
9	Total	160

2.1 Categories of Courses

Major: The major would provide the opportunity for a student to pursue in-depth study of a particular subject or discipline.

Minor: Students will have the option to choose courses from disciplinary/interdisciplinary minors and skill-based courses. Students who take enough courses in a discipline or an interdisciplinary area of study other than the chosen major will qualify for a minor in that discipline or in the chosen interdisciplinary area of study.

Students have multiple minor streams to choose from. They can select one minor stream from the available options, which will be pursued for the entire duration of the programme.

Multidisciplinary (Open Elective): These courses are intended to broaden the intellectual experience and form part of liberal arts and science education. These introductory-level courses may be related to any of the broad disciplines given below:

- Natural and Physical Sciences
- Mathematics, Statistics, and Computer Applications
- Library, Information, and Media Sciences
- Commerce and Management
- Humanities and Social Sciences

A diverse array of Open Elective Courses, distributed across different semesters and aligned with the categories, is offered to the students. These courses enable students to expand their perspectives and gain a holistic understanding of various disciplines. Students can choose courses based on their areas of interest.

Ability Enhancement Course (AEC): Students are required to achieve competency in a Modern Indian Language (MIL) and in the English language with special emphasis on language and communication skills. The courses aim at enabling the students to acquire and demonstrate the core linguistic skills, including critical reading and expository and academic writing skills, that help students articulate their arguments and present their thinking clearly and coherently and recognize the importance of language as a mediator of knowledge and identity.

Skills Enhancement Courses (SEC): These courses are aimed at imparting practical skills, hands-on training, soft skills, etc., to enhance the employability of students.

Value-Added Course (VAC): The Value-Added Courses (VAC) are aimed at inculcating Humanistic, Ethical, Constitutional, and Universal human values of truth, righteous conduct, peace, love, non-violence, scientific and

technological advancements, global citizenship values and life-skills falling under below-given categories:

- Understanding India
- Environmental Science/Education
- Digital and Technological Solutions
- Health & Wellness, Yoga education, Sports, and Fitness

Research Project / Dissertation: Students choosing a 4-Year Bachelor's degree (Honours with Research) are required to take up research projects under the guidance of a faculty member. The students are expected to complete the Research Project in the eighth semester. The research outcomes of their project work may be published in peer-reviewed journals may be presented in conferences /seminars or may be patented.

3. University Vision and Mission

3.1 Vision

K.R. Mangalam University aspires to become an internationally recognized institution of higher learning through excellence in interdisciplinary education, research, and innovation, preparing socially responsible life-long learners and contributing to nation-building.

3.2 Mission

- ➢ Foster employability and entrepreneurship through a futuristic   curriculum and progressive pedagogy with cutting-edge technology.
- ➢ Instill the notion of lifelong learning through stimulating research, Outcomes-based education, and innovative thinking.
- ➢ Integrate global needs and expectations through collaborative programs with premier universities, research centers, industries, and professional bodies.
- ➢ Enhance leadership qualities among the youth by having an understanding of ethical values and environmental realities.

4. About the School of Management and Commerce

The School of Management & Commerce takes pride in its professional and highly qualified intellectual capital and its faculty members. The school boasts of its modern infrastructure and the latest technology and resources in the field of General Management, Human Resources, Finance, Operations, Marketing, Information Technology, Economics, and International Business. The school aims at creating professionals who are committed to excellence in their personal and professional endeavours by adopting the best of industry practices with a keen focus on research, training, and consultancy programmes. The approach to pedagogy

combines fieldwork, case studies, and instrumented feedback with a strong emphasis on concepts and theory.

5. School Vision and Mission

Vision

To be a Top Business School in India recognized Globally for Excellence and Innovation in Management Education and Research

Mission

The mission of the Business School is to

1. Nurture, Innovative and Ethical Leaders capable of managing change.
2. Leverage Technology developing proficiency in students, enabling them to thrive in dynamic business models.
3. Foster Research to advance the theory and practice of management.
4. Develop compassionate and socially responsible business leaders.

6. About the Programme

The Bachelor of Business Administration (Honours / Honours with Research) in Logistics and Supply Chain Management in collaboration with Safexpress is a specialized program that prepares students to manage the flow of goods, services, and information in today's complex business environments. This program blends core business education with focused training on logistics operations, inventory control, procurement, and supply chain integration. Students learn how to streamline processes, optimize resource allocation, and leverage technology to improve operational efficiency. With an emphasis on global supply chains, sustainability, and ethics, the program equips graduates with the skills necessary for roles such as logistics coordinators, supply chain analysts, and procurement managers across diverse industries like manufacturing, retail, and e-commerce

6.1 Definitions

➢ **Programme Educational Objectives (PEOs)**

Programme Educational Objectives of a degree programme are the statements that describe the expected achievements of graduates in their career, and what the graduates are expected to perform and achieve during the first few years after graduation.

➢ **Programme Outcomes (POs)**

Programme Outcomes are statements that describe what the students are expected to know and would be able to do upon the graduation. These relate to the skills, knowledge, and behavior that students acquire through the programme.

> **Programme Specific Outcomes (PSOs)**
>> Programme Specific Outcomes define what the students should be able to do at the time of graduation and they are programme specific. There are two to four PSOs for a programme.

> **Credit**

Credit refers to a unit of contact hours/ tutorial hours per week or 02 hours of lab/ practical work per week.

6.2 Programme Educational Objectives (PEO)

These are deferred outcomes measured few years after completion of the programme, where the graduates of this program will:

PEO1: Lead teams in a dynamic business environment.
PEO2: Develop innovative solutions for dynamic business problems
PEO3: Contribute to the advancement of management practices and theory by conducting research in the relevant discipline
PEO4: Integrate sustainability & ethics in decision making ensuring inclusivity and compassion
PEO5: Practice responsible global citizenship exhibiting environmental and social accountability
PEO6: Exhibit skills and attitude to be a lifelong learner

6.3 Programme Outcomes (PO)

P01: Apply conceptual, technical and technological skills to solve complex business problems.
P02: Analyse business problems critically and design creative and innovative solutions.
P03: Communicate effectively and negotiate to collaborate, coordinate and lead global and diverse teams.
P04: Exhibit decision making ability upholding universal human values, ethics, empathy, compassion and righteousness.
P05: Practice responsible global citizenship by considering the social and environmental impact of business decisions.
P06: Demonstrate entrepreneurial and intrapreneurial skills to start their own firms and work with ownership in organizations.
P07: Imbibe lifelong learning skills for continuous improvement.
P08: Contribute to management theory and practice by conducting pure and applied empirical research.

6.4 Programme Specific Outcomes (PSO)

PSO1: Applying conceptual knowledge of Supply Chain Management to analyse business operations.

PSO2: Employing advanced technology and techniques to offer solutions for supply chain and logistics problems.

PSO3: Developing and implementing innovative and sustainable solutions for optimizing supply chains.

PSO4: Communicating effectively to create build & lead cross cultural teams.

PSO5: Displaying decision making abilities upholding ethics & universal human values.

PSO6: Exhibiting responsibility towards environment, society & governance while designing optimal and lean supply chain and logistics systems.

PSO7: Demonstrating continuous improvement through lifelong learning towards designing better supply chain and logistics solutions.

6.5 Career Avenues

Bachelor of Business Administration (Honours/Honours with Research) in Logistics and Supply Chain Management equips students with specialized knowledge in managing the flow of goods, services, and information across various stages of production and distribution. Graduates of this program have access to a broad range of career opportunities in the dynamic fields of logistics, supply chain management, and related industries. Here are some potential career avenues for BBA LSCM graduates:

- Supply Chain Manager
- Logistics Coordinator
- Operations Manager
- Procurement Manager
- Inventory Control Analyst
- Warehouse Manager
- Demand Planner
- Transportation Manager
- Customs Broker
- Freight Forwarder
- Distribution Manager
- Quality Control Specialist
- Production Planner
- Purchasing Manager
- E-commerce Logistics Coordinator

Bachelor of Business Administration (Honours/Honours with Research) in Logistics and Supply Chain Management graduates are well-equipped with problem-solving,

analytical, and managerial skills, making them suitable for roles in manufacturing, retail, logistics firms, and consulting, among other sectors. The increasing importance of global trade and e-commerce also adds to the demand for professionals in logistics and supply chain management.

6.6 Duration

The duration of this programme is four years (eight semesters) with multiple entry/exit options.

6.7 Criteria for award of certificates and degree

➢ **Award of UG Certificate**

After completing 1 year of study (2 semesters) with 52 credit and an additional vocational course/internship of 4 credits during the summer vacation of the first year.

➢ **Award of UG Diploma**

After completing 2 years of study (4 semesters) with 105 credit and an additional vocational course/internship of 4 credits during the summer vacation of the second year.

➢ **Award of Bachelor's Degree**

After completing 3-year of study (6 semesters) with 142 credits.

➢ **Award of Bachelor of Commerce (Honours / Honours with Research)**

After completing 4-year of study (8 semesters) with 186 credits.

7. Student's Structured Learning Experience from Entry to Exit in the Programme

Education Philosophy and Purpose:

- Learn to Earn a Living:

  At KRMU we believe in equipping students with the skills, knowledge, and qualifications necessary to succeed in the job market and achieve financial stability. All the programmes are tailored to meet industry demands, preparing students to enter specific careers and contributing to economic development.

- Learn to Live:

  The University believes in learners' holistic development, fostering critical thinking, creativity, emotional intelligence, and a deeper understanding of the world. Our aim is to nurture well-rounded individuals who can contribute meaningfully to society, lead fulfilling lives, and engage with the complexities of the human experience.

- University Education Objective: Focus on Employability and Entrepreneurship through Holistic Education using Bloom's Taxonomy

By targeting all levels of Bloom's Taxonomy—remembering, understanding, applying, analyzing, evaluating, and creating—students are equipped with the knowledge, skills, and attitudes necessary for the workforce and entrepreneurial success. At KRMU we emphasize on learners critical thinking, problem-solving, and innovation, ensuring application of theoretical knowledge in practical settings. This approach nurtures adaptability, creativity, and ethical decision-making, enabling graduates to excel in diverse professional environments and to innovate in entrepreneurial endeavours, contributing to economic growth and societal well-being.

- Importance of Structured Learning Experiences

A structured learning experience (SLE) is crucial for effective education as it provides a clear and organized framework for acquiring knowledge and skills. By following a well-defined curriculum, learners can build on prior knowledge systematically, ensuring that foundational concepts are understood before moving on to more complex topics. This approach not only enhances comprehension but also fosters critical thinking by allowing learners to connect ideas and apply them in various contexts. Moreover, a structured learning experience helps in setting clear goals and benchmarks, enabling both educators and students to track progress and make necessary adjustments. Ultimately, it creates a conducive environment for sustained intellectual growth, encouraging learners to achieve their full potential. At K.R. Mangalam University SLE is designed as rigorous activities that are integrated into the curriculum and provide students with opportunities for learning in two parts:

- Inside classroom (cognitive outcome, student centric learning, methods, approach, tools and techniques)
- Outside classroom (People skills and psychomotor skills comprising of various types of activities in industry, community and labs)
➢ Educational Planning and Execution: What, when and how learning will happen

The Bachelor of Business Administration (BBA) (Honours/Honours with Research)) in Logistics and Supply Chain Management (LSCM) in collaboration with Safexpress is designed to offer students an industry-integrated education that emphasizes practical experience, industry engagement, and cutting-edge supply chain strategies. The program is structured around the educational principles of "Learn to Earn Living" and "Learn to Live," providing a holistic learning experience from entry to exit. Student performance is closely monitored through continuous assessments, project reviews, and faculty mentorship. Regular feedback is collected to identify areas for improvement, and corrective measures, such as supplementary workshops or tutorials, are implemented as needed. The program is designed for continuous improvement, with updates to the curriculum based on industry trends, student feedback, and evolving market demands, ensuring relevance and quality.

SCHEME OF STUDIES

	Bachelor of Business Administration (Honours/Honours with Research) in Logistics and Supply Chain Management Semester-I							
S. No.	**Category of Course**	**Course Code**	**Course**	**L**	**T**	**P**	**C**	**Multiple Entry and Exit**
1	Major-I	MCBA101	Principles of Management	3	0	0	3	
2	Major-II	MCBA103	Micro Economics	3	0	0	3	
3	Major-III	MCBA105	Financial Accounting and Reporting	3	0	0	3	
4	Major-IV	MCBA107	Business Mathematics	3	0	0	3	
5	Major-V	MCBA109	Fundamentals of Marketing	3	0	0	3	
6	Minor-I	-	Minor from Chosen Stream	4	0	0	4	
7	VAC-1 (MOOC)	VAC183	Indian Knowledge System	0	0	0	2	
8	Major-VI	MCBA111	Commercial Laws	3	0	0	3	
Total				**22**	**0**	**0**	**24**	

Bachelor of Business Administration (Honours/Honours with Research) in Logistics and Supply Chain Management
Semester-II

S. No.	Category of Course	Course Code	Course	L	T	P	C	
1	Major-VII	MCBA102	Individual and Organisational Behaviour	3	0	0	3	Award: UG Certificate [after completing 1 year of study (2 semesters with 52 credits as prescribed), and an additional vocational course/internship of 4 credits during the summer vacation of the first year]
2	SEC-I	SEC I	Business Statistics	3	0	0	3	
3	Major-VIII	MCBA106	Cost and Management Accounting	3	0	0	3	
4	Major-IX	MCBA108	Economic Environment and Policy	3	0	0	3	
5	Major-X	MCSP167	Fundamentals of SCM	3	0	0	3	
6	OE-I		Open Elective I	3	0	0	3	
7	SEC-II	SEC026	MS Excel for Business	1	0	1	3	
8	VAC-II	-	MOOC	0	0	0	2	
9	Minor-II	-	Minor from Chosen Stream	4	0	0	4	
10	CS	CS001	Club/Society	0	1	0	1	
Total				23	1	1	28	
Summer Internship-I								

Bachelor of Business Administration (Honours/Honours with Research) in Logistics and Supply Chain Management Semester-III								Multiple Entry and Exit
S. No.	Category of Course	Course Code	Course Title	L	T	P	C	Multiple Entry and Exit
1	Major-XI	MCBA201	Managing Contemporary Human Resources	3	0	0	3	
2	Minor-III	-	Minor from Chosen Stream	4	0	0	4	
3	Major-XII	MCBA203	Operations Management	3	0	0	3	
4	Major-XIII	MCBA205	Sales and Distribution Management	3	0	0	3	
5	Major-XIV	MCSP168	Fundamentals of Logistics Management	3	0	0	3	
6	SEC-III	SEC063	Advanced Excel	0	0	1	2	
7	AEC-1	AEC006	Verbal Ability	3	0	0	3	
8	OE-II	-	Project Management	3	0	0	3	
9	INT/PROJ	SIMC001	Evaluation of Summer Internship	0	0	0	2	
10	VAC-III	-	GST and E Filing	2	0	0	2	
11	CC	CS002	Community Service	0	1	0	1	
Total				24	1	1	29	

	Bachelor of Business Administration (Honours/Honours with Research) in Logistics and Supply Chain Management							
Semester-IV								
S. No.	**Category of Course**	**Course Code**	**Course**	**L**	**T**	**P**	**C**	
1	Major-XV	MCBA202	Research Methodology For Business	3	0	0	**3**	
2	Major-XVI	MCBA204	Introduction to Financial Management	3	0	0	**3**	
3	Major-XVII	MCSP169	Warehouse Operations and Management	3	0	0	**3**	
4	Major-XVIII	MCBA208	Entrepreneurship Development	3	0	0	**3**	
5	SEC-IV	SEC IV	Introduction to Power BI, Python and SQL	0	0	1	**2**	
6	OE-III	-	Open Elective III	3	0	0	**3**	
7	Minor-IV	-	Minor from Chosen Stream	4	0	0	**4**	
8	AEC-II	AEC007	Communication & Personality Development	3	0	0	**3**	
Total				**22**	**0**	1	**24**	
Summer Internship II								

Award: UG Diploma [after completing 2 years of study (4 semesters with 105 credits as prescribed), and an additional vocational course/internship of 4 credits during the summer vacation of the second year] Entry: The student who took exit after completion of the first year (UG Certificate) is allowed to enter the diploma programme within five years from the first entry in the programme, four years in case of degree program and three years in case of Hons. degree to complete the programme within the stipulated time period of seven years.

	Bachelor of Business Administration (Honours/Honours with Research) in Logistics and Supply Chain Management Semester-V							
S. No.	Category of Course	Course Code	Course Title	L	T	P	C	Multiple Entry and Exit
1	Major-XIX	MCSP192	Supply Chain Analytics	3	0	0	3	
2	Major-XX	MCSP162	Forecasting and Inventory Management	3	0	0	3	
3	Major-XXI	MCSP170	ERP Management	3	0	0	3	
4	Major-XXII	MCSP196	Basics of Commercial Geography	3	0	0	3	
5	Major-XXIII	MCBA303	General Awareness for Business	3	0	0	3	
6	AEC-III	AEC009	Arithmetic and Reasoning Skills-II	3	0	0	3	
7	Minor-V	-	Minor from Chosen Stream	4	0	0	4	
8	Major-XXIV	MCBA305	AI Tools for Business	1	0	1	3	
Total				23	0	1	25	

Bachelor of Business Administration (Honours/Honours with Research) in Logistics and Supply Chain Management Semester-VI								Award: Bachelor's Degree [after completing 3-year of study (6 semesters with 142 credits as prescribed)]
S. No.	Category of Course	Course Code	Course	L	T	P	C	Entry The student who took exit after completion of two years of study (UG Diploma) are allowed to re-enter the degree programme within three years and complete the degree programme within the stipulated maximum period of seven years.
1	INT/PROJ	MCBA330	On the Job Training by SAFEXPRESS	0	0	0	12	
Total				0	0	0	12	

Bachelor of Business Administration (Honours/Honours with Research) in Logistics and Supply Chain Management								Multiple Entry
Semester-VII								
S. No.	Category of Course	Course Code	Course	L	T	P	C	Multiple Entry
1	Major-XXV	MCBA401	Organisational Structure, Culture and Design	3	0	0	3	
2	Major-XXVI	MCSP197	GST and Logistics Documentation	3	0	0	3	
3	Major-XXVII	MCSP198	Technology-driven Supply Chain and Logistics	3	0	0	3	
4	Major-XXVIII	MCSP199	E-Commerce Operations	3	0	0	3	
5	Minor-VI	-	Minor from Chosen Stream	4	0	0	4	
6	Minor-VII	-	Minor from Chosen Stream	4	0	0	4	
Total				20	0	0	20	
Bachelor of Business Administration (Honours with Research) in Logistics and Supply Chain Management								Award: Bachelor's Degree with research [after

<table>
<tr><td colspan="8" align="center">Semester-VIII</td><td rowspan="7">completing 4-year of study (8 semesters with 186 credits as prescribed)]

Entry The student who took exit after completion of three years of study (UG degree) is allowed to re-enter the degree programme maximum within three years and complete the degree programme within the stipulated maximum period of seven years.</td></tr>
<tr><td>1</td><td>INT/PROJ</td><td>DIMC001</td><td>Dissertation</td><td>12</td><td>0</td><td>0</td><td>12</td></tr>
<tr><td>2</td><td>Major-XXIX</td><td>MCSP200</td><td>Supply Chain Modelling and Design</td><td>3</td><td>0</td><td>0</td><td>3</td></tr>
<tr><td>3</td><td>Major-XXX</td><td>MCSP139</td><td>International Trade Laws</td><td>3</td><td>0</td><td>0</td><td>3</td></tr>
<tr><td>4</td><td>Elective – Minor-VIII</td><td>-</td><td>Minor from Chosen Stream</td><td>4</td><td>0</td><td>0</td><td>4</td></tr>
<tr><td>5</td><td>Major- XXXI</td><td>-</td><td>Negotiation</td><td>2</td><td>0</td><td>0</td><td>2</td></tr>
<tr><td>Total</td><td></td><td></td><td></td><td>24</td><td>0</td><td>0</td><td>24</td></tr>
<tr><td colspan="8" align="center">Bachelor of Business Administration (Honours) in Logistics and Supply Chain Management

Semester-VIII</td><td rowspan="6">Bachelor's Degree (Honors) [after completing 4-year of study (8 semesters with 186 credits as prescribed)]</td></tr>
<tr><td>1</td><td>Major-XXIX</td><td>MCBA402</td><td>Qualitative Research Methods</td><td>4</td><td>0</td><td>0</td><td>4</td></tr>
<tr><td>2</td><td>Major-XXX</td><td>MCBA404</td><td>Multivariate Research</td><td>4</td><td>0</td><td>0</td><td>4</td></tr>
<tr><td>3</td><td>Major-XXXII</td><td>MCBA406</td><td>Geo-Political Implications on Business</td><td>4</td><td>0</td><td>0</td><td>4</td></tr>
<tr><td>4</td><td>Major- XXXIII</td><td>MCSP200</td><td>Supply Chain Modelling and Design</td><td>3</td><td>0</td><td>0</td><td>3</td></tr>
<tr><td>5</td><td>Major-XXXIV</td><td>MCSP139</td><td>International Trade Laws</td><td>3</td><td>0</td><td>0</td><td>3</td></tr>
</table>

6	Elective – Minor- VIII	-	Minor from Chosen Stream	4	0	0	**4**	
7	Major-XXXV	-	Negotiation	2	0	0	**2**	
8	Major-XXXVI	-	Minor Project	0	0	0	3	
9	Minor -VIII	-	Minor from Chosen Stream	4	0	0	4	
Total				24	0	0	24	

Minor Streams:

Bachelor of Business Administration (Honors/Honors with Research) in Logistics and Supply Chain Management

Minor Stream - Data Sciences			
S. No	Course Code	Course Title	Credit
Minor 1	UDT101	Data Analytics Using SQL	4
Minor 2	UDT102	Data Analytics Using R	4
Minor 3	UDT103	Python for Data Science	4
Minor 4	UDT104	Data Pre-processing & Visualization Using Python	4
Minor 5	UDT105	Time Series Analysis and Forecasting Using Python	4
Minor 6	UDT106	Fundamentals of Machine Learning	4
Minor 7	UDT107	Data Driven Applications	4
Minor 8	UDT108	Project and Case Study	4

Minor Stream - Psychology			
S. No	Course Code	Course Title	Credit
Minor 1	UPS101	Foundations of Psychology	4
Minor 2	UPS102	Fundamentals of Social Psychology	4
Minor 3	UPS103	Developmental Psychology	4
Minor 4	UPS104	Counseling and Guidance	4
Minor 5	UPS105	Health Psychology	4
Minor 6	UPS106	Environmental Psychology	4
Minor 7	UPS107	Positive Psychology	4
Minor 8	UPS108	Media Psychology	4

Minor Stream - Media Studies			
S. No	Course Code	Course Title	Credit
Minor 1	UMS101	Understanding Media	4
Minor 2	UMS102	Media Ethics and Laws	4
Minor 3	UMS103	Reporting and Editing for Print	4
Minor 4	UMS104	Advertising and Integrated Marketing Communication	4
Minor 5	UMS105	Public Relation and Corporate Communication	4
Minor 6	UMS106	Media, Development and Society	4
Minor 7	UMS107	Film Appreciation and Cinema Studies	4
Minor 8	UMS108	Global Media Scenario	4

Minor Stream - Investment Management			
S. No	Course Code	Course Title	Credit
Minor 1	UIM109	Global Capital Markets	4
Minor 2	UIM110	Personal Investment Management	4
Minor 3	UIM103	Introduction to Investment Management	4
Minor 4	UIM104	Equity Research	4
Minor 5	UIM105	Valuation of Fixed Income Securities	4
Minor 6	UIM106	Derivatives	4
Minor 7	UIM107	Mutual Funds	4
Minor 8	UIM108	Investment Banking	4

SEMESTER I					
Course Code: MCBA101	**Course Title: Principles of Management**	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of management principles**				

Course Perspective: This program aims to train the students on professional skills and aptitude needed to perform in business organisations. To appreciate the program contents, students must understand the functioning of the organisations. This course aims to give students a fundamental understanding of the functioning of a business organisation and hence it is a necessary part of the program structure.

 Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** Hierarchy and function in an organization	L2
CO2	**Applying** different leadership styles and diverse theories of motivation, engagement and appraisals	L3
CO3	**Analyzing** the need for authority and delegation in an organization	L4
CO4	**Analyzing** the decentralization for smooth operation in an organization	L4
CO5	**Evaluating** the evolutionary changes in practices of management adopted in modern organization	L5

Course Content

Unit I	Introduction	9 Hours
Concept, Nature, Process and Significance of Management, Management Types and Management Skills; Conceptual Skills, Human Skills, Technical Skills, Vertical Differences, Horizontal Differences, The Evolution of Management; Classical Perspective, Humanistic Perspective- Scientific Management, Bureaucratic Management, Administrative Management, Early Advocates, Human Relations Management, Human Resource Perspective.		

Unit II	Planning & Organization	12 Hours
Nature, Scope and Objectives of Planning; Planning and Goal Setting overview, Operational Planning (Management by Objectives), Innovative approaches to Planning. Strategy formulation and Implementation; Strategic Management Process SWOT Analysis, Corporate Level Strategy- BCG Matrix, Decision Making- Types of Decisions and Problems, Decision Making Models, Decision Making Steps, Decision making theories: Bounded Rationality Decision Making Theory, Vroom-Yetton Decision Making Theory, Intuitive Decision-Making Theory, Designing Adaptive Organizations, Change and Innovation, Human Resource Management		

Unit III	Leading	12 Hours
Dynamics of Behaviour in Organisations- Attitudes, Perception, Personality and Behaviour, Emotions, Managing Yourself, Stress and Stress Management. Leadership- From Management to Leadership, Followership, Power and Influence, Leadership theories: "Great Man" Theories, Trait Theories, Contingency Theories, Behavioural Theory, Participative Theory, Transactional Theory, Relational Theory. Motivation; Content Perspective on Motivation: ERG Theory, A Two Factor Approach to Motivation, Motivational Theories: Maslow's need hierarchy theory, Herzberg's 2 factor theory, McClelland's theory of needs, Vroom's expectancy theory, Communication, Teamwork: Managing Team Conflict		

Unit IV	Controlling	12 Hours
Quality and Performance: Feedback Control Model, Budgetary Control, Financial Control, The Changing Philosophy of Control, Total Quality Management, Trends in Quality and Financial Control,360-degree feedback.		

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. Students will learn principles of management in the class with the learning by doing method. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1 New Era of Management. Author, Richard L. Draft Edition, 11. Publisher, South-Western Cengage Learning, 2014.

2 Robbins, Stephen P., Coulter, Mary K. Management. 15th Ed Upper Saddle River, New Jersey: Pearson, 2021

Suggested Readings

1. Koontz, Cannice and Weihrich (2014). Management- A Global, Innovative and Entrepreneurial Perspective (14th Edition). New Delhi: Tata McGraw Hill Publishing Company.

2. Stoner, Freeman and Gilbert Jr. (2013). Management (6th Edition). New Delhi: Pearson Prentice Hall of India.

3. Chopra R. K., Mohan Puneet, & Sharma Vandana (2010). Principles & Practices of Management. New Delhi: Sun India Publication.

4. Tripathi P. C. & Reddy P. N. (2015). Principles & Practices of Management (5th Edition). New Delhi: Tata McGraw Hill Publishing House.

5. Gupta, C.B (2016). Management Concepts and Practices. New Delhi: Sultan Chand and Sons.

Open Educational Resources (OER)

1. Enrol in online courses or Massive Open Online Courses (MOOCs) offered by reputable platforms like Coursera, edX, or Udemy.

2. Study and analyse real-world case studies that showcase the application of management theories and concepts.

3. Engage in online forums and discussion groups focused on management topics.

4. Read business magazines and publications like Harvard Business Review, Forbes, or The Economist.

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks

II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks

Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.

SEMESTER I					
Course Code: MCBA103	**Course Title: Micro Economics**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Micro Economics**				

Course Perspective

This microeconomics course aims to equip students with a comprehensive understanding of microeconomic principles and their practical applications in business contexts. By delving into core concepts such as opportunity costs, time value of money, consumer behaviour, and demand elasticity, students will develop the analytical skills needed to assess market behaviours and make informed decisions. The course emphasizes the importance of production theories, cost analysis, and pricing strategies across various market structures, fostering strategic decision-making and problem-solving abilities. Through an in-depth exploration of market dynamics and economic factors, students will gain insights into the forces that drive business performance and sustainability. Ultimately, this course prepares students to apply microeconomic theories to real-world challenges, enhancing their ability to contribute effectively to organizational success and economic development.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of Micro Economics.	L2

CO2	**Applying** consumer behavior theories to evaluate demand and consumer choices.	L3
CO3	**Analyzing** production theory and differentiating between short-run and long-run production scenarios.	L4
CO4	**Evaluating** cost concepts and developing pricing strategies for various market structures.	L5
CO5	**Evaluating** demand forecasting methodologies and elasticity measures to enhance strategic planning.	L5

Course Content

Unit I	Introduction	5 Hours
Scope of Microeconomics. Analysis of the relevance and practical application of Microeconomics in organizational contexts. Comparative study of Individual vs. Aggregate Economic Analysis. In-depth examination of Opportunity Costs, Time Value of Money, Marginal Analysis, Instrumentalism, Market forces, and Equilibrium states.		

Unit II	Advanced Consumer Behavior and Demand Analysis	8 Hours
Cardinal Utility Theory: Detailed exploration of Diminishing Marginal Utility and the Law of Equi-Marginal Utility. Ordinal Utility Theory: Comprehensive analysis of Indifference Curves, Marginal Rate of Substitution, Budget Constraints, and Consumer Equilibrium. Rigorous study of Demand Theory, Law of Demand, Distinction between Movements along and Shifts in the Demand Curve. Measurement methodologies for Elasticity of Demand, encompassing Income, Cross, Advertising, and Expectation Elasticities. Strategic Demand Forecasting: Objectives, necessity, and advanced methodologies (overview).		

Unit III	Production Theory	12 Hours
Conceptual and analytical frameworks of Production, including Factors of Production and Production Functions. Differentiation between Fixed and Variable Inputs. Detailed analysis of the Law of Variable Proportions in the short run, and the Law of Returns to Scale in the long run, utilizing Isoquant and Isocost analysis.		

Unit IV	Cost Analysis and Pricing Strategy	15 Hours
In-depth exploration of Cost concepts and Cost Functions, including Short Run and Long Run Cost analyses. Examination of Economies and Diseconomies of Scope and Scale. Explicit and Implicit Costs, and Private and Social Costs.		

Advanced Pricing Strategies in various market structures: Perfect Competition, Monopoly.

Learning Experience: The learning experience in this Microeconomics course is designed to be engaging and participatory, enabling students to actively interact with the material and apply their knowledge in practical situations. Instruction will blend lectures with interactive discussions, case studies, and problem-solving exercises. Students will participate in hands-on learning through assignments that require them to apply microeconomic concepts to analyze real-world scenarios, assess consumer behavior, and evaluate production functions. Group activities and peer reviews will encourage collaboration, allowing students to learn from one another and deepen their understanding. Assessments will include quizzes, case study analyses, and project-based assignments, providing a comprehensive evaluation of student progress. The course instructor will offer additional support and feedback, fostering an environment where students feel comfortable seeking help. This approach will ensure that students grasp microeconomic theories and effectively apply them in their future endeavors.

Textbooks

1. Principles of Microeconomics, 22e, H L Ahuja, S.Chand Publishing (2022 edition)

2. Principles of Economics, N.Georgy Mankiw, South-Western; 3rd edition (1 March 2003)

3. Dwivedi, D.N.; Managerial Economics, Vikas Publishing House.

Suggested Readings

1. Mehta, P. L.; Managerial Economics, Sultan Chand & Sons.

2. Koutsoyiannis, A.; Modern Micro Economics, Macmillan Press Ltd.

3. Salvator,Dominick,Managerial Economics,McGraw-Hill Book Company

Open Educational Resources (OER)

1. https://ocw.mit.edu/courses/economics/14-01-principles-of-microeconomics-fall-2018/

2. https://ocw.mit.edu/courses/economics/14-01-principles-of-microeconomics-fall-2018/lecture-notes/

3. https://apstudents.collegeboard.org/courses/ap-microeconomics

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks)	30 Marks

(All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: MCBA105	**Course Title: Financial Accounting and Reporting**	**L**	**T**	**P**	**C**
Version	1	3	0	0	3
Category of Course	**Major**				
Total Contact Hours	**45**				
Pre-Requisites/ Co-Requisites	**Basic knowledge of financial accounting**				

Course Perspective

This course provides a comprehensive introduction to the principles and practices of financial accounting. Students will gain a solid foundation in basic accounting concepts, the recording and reporting of business transactions, depreciation and inventory valuation, and accounting for non-profit organizations. Contemporary issues in accounting will also be explored, equipping students with the knowledge to navigate both traditional and modern accounting challenges.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept and standards of financial accounting.	L2

CO2	**Applying** accounting process from recording of transactions to preparation of final accounts.	L3
CO3	**Applying** the various methods of depreciation and inventory costing and control as well as their reporting process.	L3
CO4	**Analysing** the financial statement and the cash flow of a company.	L4
CO5	**Evaluating** contemporary issues in accounting and integrate these advanced concepts into practical and theoretical accounting frameworks.	L5

Course Content

Unit I:	**Basic Concepts of Accounting & Framework**	**12 Hours**
Basics of Accounting, Financial accounting principles: Meaning and need; Concepts and Conventions of Accounting, Accounting Systems, Measurement of Business income, Revenue recognition, Introduction to Generally Accepted Accounting Principles (GAAP), Accounting standards: Overview of IAS, IFRS. AS and Ind AS.		

Unit II	**Recording of Business Transaction & Preparation of Final Accounts**	**12 Hours**
Accounting Process: Recording of a business transaction, ledgers, preparation of vouchers and Trial Balance, Rectification of Errors, Preparation of Final Accounts: Profit and Loss Account, Balance Sheet with adjustments, Cash Flow Statement.		

Unit III	**Depreciation Accounting & Inventory Valuation**	**12 Hours**
Accounting for Depreciation- Concepts, Methods and Calculation, Changes in depreciation methods and impact on measurement of business income. Inventory valuation through Accounting Standards: LIFO, FIFO, Weighted Average Method, Introduction of Capital and revenue expenditures, Capital and Revenue Receipts, Provisions and Reserves & Deferred Revenue Expenditure.		

Unit IV	**Non-Profit Organization Accounting & Contemporary issues**	**9 Hours**
Non-Profit Organization Accounting: Basic Concepts, Treatment of Subscription and Preparation of Receipts & Payment Accounts and Balance Sheet. Introduction to Contemporary issues in Accounting – Human Resource		

Accounting, Inflation Accounting, Business Responsibility & Sustainability Reporting (BRSR), Green Washing, Accounting for CSR

Learning Experience: The learning experience will include interactive lectures with real-world examples to make accounting concepts engaging. Students will gain hands-on practice through practical exercises and accounting software tools. Group activities and case studies will enhance collaborative problem-solving skills. Regular quizzes and assignments will reinforce learning, while guest lectures from industry experts will provide current insights. Opportunities for self-reflection and feedback will help students assess their progress and improve their understanding.

Textbooks

1. R. Narayanaswamy. "Financial Accounting: A Managerial Perspective", PHI Learning Pvt. Ltd.

2. Maheshwari, S. N. Financial Accounting. 6th ed., Vikas Publishing House

Reference Books

1. Anthony, R. N., Hawkins, D. F., & Merchant, K. A. Accounting: Text and Cases (13th ed.). McGraw-Hill Education.

2. Grewal, T. S. Double Entry Book Keeping: Financial Accounting for Class 12. Sultan Chand & Sons.

3. Monga, J. R. Financial Accounting: Concepts and Applications. Mayur Paperback.

Open Educational Resources (OER)

1. OpenStax Financial Accounting Textbook

2. MIT OCW Financial Accounting Course

3. Coursera Financial Accounting Course

4. Saylor Academy Financial Accounting Course

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)**	30 Marks

Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER I					
Course Code: MCBA107	**Course Title: Business Mathematics**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basic Mathematics				

Course Perspective

This course will introduce business statistics or the application of statistics in the workplace. Statistics is a course in gathering, analyzing, and interpreting data. You'll also explore basic probability concepts, including measuring and modeling uncertainty, and you'll use various data distributions, along with the Linear Regression Model, to analyse and inform business decisions

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** and Summarizing data sets using Descriptive statistics.	L2
CO2	**Analyzing** the relationship between two variables in given practical situations.	L3
CO3	**Applying the** concept of Correlation-based business problems.	L4

| CO4 | **Applying the** concept of Regression-based business problems. | L4 |
| CO5 | **Evaluating** the relationship between variables for managerial decision problems | L5 |

Course Content

Unit I:	**Data and Types of Descriptive Analysis**	**9 Hours**

Attributes and variables, Scales of measurement: nominal, ordinal, interval and ratio, Quantitative and Qualitative Data, Measures of Central Value: Mean, Median, Mode, Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness, Kurtosis. Visualization of Data: Histograms, Stem and Leaf Plots, Five Number Summary, and Box Plots. Introduction to Big Data: Characteristics and Stages, Application of Central Tendency and Variance Measures in Finance and Economics.

Unit II	**Correlation and Regression Analysis**	**12 Hours**

Correlation Analysis: Meaning and significance. Correlation and Causation, Types of Correlation, Methods of studying Simple correlation – Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient. Regression Analysis: Meaning and significance, Regression vs. Correlation, Simple Regression model: Linear Regression, R-square and MSE in Regression, Geometric Interpretation of Regression., Application of Correlation and Regression in Finance and Economics

Unit III	**Random Variable Analysis**	**12 Hours**

Probability: Meaning and types, Conditional probability, Bayes' theorem, Random Variable: discrete and continuous. Probability Distribution: This means the characteristics (Expectation and variance) of Binomial, Poisson, Exponential and Normal distribution, z-score, Chebyshev and empirical rule, and Central limit theorem.

Unit IV	**Introduction to Estimation and Hypothesis Testing**	**12 Hours**

Estimation: Point and Interval estimation of population mean, Confidence intervals for the parameters of a normal distribution (one sample only), Hypothesis Testing: Null and Alternate Hypothesis, Parametric and Non Parametric tests, One Tail and Two tail tests, Chi-Square test, Level of Significance, Type I and Type II error, Test of hypothesis concerning Mean: z-test & t-test.

Learning Experience:

1. Interactive Lectures: Traditional lectures shall be conducted including interactive presentations to ensure better comprehension of core concepts by learners followed by Q&A sessions. This would also help in maintaining greater student's engagement and.

2. Hands-On Learning: Practical exercises will be used to reinforce theoretical knowledge.

3. Use of abridged cases: Adapted and modified cases from real-world would be discussed to make the concepts easier to understand.

4. Digital Media Resources and LMS: Videos Tutorials and podcasts will be utilised to enhance focus of each student having different learning styles. Use of LMS platform shall be integrated, where course material and assignments shall be uploaded.

5. Continuous and formative Assessments: Regular quizzes and class discussions will be used to gauge understanding and provide timely and continuous feedback.

6. Support and Feedback: The course in-charge will be available for additional support and feedback during scheduled office hours.

Textbooks

1. Levin, R. and Rubin, D., Statistics for Management, Pearson India.

Suggested Readings

1. Keller, G., Statistics for Management and Economics, Cengage Learning, New Delhi.

2. Stine, R. and Foster, D., Statistics for Business (Decision making and Analysis). Pearson India.

3. Levine, D., Stephan, D., & Szabat, K., Statistics for Managers using MS Excel, Pearson India.

Open Educational Resources (OER)

NPTEL, Swayam, Course Era

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)**	30 Marks

Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: A student must secure 40% marks in the Internal and End Term Examination separately to secure a minimum passing grade.	

SEMESTER I					
Course Code: MCBA109	**Course Title: Fundamentals of Marketing**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Marketing**				

Course Perspective

This course offers students a comprehensive understanding of marketing principles, emphasizing the significance of customer psychology, market segmentation, and the marketing mix. Students will explore product and pricing strategies, promotional techniques, and distribution channels, alongside emerging trends like digital and green marketing. Through case studies, discussions, and projects, students will apply theoretical concepts to real-world scenarios, equipping them with the skills needed to develop effective marketing strategies and foster long-term customer relationships in a dynamic business landscape.

Course Outcomes:

After completion of the course, the student will be:

ourse Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of Marketing.	L2
CO2	**Applying** product and pricing strategies, including product classification, product life cycle, and pricing methods, to real-world marketing scenarios.	L3

CO3	**Analyzing** the elements of the promotion mix and distribution channels, assessing their roles and effectiveness in reaching target markets.	L4
CO4	**Evaluating** consumer behavior, identifying the factors influencing buying decisions and their impact on marketing strategies.	L5
CO5	**Evaluating** new trends in marketing, such as digital marketing and green marketing, to assess their implications for contemporary marketing practices.	L5

Course Content

Unit I:	**Introduction**	13 Hours
Marketing – meaning, scope, core concepts, importance, & functions of marketing; evolution of marketing concepts; selling vs. marketing; marketing environment – macro & microenvironment;industrial environment – Porter's Five Forces Model; market segmentation – bases of segmentation, targeting – concept & criteria; positioning & repositioning; overview of marketing mix.		

Unit II	**Product & Pricing Strategies**	11 Hours
Product: Meaning; product classifications; levels of products; concept of product mix; branding, packaging and labeling; product life cycle; new product development. Price: Concept & significance; factors affecting price of a product; pricing methods and strategies.		

Unit III	**Promotion & Channels of Distribution**	12 Hours
Promotion: Significance; introduction of elements of promotion mix: advertising, sales promotion, personal selling, factors affecting promotion mix decisions. Channels of distribution: Concept, types & functions; levels of distribution channels; factors affecting choice of distribution channel.		

Unit IV	**Consumer Behavior & Introduction to new trends in marketing**	9 Hours
Consumer Behavior: Concept & significance; consumer buying process; customer experience; factors influencing consumer buying decisions. Introduction to new trends in marketing: Green marketing; Social marketing; Digital marketing; Social Media Marketing; AI Powered Marketing; Neuro Marketing		

Learning Experience: This course is delivered through interactive lectures, case studies, group discussions, and project work. Students will engage in practical exercises to apply marketing concepts to real-world scenarios, fostering collaboration and enhancing their strategic thinking and decision-making skills. Through analyzing case studies, participating in discussions, and working on projects, students will gain a comprehensive understanding of marketing strategies and their implementation in dynamic business environments.

Textbooks

3 Kotler, P., Keller, K., Koshy, L., &Jha, M. (2016).Marketing management (16thed.). New Delhi: Pearson.

4 Kurtz, D. L., & Boone, L. E.(2013), Principles of contemporary marketing (16th ed.). New Delhi: Cengage Learning India.

5 Etzel, M. J., Bruce, J., W., Stanton, W. J., &Pandit, A. (2010). Marketing (14thed.). New Delhi: Tata McGraw-Hill.

6 Kumar, A., & Meenakshi, N.(2011). Marketing management (2nded.). New Delhi: Vikas Publishing House.

Suggested Readings

1. Ramaswamy, V. S., & Namakumari, S. (2013). Marketing management: Global perspective Indian context (5thed.). New Delhi: McGraw Hill Education (India) P. Ltd.

2. Kumar, S. R.(2012). Case studies in marketing management. New Delhi: Pearson.

3. Arora, M.N., A Textbook of Cost and Management Accounting, Vikas Publishing House.

Open Educational Resources (OER)

Students are encouraged to explore online resources such as Coursera, edX, and Google Digital Garage for additional learning materials on marketing strategies, consumer behavior, and digital marketing trends.

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks

II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks

Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.

SEMESTER I					
Course Code: MCBA111	**Course Title: Commercial Laws**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Knowledge of Company Law				

Course Perspective

Upon completing this course, students will understand the foundational principles of various business laws in India, including the Indian Contract Act, Sale of Goods Act, and Companies Act. They will analyse the implications of these laws in real-world business scenarios, focusing on contracts, negotiable instruments, and company regulations. Students will apply legal principles to consumer protection and information rights, ensuring compliance with the respective laws. They will also evaluate the effectiveness of these laws in protecting consumer rights and regulating corporate entities. The course will enable students to create effective legal strategies for managing business operations within the framework of Indian laws.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the core concepts and essentials of the Indian Contract Act, Sale of Goods Act, and	L2

	Companies Act, focusing on contract formation, sale agreements, and company incorporation.	
CO2	**Analysing** the legal provisions related to negotiable instruments, limited liability partnerships, and agency contracts to assess compliance in business transactions.	L3
CO3	**Applying** principles of consumer protection and right to information to address legal challenges in business operations, focusing on consumer rights and transparency.	L4
CO4	**Evaluating** the impact of the Information Technology Act and other business laws on digital transactions, governance, and consumer engagement.	L5
CO5	**Creating** business strategies that align with legal requirements, ensuring compliance with contract laws, company regulations, and consumer protection mandates	L6

Course Content

Unit I:	**Indian Contract Act 1872**	**9 Hours**
The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract based on validity, formation & performance; law relating to offer and acceptance, consideration, competency to contract, free consent, void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract; Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.		

Unit II	**Sale of Goods Act 1930 & Negotiable Instrument Act 1881**	**12 Hours**
Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.		

Unit III	**Companies Act 2013 & Limited Liability Partnership Act, 2008**	**12 Hours**
The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited		

partnership, formation, partners & their relations, extent and limitation of liability.		
Unit IV	**Consumer Protection Act 1986**	**12 Hours**
Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO. Information Technology Act 2000: The rationale behind the act, Digital signature and electronic signature, Electronic Governance.		

Learning Experience: The course will be delivered through a combination of lectures, case studies, group discussions, and interactive exercises, ensuring a thorough understanding of business laws. Classes will introduce foundational concepts of contracts, sale agreements, and company formation, supplemented with case studies that simulate real-life legal scenarios. Role plays and group activities will help students analyze legal provisions related to negotiable instruments, LLPs, and consumer rights. Practical exercises, quizzes, and assessments will be used to enhance comprehension of laws like the Information Technology Act and Right to Information Act. This approach ensures that students develop critical thinking, legal reasoning, and practical skills to apply laws effectively in business scenarios.

Textbooks

1. Bhushan, Bharat., Kapoor, N.D., Abbi, Rajni, "Elements of Business Law". Sultan Chand & Sons Pvt. Ltd.

2. Dagar, Inder Jeet and Agnihotri, Anurag. Business Laws : Text and Problems. Sage Publication.

3. Jagota R. (2019). Business Laws. MKM Publishers ScholarTech Press.

4. Sharma, J.P. and Kanojia S. (2019). Business Laws. New Delhi. Bharat Law House Pvt. Ltd.

5. Singh, Avtar.(2018). The Principles of Mercantile Law. Lucknow. Eastern Book Company.

6. Tulsian P.C. (2018). Business Law. New Delhi.Tata McGraw Hill.

Suggested Readings

1. Information Technology Rules 2000 with Information Technology Act 2000, Taxman Publications Pvt. Ltd., New Delhi.

2. Kuchhal, M C. (2018). Business Laws. New Delhi. Vikas Publishing House.

3. Arora, Sushma. (2015). Business Laws. New Delhi. Taxmann

4. Sharma, J.P. and Kanojia S. (2015). Vyavsayik Sanniyam, Delhi University Hindi Cell. (For Hindi)

Open Educational Resources (OER)

1. MIT OpenCourseWare (OCW) - Law and Society: Commercial Law

2. Coursera - Legal Aspects of Entrepreneurship (Offered by the University of Maryland)

3. OER Commons - Commercial Law Resources

4. OpenStax - Business Law

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: MCBA102	Course Title: Individual and Organisational Behaviour	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Fundamentals of management				

Course Perspective

This course on Organizational Behaviour (OB) is integral to students' academic and professional development, providing essential knowledge and skills for understanding and improving workplace dynamics. By exploring the foundational concepts of OB, including emotional intelligence and the scope of individual and group behaviour, students gain a comprehensive understanding of how personal and collective behaviours influence organizational effectiveness. The practical application of this course is evident in real-world scenarios such as team management, organizational restructuring, and enhancing employee satisfaction. For instance, a manager who understands team dynamics and conflict resolution will be better equipped to lead diverse teams and drive organizational success. Overall, this course equips students with the skills to analyse and improve organizational effectiveness, making them valuable assets in any professional setting.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept and scope of organizational behaviour.	L2
CO2	**Applying** the concepts of individual differences, values, and attitudes to influence perception, personality, and behaviour in different organizational settings.	L3

CO3	**Analysing** strategies to develop self-directed work teams and virtual teams.	L4
CO4	**Analysing** the sources and different conflict management techniques to enhance team cohesion and effectiveness.	L4
CO5	**Evaluating** different organizational structures and designs, assessing their effectiveness in supporting organizational work and culture.	L5

Course Content

Unit I:	**Foundation and background of OB**	**12 Hours**
Concept, nature & scope of OB, Foundations of OB, challenges & opportunities, emotional intelligence at workplace.		
Unit II	**Individual behavior and processes**	**13 Hours**
Individual differences–values and attitudes; Perception concept, process and applications; Personality-concept, determinants and theories applications; Learning and Reinforcement, Stress–symptoms, causes, consequences and management.		
Unit III	**Interpersonal and team processes**	**10 Hours**
Group behavior, group development, group dynamics, social loafing; developing teams–self-directed work teams, virtual teams; team building; Empowerment-concept, significance, Conflict–Concept, sources, types, management of conflict, Power–concept, sources, approaches; organizational politics.		
Unit IV	**Organizational processes and structure**	**10 Hours**
Organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.		

Learning Experience: This course offers an interactive and practical approach, blending lectures with hands-on activities. Lectures will cover key Organizational Behavior (OB) concepts, while case studies and real-world examples will enable students to apply them effectively. Through group work students will delve into interpersonal dynamics, team processes, and conflict management, fostering teamwork and collaboration. Through role-playing exercises, students will develop emotional intelligence and conflict resolution skills in simulated workplace settings. Technology, including interactive simulations and online platforms, will enhance engagement. Assignments, such as reflections and group projects, will

connect OB theories to real-world challenges, supported by fieldwork, professional interviews, peer reviews, and instructor feedback.

Textbooks

1. Robbins, S.P. (2008) Organizational Behaviour, (7th Edition), New Delhi ND: Prentice Hall of India.

Suggested Readings

1. Pareek, Udai. (2012). Understanding Organisational Behaviour (3rd Edition). New Delhi ND: Oxford University Press.

2. Prasad, L.M. (2014). Organizational Behaviour (5th Revised Edition) Sultan Chand & Sons.

3. Aswathappa, K. (2007). Organizational Behavior, (7th Edition) New Delhi ND: Himalaya Publishing House.

Open Educational Resources (OER)

1. https://www.pockethrms.com/blog/workforce-diversity/

2. Students are encouraged to explore online resources such as Cousera for additional learning materials on organization behavior.

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER II					
Course Code: SEC-I	**Course Title: Business Statistics**	**L**	**T**	**P**	**C**
Version	1	3	0	0	3
Category of Course	Skill Enhancement Course				
Total Contact Hours	45				
Pre-Requisites/Co-Requisites	Basics of Mathematics and Statistics				

Course Perspective

The course Business Statistics provides a comprehensive understanding of data analysis techniques essential in finance and economics. It begins with descriptive analysis, covering data types, central tendency measures, dispersion, and data visualization techniques such as histograms and box plots. It progresses to correlation and regression analysis, highlighting their significance and applications in financial modelling. The course also delves into probability and random variables, explaining distributions like binomial, Poisson, and normal. Finally, it introduces estimation and hypothesis testing, including confidence intervals, parametric and non-parametric tests, and error types, equipping students with statistical tools for decision-making in finance and research.

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO2	**Understanding** the basic concepts of statistics and the measurement of central tendency and dispersion. Also understand the data visualization and presentation.	L2
CO3	**Applying** probability concepts and various data distributions to solve business-related problems.	L3
CO4	**Analyzing** statistical data using techniques such as hypothesis testing and regression analysis to inform business decisions in the field of business management.	L4

CO5	**Evaluating** ddifferent statistical models to assess their effectiveness in forecasting and decision-making processes	L5
CO6	**Creating** data-driven strategies based on statistical analysis for optimizing business operations and decision-making in business management.	L6

Course Content

Unit I	**Data and Types of Descriptive Analysis**	**12 Hours**
Attributes and variables, Scales of measurement: nominal, ordinal, interval and ratio, Quantitative and Qualitative Data, Measures of Central Value: Mean, Median, Mode, Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Moments, Skewness, Kurtosis. Visualization of Data: Histograms, Stem and Leaf Plots, Five Number Summary and Box Plots. Introduction to Big Data: Characteristics and Stages, Application of Central tendency and Variance Measures in Finance and Economics.		
Unit II	**Correlation and Regression Analysis**	**10 Hours**
Correlation Analysis: Meaning and significance. Correlation and Causation, Types of Correlation, Methods of studying Simple correlation – Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient. Regression Analysis: Meaning and significance, Regression vs. Correlation, Simple Regression model: Linear Regression, R-square and MSE in Regression, Geometric Interpretation of Regression., Application of Correlation and Regression in Finance and Economics		
Unit III	**Random Variable Analysis**	**10 Hours**
Probability: Meaning and types, Conditional probability, Bayes' theorem, Random Variable: discrete and continuous. Probability Distribution: This means the characteristics (Expectation and variance) of Binomial, Poisson, Exponential and Normal distribution, z-score, Chebyshev and empirical rule, and Central limit theorem.		
Unit IV	**Introduction to Estimation and Hypothesis Testing**	**13 Hours**
Estimation: Point and Interval estimation of population mean, Confidence intervals for the parameters of a normal distribution (one sample only), Hypothesis Testing: Null and Alternate Hypothesis, Parametric and Non-Parametric tests, One Tail and Two tail tests, Chi-Square test, Level of Significance, Type I and Type II error, Test of hypothesis concerning Mean: z-test & t-test.		

Learning Experience

The course will employ diverse teaching methods to enhance student engagement and learning. Interactive lectures, incorporating presentations and Q&A sessions, will facilitate a deeper understanding of core concepts while maintaining active student participation. Hands-on learning through practical exercises will reinforce theoretical knowledge. To simplify complex ideas, real-world cases will be adapted and discussed, making the content more relatable. Digital media resources such as video tutorials and podcasts will cater to various learning styles, and a Learning Management System (LMS) will be used to share course materials and assignments. Continuous and formative assessments, including quizzes and class discussions, will provide timely feedback on student progress. Additionally, the course instructor will offer extra support and feedback during scheduled office hours to address individual learning needs. Together, these strategies will ensure a comprehensive and engaging learning experience.

Textbooks

1. Levin, R. and Rubin, D., Statistics for Management, Pearson India.

Suggested Readings

1. Keller, G., Statistics for Management and Economics, Cengage Learning, New Delhi.

2. Stine, R. and Foster, D., Statistics for Business (Decision making and Analysis). Pearson India.

3. Levine, D., Stephan, D., & Szabat, K., Statistics for Managers using MS Excel, Pearson India.

 Open Educational Resources (OER)

NPTEL, Swayam, Course Era

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory)	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory) Mid-Term Exam	20 Marks
External Marks (Theory) End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: MCBA106	Course Title: Cost and Management Accounting	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of financial accounting**				

Course Perspective

This course offers students a deep understanding of cost and management accounting, crucial for making strategic business decisions. It emphasizes the practical application of concepts such as cost analysis, marginal costing, budgeting, and variance analysis, equipping students with the skills to evaluate financial data, manage resources efficiently, and contribute to organizational success. The course is essential for those pursuing careers in finance, management, or entrepreneurship, as it provides the analytical tools needed to navigate and influence complex financial environments in the real world.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of cost and management accounting	L2
CO2	**Applying** costing methods like output costing, process costing, job costing, and contract costing for the purpose of cost ascertainment.	L3
CO3	**Applying** costing technique like budgetary control, standard costing, and marginal costing for the purpose of cost control.	L3
CO4	**Analysing** the cost of material, labor and overheads occurred in manufacturing a product.	L4
CO5	**Evaluating** business decisions using marginal costing technique.	L5

Course Content

Unit I:	Introduction	9 Hours

Costs overview: Definition, scope, objectives, and benefits of cost accounting. Cost Terminology and Concepts, elements of cost and cost sheet preparation. Difference between Financial Accounting and Cost Accounting.

Management Accounting: Nature and Scope, Advantages and Limitations of Management Accounting, Difference between Cost Accounting and Management Accounting.

Unit II	Elements of Cost	12 Hours

Materials: Oversight and regulation of procurement, storage, and distribution of materials. Approaches to managing inventory, including both periodic and perpetual systems for maintaining records (FIFO, LIFO, and Weighted Average price method). Economic Order Quantity (EOQ). Fixation of Material Levels: Re-order level, minimum level, maximum level, danger level.

Labor Costs: Accounting and Management of employee expenses. Monitoring time through timekeeping and time-booking systems. Employee turnover: Definition, measurement methods, and accounting procedures. Understanding and handling idle time and overtime.

Overheads: Classification, allocation, apportionment and absorption of overheads, Under and over- absorption of overheads

Unit III	Costing Methods and Techniques	12 Hours

Job Costing, Batch Costing and Contract Costing, Single/ Output and Process Costing. Budgeting, Budgeting and Budgetary Control, Types of Budget, Fixed and Flexible Budget, Zero-Based Budgeting Standard Costing and Variance Analysis: Meaning of Standard Cost, Significance of Variance Analysis, Computation of Material, Labour Variances.

Unit IV	Marginal Costing and Decision Making	12 Hours

Marginal Costing and Profit Planning: Marginal Costing Differentiated from Absorption Costing, Direct Costing, Differential Costing, Key Factor, Break-even Analysis, Margin of Safety, Cost-Volume-Profit Relationship, Advantages, Limitations and Applications of Marginal Costing.

Relevant Costs, Steps in Decision Making, Decisions Regarding Determination of Sales Mix, Exploring new Markets, Discontinuance of a Product Line, Make or Buy, Equipment Replacement, Change Versus Status Quo, Expand or Contract and Shut-Down or Continue.

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and

participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, such as preparing cost sheets, conducting variance analysis, and making strategic financial decisions. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1 Bhattacharya, Management Accounting, 1st edition, Pearson Education.

2 Khan, M.Y, and Jain, P.K., Management Accounting, McGraw Hill Education.

3 Maheshwari, S.N., Principles of Management Accounting, Sultan Chand & Sons.

4 Tulsian P.C. (2007). Cost Accounting, The McGraw-Hill Publishing Company, New Delhi.

5 Arora, M.N., A Textbook of Cost and Management Accounting, Vikas Publishing House.

Suggested Readings

1. Horngren, C.T. (2012). Cost Accounting-A Managerial Perspective, London, UK: Pearson Education

2. Arora, M.N. (2021). A Textbook of Cost and Management Accounting, S Chand and Company.

3. H., S., & S. (2004). Introduction to Managerial Accounting. Tata McGraw-Hill Publishing Company Ltd.

4. Arora, M.N. & Katyal, Priyanka (2016) Cost Accounting, New Delhi: Vikas Publishing.

Open Educational Resources (OER)

1. https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-8-New.pdf

2. https://cleartax.in/s/cost-accounting

3. https://www.icsi.edu/media/website/CostAndManagementAccounting.pdf

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks)	30 Marks

(All the components to be evenly spaced)	
Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: MCSP167	**Course Title:** **Fundamentals of Supply Chain Management (SCM)**	**L**	**T**	**P**	**C**
Version	1	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Introduction to Business or Operations Management**				

Course Perspective

This course offers students a deep understanding of the fundamental concepts and principles of supply chain management, focusing on its role in improving efficiency and competitive advantage in business operations. It emphasizes the practical application of concepts such as key elements of supply chains and the strategic importance of effective supply chain management, equipping students with the skills to evaluate financial data, manage resources efficiently, and contribute to organizational success. The course is essential for those pursuing careers in finance, management, or entrepreneurship, as it provides the analytical tools needed to navigate and influence complex financial environments in the real world.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level

CO1	**Understanding** the basic principles and components of supply chain management.	L2
CO2	**Applying** fundamental concepts of supply chain design and coordination.	L3
CO3	**Applying** supply chain processes and their impact on organizational performance.	L3
CO4	**Analyzing** various supply chain strategies for effective resource allocation and risk management.	L4
CO5	**Evaluating** supply chain improvement initiatives that enhance efficiency and sustainability.	L5

Course Content

Unit I:	**Introduction to SCM**	**9 Hours**
Definition and key concepts of supply chain management (SCM), Role of SCM in business and its strategic importance, Key components of supply chains: Suppliers, manufacturers, distributors, retailers, and customers, Supply chain flows: Product, information, and financial flows.	
Unit II	**Supply Chain Design and Processes**	**12 Hours**
Supply chain network design: Structure and types of supply chains, Supply chain coordination: Collaboration and integration across functions, Demand forecasting and planning processes in supply chains and Supply chain process mapping and improvement.	
Unit III	**Inventory Management and Warehousing**	**12 Hours**
Types of inventory and inventory management strategies, Inventory models: EOQ, JIT, and safety stock, Warehousing functions and location decisions, Role of technology in inventory tracking and management.	
Unit IV	**Supply chain Strategies and Sustainability**	**12 Hours**
Developing supply chain strategies: Lean, agile, and hybrid approaches, Supply chain risk management and resilience, Sustainability and green supply chain practices, Performance measurement and KPIs in supply chains.	

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, such as supply chain improvement initiatives that enhance efficiency and sustainability thus making strategic financial decisions. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1 Supply Chain Management: Strategy, Planning, and Operation by Sunil Chopra and Peter Meindl, 7th Edition, Pearson.

2   Introduction to Logistics Systems Management by Gianpaolo Ghiani, Gilbert Laporte, and Roberta Musmanno, 2nd Edition, Wiley.

Suggested Readings

3   Logistics and Supply Chain Management by Martin Christopher, 5th Edition, Pearson.
4   The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage by Yossi Sheffi, MIT Press.
    Open Educational Resources (OER)

5   NPTEL - Supply Chain and Logistics Management
6   Coursera - Fundamentals of Supply Chain Management

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: MCBA108	**Course Title: Economic Environment and Policy**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Economic Environment and Policies**				

Course Perspective

The Economic Environment and Policy course provides students with a deep understanding of how national and global economies function. It explores the interactions between governments, businesses, and institutions, focusing on

fiscal, monetary, and regulatory policies. By combining economic theory with real-world case studies, students develop analytical skills to assess and respond to economic challenges. The course emphasizes the impact of policies on growth, stability, inequality, and sustainability, preparing students to navigate and influence economic decisions in both public and private sectors.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of economic environment and policies	L2
CO2	**Applying** economic theories and policy frameworks to assess the implications of fiscal, monetary, and regulatory policies on economic stability and growth.	L3
CO3	**Analyzing** development strategies' impacts on poverty, inequality, and sustainability.	L4
CO4	**Evaluating** current economic challenges and policy responses through comparative analysis.	L5
CO5	**Evaluating** contemporary economic issues and developing informed policy recommendations to address them effectively.	L5

Course Content

Unit I:	**Introduction to Economic Environment**	**10 Hours**
Understanding Economic Environment, Economic Systems and Models, Economic Indicators, Global Economic Environment, Economic Cycles, Economic Growth and Development, Role of Government in the Economy, Economic Policy Frameworks, Economic Theories, Market Structures, Economic Reforms		
Unit II	**Economic Policies and Their Implications**	**12 Hours**
Fiscal Policy, Monetary Policy, Trade Policies, Regulatory Policies, Taxation Policies, Subsidy and Support Mechanisms, Exchange Rate Policies, Labor Market Policies, Public Debt Management, Investment Policies, Economic Stabilization Policies, Social Welfare Policies.		
Unit III	**Economic Development and Growth**	**12 Hours**

| Economic Development Theories, Poverty and Inequality, Economic Growth Strategies, Sustainable Development, Human Capital Development, Industrialization and Innovation, Infrastructure Development, Regional Development and Planning, Technology and Development, Urban vs. Rural Development, Role of International Organizations, Economic Diversification. |

Unit IV	**Policy Evaluation and Current Issues**	**11 Hours**
Policy Evaluation Methods, Current Economic Challenges, Policy Responses to Economic Crises, Future Trends in Economic Policy, Impact of Technological Advancements, Demographic Changes and Economic Policy, Environmental and Climate Policy, Social Policy and Economic Implications, Comparative Policy Analysis, Global Economic Governance, Financial Market Regulation, Policy Effectiveness and Implementation.		

Learning Experience: The learning experience in this Microeconomics course is designed to be interactive and practical, encouraging students to actively engage with the material and apply their knowledge to real-world situations. Instruction will combine lectures with discussions, case studies, and problem-solving exercises. Students will tackle hands-on assignments, applying microeconomic concepts to analyze consumer behavior, production functions, and market scenarios. Collaborative group activities and peer reviews will enhance learning through shared insights. Assessments, including quizzes, case studies, and projects, will provide a well-rounded evaluation of student progress, with ongoing support and feedback from the instructor to ensure a strong understanding and application of microeconomic theories.

Textbooks

2. H L Ahuja; Principles of Microeconomics, 22e, S.Chand Publishing (2022 edition)

3. John Sloman and Elizabeth Jones; Economics and Business Environment, Prentice Hall (2011)

Suggested Readings

2. N. Gregory Mankiw, Ronald D. Kneebone, Kenneth J McKenzie; Principles of Macroeconomics, Cengage Canada. (2023)

3. Dani Rodrik, The Globalization Paradox: Democracy and the Future of the World Economy, OUP Oxford. (2012)

4. Daron Acemoglu and James A. Robinson, Why Nations Fail, Profile Books. (2012)

Open Educational Resources (OER)

4. https://ocw.mit.edu/courses/economics/

5. https://www.khanacademy.org/economics-finance-domain

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER II					
Course Code: SEC026	**Course Title: MS Excel for Business**	L	T	P	C
Version	**1**	1	0	1	3
Category of Course	Skill Enhancement Course				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	-				

Course Perspective

Upon completing this course, students will understand the fundamental features and functionalities of MS Excel, including workbook and worksheet management. They will apply skills in data representation by importing, organizing, and validating data, as well as using functions, macros, and formulas for efficient calculations. Students will analyse data through visualization techniques, using charts and pivot tables to present trends and insights clearly. They will also evaluate data sets by employing advanced filters, sorting methods, and data grouping for structured analysis. Overall, the course enables learners to create

and manage effective data analysis workflows in Excel for practical business applications.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the foundational features of MS Excel, including workbook management, worksheet formatting, and protection.	L2
CO2	**Applying** data visualization techniques by creating and formatting charts, using chart templates, and building PivotTables and Pivot Charts for clearer data insights.	L3
CO3	**Analysing** data representation by importing, organizing, validating, and consolidating data using tables, macros, and various functions	L4
CO4	**Evaluating** data sets using advanced filters, sorting techniques, and data grouping to enhance analysis efficiency.	L4
CO5	**Creating** comprehensive Excel-based workflows that integrate data representation, visualization, and analysis for effective business decision-making	L6

Course Content

Unit I:	Basics of MS Excel	8 Hours
Features of MS Excel, Worksheets and Workbooks: Labeling and Naming Worksheets and Workbooks, Adding, Deleting and Saving Worksheets and Workbooks, Reposition Worksheets, Inserting, Deleting, and Renaming Worksheets, Copy Worksheets, printing a Workbook, formatting a Worksheet, Adding Elements to a Workbook, Protecting Worksheet and Workbook.		

Unit II	Data Representation using MS Excel	7 Hours
Import external data, creating a Table, Sorting Data into a Table, Data Validation, Consolidation Defining Names in MS Excel, Macros: View Macros, Record Macros, Formulas and Functions: Creating a Formula, Formula Auditing, Meaning and Advantages of functions, Insert function, Use relative References, Mathematical Functions, Statistical Functions, Date & Time Functions.		

Unit III	Data Visualization through MS Excel	8 Hours

Charts: Chart elements: Titles, legend, data labels, creating a New Chart, Formatting the Chat, Types of charts, Using Chart Templates.

PivotTables: Creating a PivotTable, Filtering and Sorting a PivotTable, Using Slicers to manipulate PivotTables, Creating a PivotChart

Unit IV	Data Analysis	7 Hours

Filtering Data: Creating a Custom AutoFilter, Using an Advanced Filter. Data Sorting, Data Outline: Group, Ungroup and Subtotals.

Learning Experience: The learning process for this course will be highly interactive and hands-on, blending lectures, practical exercises, quizzes, and assessments to provide comprehensive coverage of MS Excel. Students will begin with guided classes focusing on basic features, including workbook and worksheet management, with immediate practice tasks to reinforce understanding. For data representation, students will engage in case-based exercises to apply functions, formulas, and macros, making their learning practical and context-driven. As they progress to data visualization, collaborative labs will help them create and format charts, PivotTables, and PivotCharts. The final unit will emphasize data analysis techniques through real-time filtering and sorting tasks, supported by periodic quizzes to ensure mastery. This structured and immersive learning approach will equip students with the skills to efficiently manage, visualize, and analyze data using MS Excel, making it highly relevant for both academic and professional applications.

Textbooks

1 Paul McFedries - Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365) - 1st Edition - Pearson Education.

2 Wayne Winston - Microsoft Excel Data Analysis and Business Modeling (Office 2021 and Microsoft 365) - 7th Edition - Microsoft Press.

3 Glyn Davis & Branko Pecar - Business Statistics Using Excel - 2nd Edition - Oxford University Press

Open Educational Resources (OER)

1 Excel video training - Microsoft Support

2 Microsoft Excel - Excel from Beginner to Advanced | Udemy

3 MS Excel Tutorial - Learn Microsoft Excel Free Online (geeksforgeeks.org)

Evaluation Scheme

Evaluation Components	Weightage

Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III					
Course Code: MCBA201	Course Title: Managing Contemporary Human Resources	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Basics of management				

Course Perspective

This course is integral to both academic and professional development within the field of business management. It offers a deep dive into the core areas of HRM, equipping students with a robust understanding of how human resources drive organizational success. The course prepares students for careers in HRM by imparting practical skills in recruitment, performance appraisal, compensation management, and employee development. Understanding these areas will make students competitive candidates for HR roles and other management positions. Understanding HRM principles is critical for managing people effectively, a core component of any managerial role. This course provides practical skills that are immediately applicable in the workplace.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept of Human Resource Management (HRM) and its role in achieving organizational objectives.	L2
CO2	**Applying** various HR strategies, including recruitment, and selection, to address challenges of business environment.	L3

CO3	**Analysing** strategies for managing employee separation, including voluntary and involuntary exits, while maintaining organizational effectiveness.	L4
CO4	**Analysing** the concept, importance, and process of learning and development to assess its impact on organizational performance.	L4
CO5	**Evaluating** performance appraisal techniques to recommend improvements in organizational performance management systems.	L5

Course Content

Unit I:	Introduction to HRM	10 Hours
Scope, Objectives & Functions of HRM; Evolution of HRM, Importance of HRM; Strategic HRM: Meaning & Steps of Strategic HRM, International HRM: EPRG Model, HRIS, HRM in a Changing Environment, Cost Benefit Analysis.		
Unit II	Acquisition of Human Resources	13 Hours
Human Resource Planning: Job Analysis: Job description and Job specification, Job Enlargement, Job Enrichment Recruitment: Source, Process Methods of teaching E-Recruitment, Selection: Process, Test and interview, Placement& Induction, Internal mobility and Job changes: Promotion, Demotion, Transfer and separation, Downsizing, Rightsizing, AI in HRM.		
Unit III	Developing Human Resources	11 Hours
Learning and Development: Concept, Importance & Process, Methods, coaching and mentoring, learning needs assessment & learning evaluation, Management Development – Meaning, Process and Techniques; Career Planning and Development; Succession Planning		
Unit IV	Managing Performance & Compensation	11 Hours
Performance Appraisal: Nature, Objective, Process, Method; Compensation: Policies; Components of Employee Compensation: Sweat equity, ESOPs; Employee well-being, employee engagement, Health and Safety; Social Security; Challenges of HRM: Moonlighting, strategies for GIG and hybrid workforce.		

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and

participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, in the form of role playing and case studies. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed. This integrated approach ensures that students not only learn the fundamental concepts of HRM but also acquire the practical skills necessary for effective human resource management in the real world.

Textbooks

1. Dessler, Gary, (2011) Human Resource Management, Pearson Education.

2. John M. Ivancevich and Robert Konopaske, Human Resource Management, McGraw Hill, 12th Edition.

3. Durai, Pravin, Human Resource Management, Pearson Education, Delhi.

Suggested Readings

1. Aswathappa, K., Human Resource Management, McGraw Hill Education.

2. VSP Rao, Human resource management: Text and cases, Excel Books.

3. Bhattacharyya, Dipak Kumar, Human resource management, Excel Books

4. Jyothi, P. and Venkatesh, D.N, Human Resource Management, Oxford Higher Education.

Open Educational Resources (OER)

1. https://www.whatishumanresource.com/human-resource-management

2. https://www.hrmagazine.co.uk/

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks

External Marks (Theory):-End-Term Examinations	50 Marks

Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade

SEMESTER II					
Course Code: MCBA203	**Course Title: Operations Management**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course aims to equip students with a comprehensive understanding of operations management principles, tools, and techniques to enhance organizational efficiency, optimize processes, and improve overall competitiveness in both manufacturing and service sectors

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the critical role of operations management in organizational success.	L2
CO2	**Applying** lean management and quality improvement principles to enhance process performance.	L3
CO3	**Analysing** operations systems using quantitative and qualitative approaches.	L4
CO4	**Evaluating** supply chain management strategies that support global competitiveness and resilience.	L5
CO5	**Design, and optimize** operations systems using tools and techniques of operational excellence.	L6

Course Content

Unit I	Introduction to Operations Management and Strategy	10 Hours
Overview of Operations Management, Operations Strategy: Aligning Operations with Business Goals, Competitive Priorities: Cost, Quality, Time, Flexibility, Product and Service Design, Process Selection and Facility Layout, Capacity Planning and Utilization, Operations in Manufacturing vs. Service Sectors, Case Studies: Strategic Operations in Global Companies		

Unit II	Process Design, Analysis, and Improvement	13 Hours
Process Analysis and Flow Diagrams, Process Design in Manufacturing and Service Industries, Job Design and Work Systems, Process Improvement Tools: Lean Manufacturing, Six Sigma, Kaizen and Continuous Improvement, Total Quality Management (TQM), Statistical Process Control (SPC), Quality Certifications: ISO Standards, Quality Function Deployment (QFD), Value Stream Mapping (VSM).		

Unit III	Supply Chain Management and Logistics	12 Hours
Supply Chain Management Overview, Supply Chain Integration and Coordination, Forecasting Methods and Demand Planning, Inventory Management Techniques: EOQ, ABC Analysis, JIT, MRP, Vendor Management and Procurement Strategies, Supply Chain Technology: ERP, RFID, Blockchain, Global Supply Chain Risk Management, Sustainability and Green Supply Chains, Logistics Management and Transportation, The Bullwhip Effect in Supply Chains		

Unit IV	Operations Planning, Scheduling, and Control	10 Hours
Operations Planning: Short, Medium, and Long-Term Plans, Aggregate Planning and Strategies, Master Production Schedule (MPS), Material Requirements Planning (MRP), Capacity Planning and Requirements (CRP), Operations Scheduling: Gantt Charts, Johnson's Rule, Resource Allocation and Optimization, Lean Production Systems, Agile Operations and Flexible Manufacturing Systems, Operations Control and Performance Metrics.		

Learning Experience:

1. Interactive Lectures: Traditional lectures shall be conducted including interactive presentations to ensure better comprehension of core concepts by learners followed by Q&A sessions. This would also help in maintaining greater student's engagement and.

2. Hands-On Learning: Practical exercises will be used to reinforce theoretical knowledge.

3. Use of abridged cases: Adapted and modified cases from real-world would be discussed to make the concepts easier to understand.

4. Digital Media Resources and LMS: Videos Tutorials and podcasts will be utilised to enhance focus of each student having different learning styles. Use of LMS platform shall be integrated, where course material and assignments shall be uploaded.

5. Continuous and formative Assessments: Regular quizzes and class discussions will be used to gauge understanding and provide timely and continuous feedback.

6. Support and Feedback: The course in-charge will be available for additional support and feedback during scheduled office hours.

Textbooks:

1. Operations Management by William J. Stevenson, 13th Edition, McGraw-Hill Education.

2. Operations Management: Processes and Supply Chains by Krajewski, Ritzman, and Malhotra, 12th Edition, Pearson.

Suggested Readings:

1. The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt, North River Press.

2. Operations Management for Competitive Advantage by Richard B. Chase, F. Robert Jacobs, and Nicholas J. Aquilano, 11th Edition, McGraw-Hill Education

Open Educational Resources (OER)

1. https://onlinecourses.nptel.ac.in/noc20_me30/preview

2. https://www.coursera.org/courses?query=operations%20management

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks

Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.

SEMESTER III					
Course Code: MCBA205	Course Title: Sales and Distribution Management	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Fundamentals of Sales and Marketing**				

Course Perspective

This course aims to equip students with a solid understanding of the core principles of sales and distribution. By applying analytical tools, students will explore the logistics and psychology behind successful sales strategies, focusing on reaching potential customers, closing sales, and ensuring efficient product distribution. Key topics include identifying and targeting market segments, optimizing supply chains, and building strong customer relationships. Through case studies, interactive discussions, and hands-on projects, students will gain practical skills essential for real-world sales and distribution management.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamental concept of Sales and distribution management.	L2
CO2	**Applying** principles of designing sales territories, forecasting sales, and managing sales teams.	L3
CO3	**Analysing** marketing channel structures, functions, and intermediary roles	L4
CO4	**Evaluating** channel performance, manage conflicts, and optimize logistics	L5

| CO5 | **Creating** effective sales and distribution strategies for efficient operations | L6 |

Course Content

Unit I:	**Introduction to Sales Management**	13 Hours

Concept of sales management, Sales Objectives, scope and importance, Role of Sales Manager, Qualities of a Successful Salesman (Pre & post sales), Types of salespeople, Personal Selling – process and approaches, Closing

Unit II	**Sales Organization Design and Management**	11 Hours

Sales Organization Design and Management - Designing Territories and Allocating Sales Efforts, Sales Forecasting, Sales Budget, Sales Quotas, Designing the Structure and Size of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contest, Evaluating Sales Performance, Sales Analysis and Sales Report.

Unit III	**Channel Design**	12 Hours

Marketing Channels - Channel types and levels, Vertical and Horizontal Channels, Functions and Relationships; Numeric & Weighted Distribution, Channel Intermediaries - Wholesaling and Retailing; Channel Planning and Design.

Unit IV	**Channel Management**	9 Hours

Channel Evaluation, Trade Promotions, Channel Conflict, Physical Distribution Models, Components of Physical Distribution Model: Order Processing, Warehousing, Inventory Control, Transportation, Logistics.

Learning Experience: This course is delivered through interactive lectures, case studies, group discussions, and hands-on projects. Students will engage in practical exercises to apply sales and distribution concepts to real-world scenarios, fostering collaboration and enhancing their strategic decision-making skills. By analyzing case studies, participating in discussions, and working on projects, students will gain a comprehensive understanding of sales strategies, sales force management, and channel design. This approach ensures that students are well-equipped to handle dynamic sales and distribution challenges in modern businesses.

Textbooks

1 Still, R. R., Cundiff, E. W., &Govoni, N. A. P. (2009). Sales management – Decision, strategies, and cases (5th ed.). New Delhi: Pearson Education.

2 Havaldar, K. K., &Cavale, V. M. (2007). Sales and distribution management – Text and cases (2nd ed.). New Delhi: McGraw Hill Education.

Suggested Readings

1. Dalrymple, D. J., Cron, W. L., &Decarlo, T. (2003). Sales management (8th ed.). New Delhi: John Wiley & Sons (Asia) Pvt. Ltd.

2. Gupta, S. L. (2010). Sales and distribution management - Text and cases, An Indian perspective. (2nd ed.). New Delhi: Excel Books.

3. Singh, R. (2016). Sales and distribution management - A practice-based approach. Noida: Vikas Publishing House.

4. Anderson, R. E., Hair, J. F., & Bush, A. J. (1988). Professional sales management. Singapore: McGraw-Hill Co.

Open Educational Resources (OER)

1. https://open.umn.edu/opentextbooks/textbooks/fundamentals-of-sales-management-for-the-non-sales-manager

2. https://www.saylor.org/courses/bus203/

3. https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-i-spring-2011/lecture-notes/

4. https://www.coursera.org/learn/marketing-channels

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER VI					
Course Code: MCSP168	Course Title: Fundamentals of Logistics Management	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course provides students with a comprehensive understanding of the theoretical and conceptual foundations of logistics management. It emphasizes the practical application of key logistics concepts, including transportation, warehousing, inventory management, and the role of information systems in enhancing supply chain efficiency. Through case studies and real-world examples, students gain insight into how logistics contributes to overall business success, with skills that are critical for careers in Supply Chain Management, Operations, and Logistics**.**

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamental concepts of logistics management	L2
CO2	**Analyzing** transportation and warehousing functions in logistics	L3
CO3	**Applying** inventory management principles to optimize operations	L4
CO4	**Evaluating** logistics strategies for overall supply chain effectiveness	L5

Course Content

Unit I:	Introduction to Logistics Management	10 Hours
Overview of Logistics Management, Importance and Role in the Supply Chain, Key Concepts: Inbound and Outbound Logistics, Logistics Service Providers and Intermediaries, Trends and Challenges in the Logistics Industry.		
Unit II	Transportation Management	12 Hours
Transportation Modes and Characteristics (Road, Rail, Air, Sea), Selection Criteria and Cost Management in Transportation, Role of Transportation in Supply Chain Efficiency, Challenges in Transportation and Risk Management, Introduction to International Logistics and Global Transportation.		
Unit III	Warehousing and Inventory Management	13 Hours
Warehouse Functions, Types, and Layout Design, Importance of Inventory Management in Logistics, Inventory Control Techniques (ABC Analysis, EOQ, Safety Stock), Automation and Technology in Warehousing (WMS, RFID),Cost Implications and Optimization in Warehousing		
Unit IV	Information Systems and Logistics Strategy	10 Hours
Role of Information Systems in Logistics (ERP, SCM, TMS), Logistics Strategy and Performance Measurement, Impact of Information Technology on Logistics Efficiency, Sustainable and Green Logistics Practices,Case Studies: Successful Logistics Strategies in Industry		

Learning Experience: This course will be conducted through a blend of lectures, case studies, interactive simulations, and group discussions to ensure a comprehensive and participatory learning environment. Students will engage in group projects that simulate logistics challenges, providing a hands-on learning experience. Assessments will include assignments, quizzes, group presentations, and a final examination, allowing students to demonstrate both their theoretical understanding and practical logistics skills. The course instructor will provide additional support and feedback as needed.

Textbooks

1. Bowersox, D.J., Closs, D.J., & Cooper, M.B. (2019). *Supply Chain Logistics Management*. McGraw Hill Education.

2. Ballou, R.H. (2017). *Business Logistics/Supply Chain Management*. Pearson Education.

Suggested Readings

1. Chopra, S., & Meindl, P. (2019). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson.

2. Rushton, A., Croucher, P., & Baker, P. (2017). *The Handbook of Logistics and Distribution Management*. Kogan Page.

3. Grant, D.B., Trautrims, A., & Wong, C.Y. (2017). *Sustainable Logistics and Supply Chain Management*. Kogan Page.

Open Educational Resources (OER)

1. Logistics Management - Open Textbook Library

2. Supply Chain Management - MIT OpenCourseWare

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III					
Course Code: SEC II	**Course Title: Advanced Excel**	**L**	**T**	**P**	**C**
Version	**1**	**0**	**0**	**1**	**2**
Category of Course	Skill Enhancement Course				
Total Contact Hours	30				
Pre-Requisites/ Co-Requisites	**Basic MS Excel course must be completed beforehand**				

Course Perspective

Upon completing this course, students will be able to apply advanced Excel techniques for efficient data management and analysis. They will understand how to leverage cell references and array formulas for targeted computations. They will analyse datasets using functions like VLOOKUP, HLOOKUP, INDEX, and MATCH to enhance data retrieval capabilities, while also creating custom data validation

rules and evaluating patterns through conditional formatting. The course will enable students to synthesize complex data visualizations using PivotTables, Pivot Charts, and new chart types like tree maps and waterfalls, facilitating better interpretation of trends. Students will also apply statistical functions to calculate averages, percentiles, and forecasts, and evaluate statistical distributions using histograms, thereby making data-driven decisions with precision.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** core Excel functions, including cell references, array formulas, data retrieval, and statistical calculations, to establish a strong analytical foundation.	L2
CO2	**Analysing** complex datasets by applying advanced functions and conditional formatting to identify trends, patterns, and anomalies.	L3
CO3	**Applying** diverse visualization tools and advanced charts to effectively present analytical findings.	L4
CO4	**Evaluating** statistical measures to assess data distributions and predict future outcomes.	L5
CO5	**Creating** integrated Excel solutions that combine advanced formulas, data validation, visualization, and statistical analysis to optimize decision-making.	L6

Course Content

Unit I:	Cell References & Array Formulas	7 Hours
Copy a Formula, External References, Hyperlinks, Count Unique Values, Count with Or Criteria, SUMIF, SUMIFS, COUNTIF, and COUNTIFS for targeted analysis.		
Unit II	Advanced Functions and Data Validation	8 Hours
VLOOKUP, HLOOKUP, INDEX, MATCH for advanced data retrieval; Data Validation Rules - Creation & Customisation; Conditional Formatting - Highlighting trends, patterns, and anomalies in data.		
Unit III	Data Visualization - Pivot Tables & Charts	8 Hours

Filters & Slicers in Pivot Tables, PivotCharts; New Charts – Tree map & Waterfall, Sunburst, Box and whisker Charts		
Unit IV	**Statistical Functions**	**7 Hours**
Negative Numbers to Zero , Rank , Percentiles and Quartiles, AverageIf , Forecast , MaxIfs and MinIfs , Weighted Average, Histograms		

Learning Experience: The learning process for this course is a blend of interactive classes, hands-on practice, quizzes, and assessments tailored to enhance students' Excel skills across all units. It begins with instructor-led sessions to build a foundation in cell references, array formulas, and functions like SUMIF and COUNTIF, followed by practical exercises that reinforce concepts. As students' progress to advanced functions such as VLOOKUP and data validation, they will engage in case-based tasks to retrieve and analyse complex data effectively. Data visualization techniques will be taught through collaborative labs, enabling students to create PivotTables, advanced charts, and dashboards that depict data insights clearly. The course concludes with applying statistical functions, where students will practice forecasting and analysing distributions. Regular quizzes and assessments throughout ensure an effective learning journey, making students proficient in Excel's advanced functionalities and equipping them for real-world applications.

Textbooks

1 Microsoft Excel 2019 Data Analysis and Business Modelling**, Wayne Winston** - 6th Edition, published by Microsoft PressArora, M.N. (2021)

2 Excel 2016 Bible, John Walkenbach - Published by Wiley

3 Excel 2019 All-in-One for Dummies, Greg Harvey - Published by Wiley

Open Educational Resources (OER)

1 https://excelgraduate.com/advanced-excel/

2 Excel Skills for Business: Advanced Course (Macquarie University) | Coursera

3 Excel Skills for Business Certificate Program (Macquarie) | Coursera

Evaluation Scheme

Evaluation Components	**Weightage**
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)**	30 Marks

Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III					
Course Code: **AEC006**	**Course Title: Verbal Ability**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course					
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic Knowledge of English**				

Course Perspective

This course aims to enhance students' verbal reasoning, comprehension, vocabulary, and linguistic skills essential for effective communication and analysis. By integrating structured exercises in grammar, sentence construction, vocabulary building, and reading comprehension, the course fosters an aptitude for both academic and professional contexts. The course emphasizes practical applications through exercises on synonyms, antonyms, idioms, and sentence structuring, enabling students to approach language-intensive tasks effectively.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** of vocabulary, including synonyms, antonyms, and idioms.	L2
CO2	**Applying** the complex texts to improve reading comprehension	L3

CO3	**Analysing** grammatically accurate sentences with effective punctuation and clarity.	L4
CO4	**Applying** logical thinking to solve verbal analogies and logical sequence problems.	L5

Course Content

Unit I:	**Vocabulary Building**	12 Hours
Synonyms, Antonyms, Idioms, and Phrases, Vocabulary usage in sentences, Word Roots and Affixes.		

Unit II	**Reading Comprehension**	09 Hours
Techniques for effective comprehension, Paragraph and passage interpretation, Inference and conclusion drawing.		

Unit III	**Grammar and Sentence Construction**	13 Hours
Parts of Speech, Tenses, and Sentence Types, Common grammatical errors, Correct usage of punctuation.		

Unit IV	**Verbal Reasoning**	11 Hours
Analogies, Classification, and Logical Sequence of Words, Sentence Arrangement and Completion, Critical reasoning for argument analysis.		

Learning Experience:

The course incorporates interactive discussions, individual and group assignments, and formative assessments to reinforce verbal skills. Students will engage in reading, writing, and comprehension exercises in a technology-supported environment to enhance understanding and proficiency in language skills.

Textbooks

1. **Wren & Martin**: *High School English Grammar & Composition*
2. **Norman Lewis**: *Word Power Made Easy*

Suggested Readings

1. *Verbal & Non-Verbal Reasoning* by R.S. Aggarwal
2. *Barron's Guide to Vocabulary Building*

Open Educational Resources (OER)

1. IndiaBix Verbal Ability Section
2. British Council: Learn English

3. Purdue OWL

4. oursera - English Grammar and Style by University of Queensland
Coursera - English Grammar and Style

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III					
Course Code: OE	**Course Title: Project Management Using MS Excel**	L	T	P	C
Version	1	3	0	0	3
Category of Course	Open Elective				
Total Contact Hours	45 hours				
Pre-Requisites/ Co-Requisites					

Course Perspective

Upon completing the Project Management course, students will acquire a deep understanding of the complete project management lifecycle, from initiation to closure. They will learn how to efficiently plan, execute, and monitor projects using tools such as Gantt charts, Critical Path Method (CPM), and PERT. The course will enable students to evaluate project performance through audits and reviews, ensuring alignment with organizational goals. By mastering the application of resource allocation, risk management, and budgeting techniques, students will be

well-prepared to lead projects to successful completion. This course will also enhance their decision-making, analytical, and leadership skills, positioning them to manage complex projects across various industries.

Course Outcomes

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the phases of project management, including initiation, planning, execution, monitoring, and closing.	L2
CO2	**Applying** project scheduling tools such as Gantt Charts, Critical Path Method (CPM), and PERT to manage project timelines and resources effectively.	L3
CO3	**Analysing** project data to assess the feasibility of projects through market, financial, and risk analysis techniques.	L4
CO4	**Evaluating** project performance through performance audits, KPIs, and post-project reviews to ensure alignment with project goals.	L5
CO5	**Creating** comprehensive project plans that incorporate budgeting, resource management, and risk mitigation to ensure successful project completion.	L6

Course Content

Unit I	Introduction to Project Management	9 Hours
Project Management, Phases of Project Management, Elements of Project Management, Project Life Cycle, conception and selection, planning and scheduling, implementation and control, evaluation and termination, Classification of Projects, Project stakeholders and Project charter.		
Unit II	**Project Analysis**	**12 Hours**
Identification of investment opportunities, project initiation, Market and Demand Analysis: Economic Analysis, Economic Analysis, Social Cost and Benefit Analysis, Financial Analysis: Project cash flow analysis, ROI, Replacement cost, Project Risk analysis.		
Unit III	**Project Planning and Management Techqniques**	**12 Hours**

Planning of Physical Resources, Human Resources, Financial Resources, Project Management Structures, Different Matrix Forms, Project Management Techniques: Gantt Chart, Milestone Chart, Critical Path Method (CPM), Project Evaluation and Review Technique (PERT), Project Scheduling, Project Control Process and its Purpose, Preventive Control Techniques, Periodic Control Techniques.		
Unit IV	**Performance Management and Evaluation**	**12 Hours**
Performance Measurement, Project Performance Evaluation, Project Report: Types of Project Reports, Feasibility and Detailed Project Report, Project Completion Report, Project Audit: Process Audit, Post project Audit, Phases of post audit Types of post audit, Agencies for project audit (Indian scenario), Project evaluation form, Project closure: Normal closure, Premature closure, Perpetual projects, Failed projects.		

Learning Experience

The learning process for the Project Management course will be highly interactive and practical, incorporating a blend of traditional lectures, hands-on workshops, and real-world case studies. Lectures will introduce students to foundational concepts such as project life cycles, scheduling tools like CPM and PERT, and performance evaluation. Practical sessions will allow students to apply these tools, creating project schedules and managing resources in simulated environments. Case studies will help students analyze real-world project scenarios, focusing on risk analysis and decision-making. Regular quizzes and assignments will reinforce theoretical knowledge, while group projects will encourage collaboration and problem-solving. Formative assessments, such as midterm tests and project audits, will gauge students' understanding and provide continuous feedback. This learning approach, integrating both theory and practice, ensures students develop a well-rounded skill set, enabling them to lead and manage projects effectively in diverse organizational settings. By the end of the course, students will have gained the practical experience and analytical skills necessary for successful project management.

Textbooks:

1. Project Management Absolute Beginner's Guide by Greg Horine. Released in 2005

2. The Lazy Project Manager by Peter Taylor.

Suggested Readings

1. Agile Project Management with Scrum by Ken Schwaber

2. Scrum: The Art of Doing Twice the Work in Half the Time by Jeff Sutherland.

Open Educational Resources (OER):

1. https://onlinecourses.nptel.ac.in/noc24_mg01/preview

2. https://www.coursera.org/learn/agile-project-management

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER III					
Course Code: VAC	**Course Title: GST and E-Filing**	**L**	**T**	**P**	**C**
Version	**1**	**2**	**0**	**0**	**2**
Category of Course	Value Added Course				
Total Contact Hours	30				
Pre-Requisites/Co-Requisites	Basic Understanding of Indirect Taxation				

Course Perspective

GST represents a significant shift in tax policy, aiming to create a unified market and enhance the ease of doing business. A course on GST equips learners with essential knowledge and skills to navigate this complex tax landscape effectively.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concepts of adoption and implementation of GSTs, E-filing and GST classification	L2
CO2	**Applying** the concepts in GST evaluation, provision and process.	L3
CO3	**Applying** the GST concepts in the taxation value of goods and services as well as dealing with practical problems	L3
CO4	**Analyzing** GST E-filing process, payment of GST, returns and assessment provisions	L4
CO5	**Evaluating** the GST E-filing process as well as accounts and records with the tax refund process	L5

Course Content

Unit I:	Goods and Services Tax: An Introduction concept. Basic Elements, Needs and Impacts	7 Hours
Concept of goods and service tax GST, Main features of GST implemented in India, Background, Causes for adoption and implementation of GST, Favourable impacts and difficulties of GST, Evaluation and suggestion of GST, Classification of GST Dual and Integrated GST, Important terms.		

Unit II	Registration Under GST: At A Glance Provisions, Roles, Procedure and Forms	8 Hours
Registration under GST provision and process. Amendment and cancellation of registration, Practical problems relating to registration. Supply of goods and services-Meaning, Scope and types. Determination of time and place of supply of goods and services. Levy and collection of tax. List of exempted goods and services with practical problems.		

Unit III	Taxable Value of Supply of Goods	7 Hours
Determination of taxable value of goods and services. Items included and deductions against taxable value. Practical problems related to computation of taxable value of goods and services supplied. Tax rates applicable on supply of goods and services. Practical problems relating to calculation of GST payable on goods and services supplied.		

Unit IV	Composition Levy	8 Hours

Composition levy- eligibility, provisions, rules, rates and practical problems. Provisions and rules regarding input tax credit. Practical problems relating to calculation of ITC. Performa and preparation of tax invoice. Payment of GST, Return and assessment provision and process. Job work and reverse charge- provisions and rules. Maintenance of accounts and records. Refund of tax.

Learning Experience:

Students learn to file GST and clain returns online using the portal through handson trainings. Multiple case studies are used to explain the concepts to students from variety of idustries and companies, to explain the difference between sectors in the treatment of GST.

Textbooks:

1. The Central Goods and Services Tax, 2017

2. The Integrated Goods and Services Tax, 2017

Suggested Readings

1. The Integrated Goods and Services Tax, 2017

2. The Union Territory Goods and Services Tax, 2017

3. The Goods and Services Tax (Compensation to States), 2017

4. The Constitution (One hundred and First Amendment) Act, 2016

5. Gupta, S.S., GST- How to meet your obligations (April 2017), Taxmann Publications

6. Halakandhi, S., G.S.T (Vastu and Sevakar) (Hindi) Vol-1, 2017

7. Gupta, S.S., Vastu and Sevakar, Taxmann Publications, 2017

8. Vastu and Sevakar Vidhan by Government of India

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks

External Marks (Theory): -End-Term Examinations	50 Marks
Note: A student must secure 40% marks in the Internal and End Term Examination separately to secure a minimum passing grade.	

SEMESTER IV					
Course Code: MCBA202	**Course Title: Research Methodology for Business**	**L**	**T**	**P**	**C**
Version	1	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Fundamental understanding of Statistics				

Course Perspective

Upon completing this course students will be able to critically evaluate and apply essential business research methodologies to solve organizational challenges and analyze market trends. Students will understand foundational concepts such as the nature and scope of business research, while also advancing to analyze, apply, and create effective data collection instruments, hypothesis formulations, and ethical research proposals. The course empowers students with skills to accurately sample data, interpret findings, and communicate insights, ultimately preparing them for data-driven decision-making within diverse business contexts.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the foundational concepts and principles of business research.	L2
CO2	**Applying** sampling techniques and survey methodologies to ensure that it represents population.	L3
CO3	**Analysing** different types of research designs and data collection techniques for various research objectives.	L4
CO4	**Evaluating** data through statistical methods, including hypothesis testing and advanced data analysis, to interpret findings effectively.	L5

| CO5 | **Creating** research reports and presentations that synthesize analysis outcomes, with a focus on actionable business insights and recommendations. | L6 |

Course Content

Unit I	**Introduction to Business Research**	**10 Hours**
Introduction to Business Research: Definition; Nature and Scope of Business Research; The Research Process; Problem Identification and Definition; Determination of Information Needs; Hypothesis Formulation; Developing Research Proposal; Ethical issues in Research; Marketing Research.		

Unit II	**Types of Research Design**	**11 Hours**
Research Design and Data Collection: Types of Research Design; Secondary and Primary Data; Primary Data Collection Instruments -Questionnaire Designing and Testing; Schedule; Observation Methods; Qualitative Research; Scaling Techniques and Attitude Measurement; Online Data Sources and Research.		

Unit III	**Sample Design**	**12 Hours**
Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors		

Unit IV	**Data Analysis, Interpretation and Report Preparation**	**12 Hours**
Data Editing and Coding; Tabulation; Hypothesis Testing; Analysis of Variance; Advanced Data Analysis Techniques- Factor Analysis, Cluster Analysis, Discriminant Analysis; Conjoint Analysis; Multi-Dimensional Scaling; use of SPSS/Mini-Tab in data analysis, Report Preparation and Presentation		

Learning Experience

The learning process in this course is designed to be engaging and practical, involving a blend of lectures, hands-on exercises, quizzes, and real-world case studies to enrich understanding. Students will participate in workshops on hypothesis formulation and research proposal development, while data collection and sampling topics will be reinforced through practical assignments and in-class group projects. Advanced data analysis techniques are taught using software like SPSS allowing students to apply theoretical knowledge directly to real data sets. This balanced approach fosters analytical and practical skills, preparing students for dynamic applications in business research.

Textbooks

1. C.R. Research Methodology (Methods and Techniques) 2nd Edition, New Age International(P)ltd.
2. Zikmund, Babin, et.al. Business Research Methods, 8th Edition, Cengage Learning.
3. Marketing Research – Naresh Kumar Malhotra & David F. Birks

Suggested Readings

1. Chawla Deepak, Research Methodology,2nd Edition, Vikas Publications.
2. Dash Priyaranjan, Research Methodology, 3rd Edition, Vrinda Publications.

Open Educational Resources (OER)

1. NPTEL, Swayam, Course Era
2. https://www.coursera.org/

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER IV					
Course Code: MCBA204	**Course Title: Introduction to Financial Management**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Finance**				

Course Perspective

The Introduction to Financial Management course provides students with the foundational knowledge and skills to make informed financial decisions within a business context. The course covers the essential financial management principles, including the time value of money, investment decision-making, and capital structure. Additionally, it addresses practical aspects of managing dividends and working capital, equipping students with an understanding of how finance drives business value and growth. As financial managers in India increasingly play strategic roles, this course also explores their evolving responsibilities in balancing risks, returns, and stakeholder interests.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the key concepts of Financial Management.	L2
CO2	**Applying** present and future value of cash flows, annuities, and perpetuities to make informed financial decisions.	L3
CO3	**Analyzing** capital budgeting techniques to evaluate investment opportunities and make project selection decisions.	L4
CO4	**Evaluating** the factors that influence capital structure and evaluate the impact of leverage on a company's financial performance.	L5
CO5	**Evaluating** dividend policy options and working capital requirements to identify strategies that optimize a firm's financial health and shareholder value.	L5

Course Content

Unit I:	Introduction	10 Hours
Meaning and Definition of Financial Management, Goals of Financial Management, The Fundamental Principle of Finance, Risk-return trade-off, Agency problem, Emerging roles of financial managers in India; Calculation of Time Value of Money: Future Value, Present Value, Annuity, Perpetuity.		
Unit II	Investment and Financial decisions	13 Hours

Capital Budgeting: Meaning, Capital budgeting Process; Project Classification; Evaluation Techniques – Payback period, ARR, Discounted payback period; NPV, PI, IRR, Accept/reject criteria. **Capital Structure:** Meaning, factors determining capital structure, capital structure planning and policy, capital structure theories; Different sources of Long-term Finance; Leverages: Operating leverage, financial leverage, and Combined leverage, EBIT-EPS analysis; Cost of capital: Cost of equity, Cost of preference shares, Cost of debt, WACC.		
Unit III	**Dividend decisions**	**12 Hours**
Meaning of dividend policy, factors influencing dividend policy, objectives of dividend policy, stability of dividends, forms of dividend; Relevance v/s Irrelevance of Dividends (Relevant Theory: Walter's Model, Gordon's Model; Irrelevant Theory: MM's Approach)		
Unit IV	**Management of Working Capital**	**10 Hours**
Introduction, Concepts of working capital, Operating and cash conversion cycle, Permanent and variable working capital, balanced working capital position, Determinants of working capital, Issues in working capital management, Estimating working capital requirement, Receivables Management-credit period and discount evaluation.		

Learning Experience: Students will engage with real-world scenarios to understand the calculation and interpretation of financial metrics. They will develop investment appraisal skills through hands-on practice with capital budgeting tools, such as NPV and IRR. By analysing different capital structure theories and applying leverage concepts, students will be empowered to assess long-term financing decisions critically. In addition, they will explore dividend policies and working capital management through case studies, giving them insight into maintaining liquidity and profitability in a business. By the end of the course, students will be well-versed in applying financial management concepts to enhance business decision-making effectively.

Textbooks

1. Khan M. Y. and Jain P. K., "Financial Management", McGraw Hill
2. I.M. Pandey, "Financial Management", Vikas Publishing House
3. Prasanna Chandra, "Financial Management Theory and Practice", McGraw Hill

Suggested Readings

1. Michael C. Ehrhardt and Eugene F. Brigham, "Corporate Finance", South-Western Publication.

2. Richard A. Brealey, Stewart Myersand Franklin Allen, "Principles of Corporate Finance" McGraw Hill

Open Educational Resources (OER)

1. https://www.icsi.edu/media/webmodules/Financial%20and%20Strategic%20Management.pdfwww.saylor.org/courses/bus203/
2. https://nibmehub.com/opac-service/pdf/read/Financial%20Management%20-Theory%20&%20Practice.pdf

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER Ⅳ					

Course Code: MCSP169	Course Title: Warehouse Operations and Management	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of Supply Chain Management**				

Course Perspective

This course offers students a deep understanding of warehouse operations and the role of effective management in supporting supply chain efficiency. It emphasizes the practical application of concepts such as tools and techniques to optimize storage, inventory management, and distribution operations in various industries, equipping students with the skills to evaluate financial data, manage resources efficiently, and contribute to organizational success. The course is essential for those pursuing careers in finance, management, or entrepreneurship, as it provides the analytical tools needed to navigate and influence complex financial environments in the real world.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamentals and importance of warehousing in supply chain management.	L2
CO2	**Applying** warehouse layout and design principles to enhance storage and handling efficiency.	L3
CO3	**Applying** inventory management techniques to optimize stock levels and reduce costs.	L3
CO4	**Analyzing** various warehouse management technologies and automation options for operational improvement.	L4
CO5	**Evaluating** warehouse operational processes and safety measures to ensure productivity and compliance.	L5

Course Content

Unit I:	Introduction to Warehousing	9 Hours
Purpose and types of warehouses: Distribution centres, fulfilment centres, and cross-docking facilities, Role of warehousing in supply chain management, Key warehouse processes: Receiving, put-away, storage, picking, packing, and shipping, Warehouse performance metrics and key performance indicators (KPIs).		
Unit II	**Warehouse Layout, Design and Material Handling**	**12 Hours**
Warehouse layout and space utilization principles, Storage systems: Racking, shelving, and mezzanine systems, Material handling equipment: Forklifts, conveyors, pallet jacks, and automated systems, Warehouse design for operational efficiency and safety compliance, Cost considerations in warehouse layout and design.		
Unit III	**Inventory Management and Control in Warehousing**	**12 Hours**
Inventory types, classifications, and management principles, Inventory control methods: ABC analysis, cycle counting, and economic order quantity (EOQ), Demand forecasting and safety stock calculations, Warehouse inventory tracking methods: Barcode, RFID, and automated data collection systems.		
Unit IV	**Warehouse Technology, Automation and Safety**	**12 Hours**
Warehouse Management Systems (WMS) and their functionalities, Automation in warehousing: Automated guided vehicles (AGVs), AS/RS, and robotics, Integrating Internet of Things (IoT) and data analytics in warehousing		

operations, Safety regulations, ergonomics, and compliance in warehousing, Sustainability practices in warehouse operations.

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, such as various warehouse management technologies and automation options for operational improvement and making strategic decisions. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1. Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse by Gwynne Richards, 3rd Edition, Kogan Page.
2. The Warehouse Management Handbook by James A. Tompkins and Jerry D. Smith, 2nd Edition, Tompkins Press.

Suggested Readings

1. Design and Operation of Automated Container Storage Systems by Nils Boysen and Stefan   Emde, Springer.
2   Essentials of Inventory Management by Max Muller, 3rd Edition, AMACOM.

Open Educational Resources (OER)

1. [NPTEL - Logistics and Supply Chain ManagementCoursera - Supply Chain Logistics](#)

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks

Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.

SEMESTER IV					
Course Code: MCBA208	**Course Title:** **Entrepreneurship Development**	**L**	**T**	**P**	**C**
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

Upon completing this course, students will understand the foundational concepts of entrepreneurship, including its evolution, types, and importance in economic growth. They will analyze opportunities through idea generation, feasibility studies, and business plan creation. By applying financial management principles and exploring funding avenues, students will evaluate financial viability. They will also learn to create growth strategies and manage potential exit plans, incorporating risk management. Through real-world case studies, students will develop skills to make informed decisions for entrepreneurial success.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concepts of entrepreneurship, entrepreneurial traits, types, and their significance in economic development	L2
CO2	**Analysing** business ideas through feasibility analysis, market trends, and SWOT and PESTEL frameworks for opportunity recognition.	L3
CO3	**Applying** financial analysis techniques, including breakeven analysis, cash flow management, and understanding government schemes for funding new ventures.	L4

CO4	**Evaluating** business growth strategies, identifying risks, and analysing case studies of successful and failed startups to enhance decision-making.	L5
CO5	**Creating** comprehensive business plans and exit strategies, integrating growth tactics like franchising and mergers, and handling potential business failures.	L6

Course Content

Unit I:	**Introduction to Entrepreneurship**	**9 Hours**
Concept, evolution, and significance of entrepreneurship. Includes entrepreneurial traits, motivation, and types of entrepreneurships (social, corporate, etc.). Focuses on creativity, innovation, and the role of entrepreneurs in economic development.		
Unit II	**Idea Generation and Feasibility Analysis**	**12 Hours**
Techniques for generating business ideas, opportunity recognition, and conducting feasibility analysis (market, technical, and financial). Includes SWOT, PESTEL, industry, and competitor analysis, along with business plan creation.		
Unit III	**Financial Analysis and Government Schemes**	**13 Hours**
Introduces financial planning, external analysis, breakeven analysis, and cash flow management. Discusses funding sources like venture capital, angel investors, and crowdfunding. Explores Indian government schemes like Start-up India, MUDRA Yojana, and MSME support for new ventures		
Unit IV	**Growth Strategies and Exit Plans**	**11 Hours**
Introduction to business expansion strategies like franchising and mergers, and challenges in scaling a business. Covers risk management, failure handling, and exit strategies such as selling or liquidation. Case studies of successful and failed startups provide real-world insight into entrepreneurial growth and decision-making.		

Learning Experience: The course will be taught through a blend of interactive lectures, case studies, group discussions, and hands-on projects, allowing students to gain a practical understanding of entrepreneurship. Classes will introduce fundamental concepts and encourage idea generation through brainstorming sessions. Feasibility analysis will involve group work, supported by SWOT and PESTEL exercises, while financial analysis will include practical assignments on cash flow, funding, and government schemes. Students will engage in role-plays and simulations to understand growth strategies and exit planning. Regular quizzes, case study analysis, and a final project will ensure active participation, effective learning, and real-world application, making students adept at identifying and pursuing entrepreneurial opportunities.

Textbooks

1. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2019). *Entrepreneurship*. McGraw-Hill Education.

Suggested Readings

1. Scarborough, N. M., Cornwall, J. R. (2016). *Essentials of Entrepreneurship and Small Business Management*. Pearson.
2. Agarwal, R. & Mehra, Y. S. (2017). *Project Appraisal and Management*. Taxmann Publications.

Open Educational Resources (OER)

1. MIT Open Courseware: *Entrepreneurship 101*
2. Saylor Academy: *BUS305: Small Business Management*
3. EDX: *Entrepreneurship in Emerging Economies* (Harvard University)

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER IV					
Course Code: **SEC IV**	**Course Title:** **Introduction to Power BI, Python and SQL**	**L**	**T**	**P**	**C**
Version	1	0	0	1	2
Category of Course	Skill Enhancement Course				
Total Contact Hours	30				
Pre-Requisites/ Co-Requisites					

Course Perspective

Upon completing this course, students will gain foundational and advanced skills in Python programming, SQL, and Power BI, enabling them to effectively process and analyze data for decision-making. They will demonstrate proficiency in various Python functions, data manipulation techniques, relational database management using SQL, and the creation of impactful data visualizations with Power BI. Through practical application and continuous learning, students will acquire both the theoretical understanding and hands-on experience required to solve real-world business problems using data-driven approaches.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the Python basics, SQL concepts, and Power BI interface to recognize their core functions and utility.	L2
CO2	**Analysing** data structures, functions, and tools in Python, SQL, and Power BI to identify relationships and patterns within datasets.	L3
CO3	**Applying** Python modules, SQL queries, and Power BI tools to solve business-related problems and perform exploratory data analysis effectively.	L4
CO4	**Evaluating** data-driven solutions for their effectiveness, accuracy, and efficiency to make informed decisions based on evidence from Python analyses, SQL databases, and Power BI visualizations.	L5
CO5	**Creating** comprehensive dashboards, databases, and automated processes using Python, SQL, and Power BI that integrate various analytical tools to meet business needs.	L6

Course Content

Unit I:	Introduction to Python	8 Hours
Why Python, Application areas of python, Installing python, Understanding print() function,set,Keywords,Comments,Variables,Literals,Operators,Reading input from console, Parsing string to int, float, statement-If elseIf elif ,Nested if ,Loop-While,For ,Nested loops, Pass, break and continue keywords, Standard Data Types--Int, float, complex, Boolean,Str, list, tuple, range, Dict, set, string and its functions, indexing and Slicing, Python List---Creating and accessing lists, Indexing and slicing lists, List methods, Nested lists, List comprehension, Python		

Tuple---Creating tuple, Accessing tuple, Immutability of tuple, Python Set—How to create a set, iteration over sets, Python set methods, Python Dictionary---Creating a dictionary, Accessing values from dictionary, Updating dictionary, Functions-Defining, Calling a Function, Types of functions, Function Arguments, Map (), filter (), or Lambda Function

Unit II	**Python Module & Packages**	**7 Hours**

Why modules, Importing module, Why packages, Understanding pip utility, Panda Package, Introduction to pandas--- Labeled and structured data, Series and data frame objects, How to load Datasets From excel and From csv, Accessing data from Data Frame using loc & iloc function,head() & tail function, Exploratory Data Analysis (EDA)-describe(),groupby(),crosstab(),Data Manipulation & Cleaning----Map(), apply(),Combining data frames, Adding/removing rows & columns, Sorting data, Handling:- missing values, duplicacy, data error, Date and Time, Data Visualization using matplotlib and sea born packages, Charts:-Scatter plot, lineplot, bar plot, Histogram, pie chart, Jointplot, pairplot, heatmap, Outlier detection using boxplot

Unit III	**Predictive Modelling Techniques**	**7 Hours**

Introduction to Database, Database Concepts, What is Database Package, Understanding Data Storage, Relational Database (RDBMS) Concept, SQL basics, DDL & DQL, DDL(Data Defining Language): create, alter, Drop, SQL constraints:-Not null, unique, Primary & foreign key, composite key, Check, default , DML(Data Manipulating Language): insert, update, delete and merge (Data Query Language) : select Select distinct, where, operators, like, order by, aliases, views, joins---Inner join, Left (outer) join, Right (outer) join, Full (outer) join, Mysql functions, String functions------Char_length, Concat, Lower, Reverse, Upper, Numeric Functions--Max, min, sum, Avg, count, abs, Date functions—Curdate, Curtime.

Unit IV	**Introduction to Power Bi**	**8 Hours**

Introduction to power bi, How to download power bi, Unlock the power of charts, Charts-Stunning column, stacked column chart, Pie chart, donut chart, funnel chart, ribbon chart, what is include and exclude How to create dashboard, View data, And export in csv from power bi, How to create a basic map ,filled map , map with pie chart, Formatting-formatting of map, Change background of maps, create a map of India, format a table, apply conditional formatting, change aggregations, create a matrix, create a filter on visual ,apply conditional formatting in matrix ,create Hierarchies, add total and subtotal in matrix ,change number formatting, create line chart, create scatter plot, create a Gauge chart, create a text card, use drill through, create a Superstore report, create an account on power bi service, How to publish report to power bi service, Export power bi report to ppt, pdf ,What is comment, Create a dashboard in Power Bi.

Learning Experience: The course will involve a blend of lectures, hands-on coding labs, quizzes, and practical assignments to ensure a comprehensive understanding of each unit. Students will experience interactive classes for foundational topics like Python installation, SQL queries, and Power BI basics, followed by practical coding labs for Python programming and SQL queries. Data visualization techniques will be taught through step-by-step tutorials in Power BI, allowing students to create dynamic dashboards. Quizzes and assessments will test their theoretical knowledge, while project-based tasks will enhance their analytical and problem-solving skills. This learning process ensures students effectively grasp both theory and practice, fostering a holistic learning environment.

Textbooks

1. Ashok Namdev Kamthane, "Programming and Problem Solving with Python," 2nd Edition, McGraw-Hill Education.
2. Mark Lutz, "Learning Python," 5th Edition, O'Reilly Media.

Suggested Readings

1. Alberto Cairo, "The Truthful Art: Data, Charts, and Maps for Communication," 1st Edition, New Riders.

Open Educational Resources (OER)

1. Python for Everybody: Free online Python course by Dr. Charles Severance.
2. W3Schools SQL Tutorial: Comprehensive online guide for learning SQL.
3. Power BI Guided Learning: Microsoft's official guided learning for Power BI.

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER IV				
Course Code: AEC007	**Course Title: Communication and Personality Development**	**L**	**T**	**P**	**C**

Version	1		3	0	0	3
Category of Course	Ability Enhancement Course					
Total Contact Hours	45					
Pre-Requisites/ Co-Requisites	None					

Course Perspective

The course enhances public speaking and presentation skills, helps students confidently convey ideas, information & build self-reliance and competence needed for career advancement. Personality assessments like the Johari Window and Myers & Briggs Type Indicator (MBTI) provide frameworks to enhance self-understanding, helps people increase their self-awareness, understand and appreciate differences in others and apply personality insights to improve their personal and professional effectiveness. Interpersonal skills included in the course deal with important topics like communication, teamwork and leadership, vital for professional success.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** key concepts of self-awareness, personality traits, and self-management to enhance personal development.	L2
CO2	**Applying** communication frameworks and public speaking skills to effectively overcome barriers in oral presentations and group discussions.	L3
CO3	**Analyzing** the importance of speed reading, note-taking, and critical analysis for academic and professional writing tasks	L4
CO4	**Evaluating** professional communication skills, including resume building and networking techniques, to prepare for interviews and career opportunities.	L5
CO5	**Creating** a comprehensive capstone project that synthesizes interpersonal, communication, and presentation skills in real-world scenarios.	L6

Course Content

Unit I	Developing self and others	10 Hours
Content Summary: Self Awareness, Personality Concepts (Personality Assessments -Johari Window, Myers & Brigg), Self-Management, Self Esteem, Self-Efficacy, Interpersonal skills, mindset, grit and working in teams.		
Unit II	Enhancing Reading and Writing Skills	12 Hours
Content Summary: Speed reading and its importance in competitive examinations, techniques for speed reading, note-taking, and critical analysis. Paragraph Writing, Essay and Summary writing, Business Letter, Email writing.		
Unit III	Effective Communication and Public Speaking	11 Hours
Content Summary: Communication Framework, barriers & overcoming these barriers, Group Discussions, Extempore & Public Speaking drills, to manage stage fright and anxiety. Structuring and organizing a presentation (Oral & PPT), Etiquettes, Grooming, Body Language and Conversation starters, TMAY.		
Unit IV	Career Guide and readiness	12 Hours
Cover Letter, ATS friendly resume, Elevator Pitch, Video Resume (Visume), Networking, Group Discussion, Mock Interviews. Capstone Project.		

Learning Experience:

The learning process will include interactive classes to explore foundational concepts, followed by hands-on practice with self-awareness tools, such as the Johari Window and Myers-Briggs assessments. Speed reading and writing skills will be honed through structured exercises and peer assessments, while group discussions, extempore sessions, and presentations will help students develop public speaking confidence. To ensure practical learning, sessions on resume building, video resumes, and mock interviews will provide a robust foundation for professional growth. This approach fosters a holistic learning experience that combines theory with practical applications, enabling students to build strong communication and self-presentation skills.

Suggestive Readings

1. Covey, S. R. - The 7 Habits of Highly Effective People, Revised Edition, Simon & Schuster.
2. Carnegie, D. - How to Win Friends and Influence People, Revised Edition, Simon & Schuster.
3. Robbins, S. P., Judge, T. A. - Organizational Behavior, 18th Edition, Pearson Education.

Open Educational Resources (OER)

1. Open Learn - Communication Skills
2. Coursera - The Science of Well-Being

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 s) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER VII					
Course Code: MCSP192	**Course Title: Supply Chain Analytics**	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

This course aims to equip students with a comprehensive understanding of supply chain management principles, tools, and techniques to enhance organizational efficiency, optimize processes, and improve overall competitiveness in both manufacturing and service sectors using data analysis. The aim is to enhance students' abilities in optimizing supply chain processes, improving efficiency, and driving strategic decisions in dynamic and global environments.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the foundational concepts and importance of supply chain analytics.	L2
CO2	Applying data analytics techniques for supply chain forecasting, demand planning, and optimization.	L3
CO3	Analyzing supply chain data to identify patterns, trends, and opportunities for process improvement.	L4
CO4	Evaluating advanced analytical methods for supply chain risk management and sustainability.	L5
CO5	Design, and optimize data-driven models to optimize logistics, inventory, and overall supply chain performance.	L6

Course Content

Unit I	Introduction to Supply Chain Analytics	10 Hours
Overview of supply chain analytics: Scope, significance, and applications, Introduction to data types, sources, and processing in supply chain, Descriptive analytics: Data visualization and pattern identification in supply chain data, Tools for data collection and analysis: Excel, R, Python, and Power BI basics.		
Unit II	Predictive Analytics in Supply Chain	13 Hours
Forecasting techniques: Time-series analysis, regression, and demand forecasting, Demand planning and aggregate planning using predictive analytics, Predictive models for inventory and logistics optimization, Machine learning applications in supply chain forecasting.		
Unit III	Prescriptive Analytics and Optimization Techniques	12 Hours
Introduction to optimization in supply chain: Linear programming and simulations, Inventory management techniques: EOQ, ABC analysis, and safety stock calculations, Transportation and network optimization: Cost minimization and route planning, Supply chain risk management and scenario analysis.		
Unit IV	Supply Chain Strategy and Performance Analytics	10 Hours
Key performance indicators (KPIs) and metrics for supply chain performance, Analytics for supply chain resilience and sustainability, Tools and techniques for agile and lean supply chain strategy evaluation , Supply chain control towers and real-time analytics.		

Learning Experience:

1. **Interactive Lectures:** Engaging presentations with Q&A sessions to clarify core analytics concepts and foster active participation.
2. **Hands-On Learning:** Practical exercises and case studies to apply theoretical concepts using analytics software and tools.
3. **Digital Resources and LMS Integration:** Utilizing video tutorials, podcasts, and a Learning Management System for accessing materials and assignments.
4. **Data-Driven Case Studies:** Discussing real-world cases to bridge theory with current industry practices and data-driven decision-making.
5. **Continuous Assessments:** Regular quizzes, exercises, and discussions to gauge understanding and provide timely feedback.

Textbooks:

1. *Supply Chain Analytics* by Peter W. Smith, 2nd Edition, Pearson.
2. *Supply Chain Analytics and Modeling* by Nada R. Sanders, 1st Edition, Wiley.

Suggested Readings:

1. *Competing on Analytics: The New Science of Winning* by Thomas H. Davenport, Harvard Business Press.
2. *Data Science for Supply Chain Forecasting* by Nicolas Vandeput, 2nd Edition, CRC Press.

Open Educational Resources (OER)

1. https://archive.nptel.ac.in/courses/110/107/110107074/
2. https://www.coursera.org/specializations/supply-chain-analytics

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER Ⅴ					
Course Code: MCSP162	**Course Title:** **Forecasting and Inventory Management**	**L**	**T**	**P**	**C**
Version	1	3	0	0	3
Category of Course	**Major**				
Total Contact Hours	**45**				
Pre-Requisites/ Co-Requisites	**Basic knowledge of business operations**				

Course Perspective

This course offers students a deep understanding of forecasting demand and managing inventory within an organization, crucial for making strategic business decisions. It emphasizes the practical application of concepts such as quantitative and qualitative forecasting techniques, inventory control models, and optimization strategies to enhance supply chain efficiency and meet organizational goals. The

course is essential for those pursuing careers in operations and finance, management, or entrepreneurship, as it provides the analytical tools needed to navigate and influence complex financial environments in the real world.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concepts of forecasting and inventory management in supply chain efficiency	L2
CO2	**Applying** qualitative and quantitative forecasting techniques to real-world business scenarios.	L3
CO3	**Applying** various inventory models and selecting the appropriate model for different contexts.	L3
CO4	**Analyzing** and interpreting the forecasted results for effective decision making	L4
CO5	**Evaluating** inventory policies to optimize costs and improve service levels.	L5

Course Content

Unit I:	Introduction to forecasting and Inventory Management	9 Hours
Importance and Objectives of Forecasting in Business, Overview of Inventory Management and Its Strategic Role, Classification of Inventory: Raw Material, Work-In-Process, Finished Goods, Demand Types and Patterns: Dependent vs. Independent Demand, Case Studies: Forecasting and Inventory Strategies in Leading Firms.		
Unit II	**Forecasting Techniques**	**12 Hours**
Qualitative Forecasting Techniques: Delphi Method, Market Research, Quantitative Forecasting Techniques: Time Series Analysis, Moving Average, Exponential Smoothing, Advanced Methods: Regression Analysis, Seasonal Adjustments, Evaluating Forecast Accuracy: Mean Absolute Deviation (MAD), Mean Squared Error (MSE), Case Studies: Application of Forecasting Methods in Business Scenarios		
Unit III	**Inventory Control Models and Policies**	**12 Hours**
Economic Order Quantity (EOQ) Model and Its Applications, Safety Stock and Reorder Point Calculations, Inventory Control Policies: Continuous Review and Periodic Review Systems, ABC Analysis, Just-in-Time (JIT), and Vendor-Managed Inventory (VMI), Case Studies: Inventory Optimization in Various Industries		
Unit IV	**Marginal Costing and Decision Making**	**12 ours**

Role of Technology in Inventory Management: ERP, RFID, and Automation, Inventory Management in a Global Supply Chain, Demand Planning and Collaborative Forecasting, Optimization Techniques for Cost Reduction and Efficiency, Case Studies: Success Stories in Inventory Optimization and Supply Chain Coordination.

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, such as forecasting demand and managing inventory within an organization and making strategic financial decisions. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1. Forecasting, Time Series, and Inventory Control by Bowerman, Bruce L., and Richard T. O'Connell, 4th Edition, Cengage Learning.
2. Inventory Management and Production Planning and Scheduling by Edward A. Silver, David F. Pyke, and Rein Peterson, 3rd Edition, Wiley.

Suggested Readings

1. Essentials of Inventory Management by Max Muller, 2nd Edition, AMACOM.
2. Production and Operations Analysis by Steven Nahmias, 7th Edition, McGraw-Hill Education.

Open Educational Resources (OER)

1. MIT Open Courseware - Inventory and Supply Chain Management Coursera - Demand Forecasting

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks

SEMESTER III					
Course Code: MCSP170	**Course Title:** **ERP Management**	**L**	**T**	**P**	**C**
Version	**1**	3	**0**	**0**	3
Category of Course	Major				
Total Contact Hours	60				
Pre- Requisites/ Co-Requisites	**Basic knowledge of business processes, management principles, information systems, and financial accounting.**				

Course Perspective

The course Enterprise Resource Management (ERM) provides an in-depth understanding of integrated business processes and their management through ERP systems. It emphasizes the role of ERM in streamlining operations, enhancing decision-making, and achieving organizational efficiency. Students will explore ERP modules, implementation strategies, and their impact on business functions.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** fundamental concepts and components of Enterprise Resource Planning (ERP) systems and their role in business operations.	L2
CO2	**Analysing** interrelationships between various business processes and ERP modules within an organization.	L3
CO3	**Applying** basic ERP modules to manage real-world business scenarios effectively.	L4
CO4	**Applying** the impact of ERP implementation on business functions, efficiency, and decision-making processes.	L4

CO5	**Evaluating** ERP-based solutions to optimize a specific business process or address a complex organizational challenge.	L5

Course Content

Unit I:	**Introduction to Enterprise Resource Planning Systems**	**10 Hours**
Concept and Evolution of ERP. Characteristics and Benefits of ERP. ERP Modules Overview (Finance, HR, Supply Chain, Manufacturing, CRM, etc.). ERP vs. Traditional Systems. Key Business Processes and ERP Integration.		

Unit II	**ERP Implementation and Project Management**	**16 Hours**
ERP Implementation Lifecycle. Planning and Requirement Analysis. ERP Project Management and Risk Factors. Change Management and User Training. Best Practices in ERP Implementation.		

Unit III	**ERP Functional Modules and Applications**	**17 Hours**
Financial Management Module. Supply Chain and Inventory Management Module. Human Resource Management and Payroll. Sales and Customer Relationship Management (CRM) Module. Case Studies of ERP Systems in Different Industries.		

Unit IV	**ERP Trends, Challenges, and Future Directions**	**17 Hours**
Current Trends in ERP (Cloud ERP, AI Integration, Big Data, etc.). Customization vs. Standardization in ERP Systems. Data Security and Ethical Issues in ERP. Emerging Technologies and ERP (IoT, Blockchain). Future of ERP Systems and Career Opportunities.		

 Learning Experience: The course offers a dynamic learning experience through a blend of theoretical knowledge and practical applications. Students will explore real-world case studies and engage in interactive simulations, gaining hands-on experience with ERP software. Collaborative group projects will enable them to analyse and solve complex business scenarios using ERP solutions. This approach fosters critical thinking and equips students with the skills to effectively implement ERP systems in diverse organizational contexts.

Text Books:

1. Leon, A. (2008). Enterprise Resource Planning. 2nd Edition, McGraw Hill Education.

2. Magal, S. R., & Word, J. (2011). Integrated Business Processes with ERP Systems. 1st Edition, Wiley.

3. Sumner, M. (2005). Enterprise Resource Planning. 1st Edition, Pearson Education.

Suggested Reading:

1. Monk, E. F., & Wagner, B. J. (2012). Concepts in Enterprise Resource Planning. 4th Edition, Cengage Learning.

2. Bradford, M. (2015). Modern ERP: Select, Implement, and Use Today's Advanced Business Systems. 3rd Edition, Lulu Publishing.

3. Alexis, L. (2007). ERP Demystified. 3rd Edition, Tata McGraw-Hill Education.

Open Educational Resources (OER):

1. ERP Systems by David Bourgeois, Introduction to Business (2021). Available at OpenStax: https://openstax.org/books/introduction-business/pages/16-erp-systems

2. ERP Basics by Lumen Learning. Available at Lumen Learning: https://courses.lumenlearning.com/suny-hccc-businesscompsci/chapter/erp-basics/

3. Business Process Integration with ERP by OER Commons. Available at OER Commons: https://www.oercommons.org/courses/business-process-integration-with-erp

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks

Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.

SEMESTER V						
Course Code MCSP196	Course Title: Basics of Commercial Geography	L	T	P	C	
Version	1	3	0	0	3	
Category of Course	Major					
Total Contact Hours	45					
Pre-Requisites/Co-Requisites	Basic knowledge of geography and economic concepts.					

Course Perspective

This course introduces students to the fundamentals of commercial geography, exploring the impact of geographical factors on economic activities and commercial practices. It emphasizes understanding the spatial distribution of resources, trade patterns, and the role of geographical conditions in shaping global commerce.

Course Outcomes

Upon completion of the course the learner will be able to:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the significance of geographical factors in influencing commercial activities.	L2
CO2	Describing the spatial distribution of natural resources and their impact on global trade.	L3
CO3	Analysing the relationship between geography and economic development in different regions.	L4
CO4	Evaluating the effects of environmental and geographical challenges on commercial practices.	L5
CO5	Designing sustainable business strategies considering the geographical and environmental constraints of a region.	L6

Course Content

Unit I	Introduction to Commercial Geography	9 Hours
Definition, Scope, and Importance of Commercial Geography. Geographical Factors Affecting Commerce: Climate, Topography, Natural Resources. Concepts of Spatial Interaction and Accessibility. Role of Commercial Geography in		

Economic Development. Case Studies: Geography's Impact on Trade and Economy in Different Regions.		
Unit II	**Distribution of Resources and Economic Activities**	**12 ours**
Global Distribution of Natural Resources: Minerals, Forests, Water, and Energy. Types of Economic Activities: Primary, Secondary, and Tertiary Sectors. Resource Dependency and International Trade. Environmental Constraints and Resource Management. Case Studies: Resource Distribution and Economic Specialization by Country.		
Unit III	**Transportation, Trade Routes, and Regional Economic Development**	**12 ours**
Importance of Transportation in Commercial Geography. Major Global Trade Routes: Historical and Contemporary Perspectives. Infrastructure and Regional Economic Development. Impact of Geopolitical Factors on Trade Routes. Case Studies: The Silk Road, Maritime Trade, and Modern Trade Corridors.		
Unit IV	**Challenges and Sustainability in Commercial Geography**	**12 ours**
Environmental Challenges: Pollution, Climate Change, and Resource Depletion. Sustainable Resource Management and Green Commerce. Role of International Organizations in Sustainable Trade Practices. Emerging Trends: Eco-Friendly Logistics, Renewable Resources, and Green Economy. Case Studies: Sustainable Trade Practices in Various Industries		

Learning Experience: The learning experience in this course involves interactive lectures that use real-world examples to explain concepts, alongside case studies that explore geography's impact on trade and industry. Hands-on exercises like mapping and regional analysis deepen understanding, while digital resources, such as online tools and videos, support interactive learning. Regular assessments through quizzes, assignments, and class participation ensure feedback, and office hours provide mentorship and additional support.

Textbooks

1. Commercial Geography: A Study of Resources by R.S. Thoman and J.L. Conkling, 6th Edition, McGraw-Hill.

2. Fundamentals of Commercial Geography by Charles Gritzner, Prentice Hall.

Suggested Readings

1. The Geography of Transport Systems by Jean-Paul Rodrigue, Routledge.

2. Economic Geography: A Contemporary Introduction by Neil Coe, Philip Kelly, and Henry Wai-Chung Yeung, Wiley-Blackwell.

Open Educational Resources (OER)

1. MIT OpenCourseWare - Economic Geography

2. [Coursera - Global Resource Trade](#)

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks

Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.

	SEMESTER V				
Course code: MCBA303	**Course Title: General Awareness for Business**	**L**	**T**	**P**	**C**
Version	1	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective:

This course aims to update students' awareness on current business scenarios so that they stay updated on latest developments in the corporate world and answer questions related to them in their Interviews. The primary purpose is to assist the students in qualifying Group Discussions and Personal Interviews. The course aims to inculcate the habit of reading newspapers and develop critical thinking abilities. The students shall read the articles and then analyse the information reported by different publications. This develops critical thinking abilities by ensuring that they do not get opinionated by any single publication. To ensure maximum benefit this course it has been made a mandatory credit course. It thus facilitates compulsory reading and presentations on newspaper articles and encourages debates on emerging social and economic issues in the national and global context.

Course Outcomes:

After completion of the course the student will be:

808

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** trends in business organizations from diverse functional perspectives.	L2
CO2	**Applying** market and intrinsic valuation techniques to assess new business models and their inherent challenges.	L3
CO3	**Analysing** the trends in the context of emerging economic and social contexts from a global and national perspective.	L4
CO4	**Analysing** decision-making ability for sustainable businesses after analyzing the trends	L4
CO5	**Evaluating** the role of data management and analysis, the rising focus on consumer experience, and the increased need for cybersecurity awareness and immersive technologies in shaping modern business strategies.	L5

Course Content

Unit I	Introduction	10 Hours
Socio-economic analysis of the nation and the world, Global Macro-economic trends, Socio economic analysis of Developed, Emerging, Frontier, Developing and Least developed countries of the world. Analysis of the growth trends of the Industrial sectors for Indian Economy.		

Unit II	Corporate Growth and Valuation	13 Hours
Analysis of corporate history and growth of prominent Large Cap, Mid Cap and Small Cap companies. Reviewing the performance of companies using triple bottom line approach. Analyse Market and Intrinsic Valuation of companies, Assess new business models and inherent challenges.		

Unit III	Technological Impact on Business	11 Hours

Impact of Technology on Business processes, corporate restructuring and changing dynamics of competitive models. Understand the significance of building resilience, agility and transformational ability in workforce to ensure sustainable business growth.		
Unit IV	**Geopolitics and Strategic Decision-Making**	**11 Hours**
Geopolitical implications in business and their impact on strategic decision making, challenges of hybrid, global and diversified workforce, data management and analysis, rise of focus on consumer experience, increased need for cybersecurity awareness and immersive technologies.		

Learning Experience: This course offers a comprehensive learning experience that integrates socio-economic analysis with business strategy. Students read a variety of publications and develop an analytical capability to assess diversified opinions and develop independent ideas. With intensive reading students generate creative ideas to solve day to day business problems. Students will examine global macro-economic trends and evaluate the growth of industrial sectors in the Indian economy, while gaining insights into the economic classifications of countries. They will enhance their knowledge of the corporate history and growth of Large, Mid, and Small Cap companies, applying valuation techniques and assessing business models. Additionally, the course explores the impact of technology on business processes, corporate restructuring, and workforce resilience. Students will also evaluate geopolitical implications, workforce challenges, data management, and the growing importance of cybersecurity and consumer experience in strategic decision-making.

Suggested Readings

1. All Business Newspapers – The Mint, Business Standard, Financial Express, Economic Times, Business Line and the Hindu

2. Business Magazines – Business Today, Business India, Economist, Economic and Political Weekly

3. B Smart App of Business Standard has few cases which shall be discussed as a part of the class.

Open Educational Resources (OER)

1. https://www.business-standard.com/

2. https://www.businesstoday.in/magazine

3. https://www.economist.com/

Evaluation Scheme

Evaluation Components	**Weightage**

Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER V					
Course Code: AEC009	Course Title: Arithmetic and Reasoning Skills II	L	T	P	C
Version	1	3	0	0	3
Category of Course	Ability Enhancement Course				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic Knowledge of Arithmetic**				

Course Perspective

The course aims to provide students with essential mathematical and analytical skills that are fundamental to various academic and professional fields. By integrating Vedic methods for estimation, practical applications of percentages, and basic principles of ratios and proportions, the course fosters a solid foundation for financial analysis and decision-making. Additionally, the course emphasizes logical reasoning and quantitative skills through practical exercises, enabling students to tackle real-world problems effectively. Ultimately, this course equips students with the critical thinking and quantitative skills necessary for success in their academic pursuits and future careers.

Course Outcomes

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamental concept of Financial Modelling	L2
CO2	**Applying** Vedic methods and practical techniques to efficiently estimate and approximate numerical values	L3
CO3	**Analyzing** ratios and proportions to enhance financial analysis and decision-making processes.	L4
CO4	**Evaluating** logical reasoning skills through the analysis of blood relations, direction sense, and coding-decoding problems	L5
CO5	**Evaluating** quantitative skills, including interest calculations and data interpretation, to solve real-world mathematical challenges effectively	L5

Course Content

Unit I:	**Mathematical Essentials**	12 Hours
Vedic Methods for estimation and approximation, Numbers & divisibility, Practical uses of Percentage in calculating changes and discounts, Basic understanding of Ratio and Proportion in financial analysis & statistics.		
Unit II	**Fundamentals of Logical Reasoning**	09 Hours
Blood Relations, Direction Sense, Coding-Decoding		
Unit III	**Elementary Quantitative Skills**	13 Hours
Simple and Compound Interest, Time, Speed and Distance, Work and Time, Profit and Loss, Tables & Charts, Trends and Patterns		
Unit IV	**Reasoning Skills**	11 Hours
Critical Reasoning, Verbal Reasoning, Puzzles, Evaluating data, Case Studies, Scenario-based questions		

Learning Experience:

The learning experience in this course will be interactive and hands-on, encouraging students to engage in practical exercises that apply theoretical

concepts to real-life scenarios. Students will participate in group discussions, problem-solving workshops, and case studies to enhance their understanding of logical reasoning and quantitative analysis. The use of technology, such as educational software and online resources, will supplement traditional teaching methods, providing a dynamic learning environment. Additionally, formative assessments will enable students to track their progress and identify areas for improvement, ensuring they develop the confidence and competence needed to excel in quantitative reasoning and analytical skills.

Textbooks

1. Guha Abhijit: Quantitative Aptitude for Competitive Examinations, Tata McGraw Hill Publication

2. Quantitative Aptitude by R.S. Aggarwal

Suggested Readings

1 Verbal & Non-Verbal Reasoning by R.S. Aggarwal

Open Educational Resources (OER)

1. https://www.indiabix.com/online-test/aptitude-test/
2. https://www.geeksforgeeks.org/aptitude-questions-and-answers/
   https://www.hitbullseye.com/

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory): -	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER V		
Course Code: MCBA305	**Course Title: AI Tools for Business**	**L** | **T** | **P** | **C**
Version	1	**1** | **0** | **1** | **3**
Category of Course	Major	
Total Contact Hours	45	
Pre-Requisites/ Co-Requisites		

Course Perspective

Upon completing this course, students will develop a thorough understanding of the principles and applications of Artificial Intelligence in business contexts. They will analyze how AI technologies, such as machine learning and robotics process automation, are revolutionizing industries, particularly in logistics and supply chain management. By applying AI tools and frameworks, students will be equipped to construct predictive models and automate business processes. Furthermore, they will evaluate the ethical implications of AI, ensuring their approach aligns with principles of fairness and transparency. Ultimately, students will be prepared to innovate and lead in AI-driven environments.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the foundational concepts of Artificial Intelligence and its significance in business, particularly in logistics and supply chain management	L2
CO2	**Applying** AI tools to automate business processes, enhancing efficiency in tasks such as inventory management and demand forecasting.	L3
CO3	**Analysing** the different types of machine learning techniques and their applications in predictive analytics for optimizing supply chain operations	L4
CO4	**Evaluating** the effectiveness of AI-driven decision-making processes in business analytics, utilizing tools like Power BI and Tableau to gain insights.	L5

CO5	**Creating** innovative AI solutions for real-world business challenges, integrating technologies to improve customer experiences and operational efficiency.	L6

Course Content

Unit I:	Introduction to Artificial Intelligence in Business	12 Hours

Overview of Artificial Intelligence: History, scope, and key concepts,AI in Business: How AI is transforming industries, with a focus on logistics and supply chain management,Types of AI: Machine Learning, Natural Language Processing (NLP), and Robotics Process Automation (RPA),AI Tools Overview: Introduction to key AI tools for business (TensorFlow, IBM Watson, Google AI, Microsoft Azure AI),Ethical Considerations in AI: Bias, fairness, transparency, and the impact of AI on jobs.

Unit II	Machine Learning and Predictive Analytics	10 Hours

Introduction to Machine Learning (ML): Supervised, unsupervised, and reinforcement learning, Predictive Analytics: Using historical data to forecast future outcomes in supply chains, AI Tools for Machine Learning: An introduction to tools such as Scikit-learn, H2O.ai, and AWS Machine Learning, Use Cases: Predicting demand in inventory management, risk management, and route optimization in logistics, Hands-on Implementation: Building basic predictive models using open-source tools

Unit III	AI-Driven Automation in Business	12 Hours

Robotics Process Automation (RPA): Automating repetitive business processes using AI,AI for Supply Chain Optimization: Inventory management, warehouse automation, and demand forecasting, AI Tools for Automation: Overview of UiPath, Blue Prism, and Automation Anywhere, AI in Logistics: Autonomous vehicles, drones, and smart warehouses, Workflow Automation and Chatbots: AI-based virtual assistants for business process automation.

Unit IV	AI in Decision Making and Business Analytics	11 Hours

AI for Business Decision Making: Supporting complex decision-making processes with AI, Business Intelligence and AI: How AI is integrated into business analytics platforms like Power BI and Tableau,AI Tools for Business Intelligence: Exploring AI capabilities in BI tools such as Microsoft Azure AI and Google AI,AI for Customer Insights: Personalization, recommendation engines, and sentiment analysis using AI,Future Trends: AI's role in predictive analytics, prescriptive analytics, and decision intelligence

Learning Experience: The learning process for this syllabus will encompass a combination of interactive lectures, hands-on practical sessions, and collaborative projects. Students will participate in workshops where they will use AI tools like TensorFlow and IBM Watson to analyze case studies and develop predictive models. Regular quizzes and assessments will reinforce understanding and application of concepts, while discussions on ethical considerations will foster critical thinking. This comprehensive approach ensures that students not only grasp theoretical knowledge but also acquire practical skills, preparing them to implement AI solutions effectively in their careers.

Textbooks

1. **Artificial Intelligence for Business,** Doug Rose, 2nd Edition, O'Reilly Media

2. **Machine Learning Yearning,** Andrew Ng, 2018 Edition, DeepLearning.AI

Suggested Readings

1. **Data Science for Business,** Foster Provost, Tom Fawcett, 2nd Edition, O'Reilly Media

Open Educational Resources (OER)

1. [Artificial Intelligence in Business](#) - Coursera

2. Introduction to Machine Learning - edX

3. [AI for Everyone](#) - Coursera

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER VII					
Course Code:	Course Title: On the Job Training by SAFEXPRESS	L	T	P	C
Version	1	0	0	0	12
Category of Course	Internship / Project				
Total Contact Hours					
Pre-Requisites/ Co-Requisites					

1. Introduction

On-The-Job training (OJT) is one of the most influential and well-established ways of teaching students the skills and knowledge needed to work in a professional environment. Ojt often can facilitate a smooth transition from university to the industry/ market. As a result, several organizations give ojt to students before appointing them to full-time job positions. The newly introduced course structure in the nep2020 envisages imparting strong knowledge, skills to improve the job potential of the students by providing experiential learning opportunities, values, and a research oriented vibrant higher education ecosystem for sustainable development. With these perspectives, in the nep 2020 guidelines, ojt/ internship/ field work is made mandatory in the curriculum of all post graduate programmes. Internships includes working with government or private organizations, higher education institutions, universities, research and development, labs/research organisations/non-government organisations, enterprises, centres involved in research, innovativeness and entrepreneurship, business organizations, local industry, artists, craftspeople, and similar other entities for providing opportunities to students for active engagement in on-site experiential learning. It helps students get direct experience in using tools, software, techniques, equipment used, gain experience in data collection from the relevant field, conducting surveys etc. In a live environment and experience the work culture. During an ojt program, students work under the supervision of experienced professionals and are given tasks and responsibilities that are relevant to their field of study. They are also given feedback and guidance on their performance, which allows them to improve their skills and knowledge. Ojt programs can vary in length, depending on the industry and the requirements of the program. Successful completion of the ojt can improve the employment potential of the students or can also get an opportunity to continue their work as a research project in subsequent semesters. Internships can be mutually beneficial for the intern as well as the internship providing organization. The internship providing organizations provide training with an objective to create a pipeline of great future employees

Objectives:

An internship is gaining first-hand experience by an individual besides comprehending the way of working In an organisation, leading to improve the skill aptitude for a specific job or job role and building research Capabilities with learning opportunities.

Following are the intended objectives of engaging the students in on job training program:

● to provide experience of real work environment with faculty guidance over a specific period.

● to familiarize students with research methods, analytical tools and techniques along with their Appropriate usage

● to provide exposure to emerging technologies/ automation and how it can support, facilitate, improve, And reinforce work processes/ culture/ job roles/art and craft

● to promote academic, professional developments.

● to help students identify the career paths

● to provide an opportunity to jumpstart their professional careers and supplement their courses with Hands-on experience making them employment ready.

● to enhance their research potential

● to improve the professional network

OJT/Internship Types:

OJT/Internships types include working with government or private organizations, higher education institutions, universities, research and development labs, research organisations, non-government organisations, enterprises, centres involved in research, innovativeness and entrepreneurship, business organizations, local industry, artists, craftspeople, and similar other entities for providing opportunities to students for active engagement in on-site experiential learning.

OJT/Internship structure - One credit in this course is equivalent to 30 hours of engagement in a semester.

Expected outcome of the OJT/Internship program after completion of the program the students should be able to:

• develop or sharpen their skills and gain real-time experience and knowledge with professionals in their field of interest.

• explore career alternatives prior to graduation.

• develop work habits and attitudes necessary for job success

• acquire professional contacts leading directly to a full-time job/research opportunity following graduation from college.

• enhance job potential/ develop research aptitude

SEMESTER VII

SEMESTER VII					
Course Code: MCBA401	Course Title: Organisational Structure, Culture and Design	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	Fundamentals of management				

Course Perspective

This course on Organizational Behaviour (OB) is integral to students' academic and professional development, providing essential knowledge and skills for understanding and improving workplace dynamics. By exploring the foundational concepts of OB, including emotional intelligence and the scope of individual and group behaviour, students gain a comprehensive understanding of how personal and collective behaviours influence organizational effectiveness. The practical application of this course is evident in real-world scenarios such as team management, organizational restructuring, and enhancing employee satisfaction. For instance, a manager who understands team dynamics and conflict resolution will be better equipped to lead diverse teams and drive organizational success. Overall, this course equips students with the skills to analyse and improve organizational effectiveness, making them valuable assets in any professional setting.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the concept and scope of organizational behaviour.	L2
CO2	**Applying** the concepts of individual differences, values, and attitudes to influence perception,	L3

	personality, and behaviour in different organizational settings.	
CO3	**Analysing** strategies to develop self-directed work teams and virtual teams.	L4
CO4	**Analysing** the sources and different conflict management techniques to enhance team cohesion and effectiveness.	L4
CO5	**Evaluating** different organizational structures and designs, assessing their effectiveness in supporting organizational work and culture.	L5

Course Content

Unit I:	**Foundation and background of OB**	**12 Hours**
Concept, nature & scope of OB, Foundations of OB, challenges & opportunities, emotional intelligence at workplace.		
Unit II	**Individual behavior and processes**	**13 Hours**
Individual differences–values and attitudes; Perception concept, process and applications; Personality-concept, determinants and theories applications; Learning and Reinforcement, Stress–symptoms, causes, consequences and management.		
Unit III	**Interpersonal and team processes**	**10 Hours**
Group behavior, group development, group dynamics, social loafing; developing teams–self-directed work teams, virtual teams; team building; Empowerment-concept, significance, Conflict–Concept, sources, types, management of conflict, Power–concept, sources, approaches; organizational politics.		
Unit IV	**Organizational processes and structure**	**10 Hours**
Organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.		

Learning Experience: This course offers an interactive and practical approach, blending lectures with hands-on activities. Lectures will cover key Organizational Behavior (OB) concepts, while case studies and real-world examples will enable students to apply them effectively. Through group work students will delve into interpersonal dynamics, team processes, and conflict management, fostering teamwork and collaboration. Through role-playing exercises, students will develop emotional intelligence and conflict resolution skills in simulated workplace settings. Technology, including interactive simulations and online platforms, will enhance engagement. Assignments, such as reflections and group projects, will

connect OB theories to real-world challenges, supported by fieldwork, professional interviews, peer reviews, and instructor feedback.

Textbooks

1 Robbins, S.P. (2008) Organizational Behaviour, (7th Edition), New Delhi ND: Prentice Hall of India.

Suggested Readings

1. Pareek, Udai. (2012). Understanding Organisational Behaviour (3rd Edition). New Delhi ND: Oxford University Press.

2. Prasad, L.M. (2014). Organizational Behaviour (5th Revised Edition) Sultan Chand & Sons.

3. Aswathappa, K. (2007). Organizational Behavior, (7th Edition) New Delhi ND: Himalaya Publishing House.

Open Educational Resources (OER)

1. https://www.pockethrms.com/blog/workforce-diversity/

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER VII					
Course Code: MCSP197	**Course Title: GST and Logistics Documentation**	L	T	P	C
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				

Pre-Requisites/ Co-Requisites	

Course Perspective

Upon completing the course MCSP197-GST and Logistics Documentation, students will synthesize knowledge of Goods and Services Tax (GST) principles and logistics documentation processes. They will evaluate the impact of GST on business operations, analyze various documentation requirements for compliance, and apply effective strategies to manage logistics in a tax-efficient manner. By engaging with real-world scenarios, students will create solutions that demonstrate their understanding of the complexities involved in GST and logistics, preparing them for successful careers in taxation and supply chain management.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the fundamental concepts of GST and logistics documentation, including key terms and regulatory frameworks	L2
CO2	Analyzing the implications of GST on supply chain operations and identifying the necessary documentation for compliance.	L3
CO3	Applying GST principles to real-world scenarios to ensure accurate tax reporting and compliance in logistics practices.	L4
CO4	Evaluating different logistics strategies that optimize tax efficiency while ensuring compliance with GST regulations.	L4
CO5	Creating comprehensive documentation workflows that integrate GST compliance into logistics management systems.	L5

Course Content

Unit I	Introduction to GST	9 Hours
Overview of GST: Concept, Objectives, Importance; Structure of GST; Types of GST (CGST, SGST, IGST); Key Definitions and Terminology.		
Unit II	GST Compliance and Procedures	12 Hours
Understanding GST Registration Process; Filing GST Returns; Input Tax Credit Mechanism; Compliance Requirements.		
Unit III	Logistics Documentation	12 Hours

Types of Logistics Documents: Bill of Lading, Airway Bill, Delivery Challan; Importance of Accurate Documentation; Role in Supply Chain Management.		
Unit IV	**Practical Applications in GST and Logistics**	**12 Hours**
Case Studies on GST Implementation; Practical Exercises in Document Preparation; Analysis of Real-World Logistics Scenarios; Compliance Audits.		

Learning Perspective

The learning process for the MCSP197-GST and Logistics Documentation course will involve a combination of interactive lectures, practical workshops, case studies, and assessments designed to reinforce theoretical concepts through real-world applications. Students will participate in hands-on exercises where they will prepare GST returns and develop logistics documentation, fostering experiential learning. Quizzes, assignments, and group projects will be employed to evaluate understanding continuously, while discussions will enhance critical thinking skills. This multifaceted approach ensures that students not only grasp theoretical knowledge but also acquire practical skills essential for navigating the complexities of GST and logistics in a business environment.

Suggested Textbooks for MS Excel for Business

1. Gupta, A., Excel 2019 for Business Statistics - 1st Edition - McGraw Hill Education.
2. Walkenbach, J., Excel 2019 Power Programming with VBA - 1st Edition - Wiley.
3. Duffy, T., Microsoft Excel 2019 Data Analysis and Business Modeling - 1st Edition - Microsoft Press.

Open Educational Resources (OER)

1. GST India - Official portal providing comprehensive information on GST laws and updates.
2. Logistics Management - Resource for articles and insights on logistics practices.
3. TaxGuru - A platform offering articles, guides, and resources related to taxation in India.
4. http://incometaxmanagement.com/Pages/Gross-Total-Income/Salaries/Deductionunder-Chapter-VI-A.html

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks)	30 Marks
(All the components to be evenly spaced)	
Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	

II) Internal Marks (Theory):-Mid-Term Exam   20 Marks
External Marks (Theory):-End-Term Examinations   50 Marks
Note: A student must secure 40% marks in the Internal and End Term
Examination separately to secure a minimum passing grade.

SEMESTER VII					
Course Code: MCSP198	Course Title: Technology Driven Supply Chain and Logistics	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

The course MCSP198 - Technology Driven Supply Chain and Logistics equips
students with a comprehensive understanding of modern supply chain
management principles and the technological advancements driving logistics
efficiency. Students will explore concepts such as the integration of technology in
supply chain processes, the role of data analytics in decision-making, and the
impact of emerging technologies like IoT and AI on logistics operations. By the
end of the course, students will be able to evaluate and apply these technologies
to optimize supply chain performance, preparing them for successful careers in
logistics and supply chain management.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the fundamental concepts of supply chain management and the significance of technology in enhancing logistics operations	L 1
CO2	Analyzing various technological tools and their applications in supply chain processes to identify areas for improvement.	L4

CO3	Applying data analytics techniques to real-world supply chain scenarios to enhance decision-making and operational efficiency.	L3
CO4	Evaluating the effectiveness of different logistics strategies that incorporate technology to improve service delivery and reduce costs.	L6
CO5	Creating innovative solutions for supply chain challenges by integrating advanced technologies and best practices in logistics management.	L5

Course Content

Unit I	Introduction to Technology in Supply Chain	9 Hours
Overview of Supply Chain Management; Role of Technology in Supply Chains; Key Concepts and Terminology; Importance of Technology in Enhancing Efficiency; Current Trends in Supply Chain Technology.		
Unit II	**Technology Applications in Logistics**	**12 Hours**
Overview of Technologies Used in Logistics: RFID, GPS, IoT; Automation in Warehousing and Transportation; Impact of E-commerce on Logistics; Blockchain Technology in Supply Chain Management.		
Unit III	**Data Analytics in Supply Chain Management**	**12 Hours**
Introduction to Data Analytics; Tools and Techniques for Data Analysis; Predictive Analytics for Demand Forecasting; Big Data and its Impact on Supply Chains; Data-Driven Decision Making.		
Unit IV	**Integration of Technology and Logistics**	**12 Hours**
Best Practices for Integrating Technology in Supply Chains; Case Studies on Successful Implementations; Challenges and Solutions in Technology Adoption; Change Management Strategies in Technology Integration.		

Learning Perspective

The learning process for MCSP198 - Technology Driven Supply Chain and Logistics will be highly interactive, incorporating a mix of theoretical lectures, practical workshops, case studies, and group discussions. Students will engage in hands-on exercises that simulate real-world supply chain challenges, allowing them to apply their knowledge in practical settings. Assessments will include quizzes, assignments, group projects, and presentations to evaluate both theoretical understanding and practical application skills. This multifaceted approach fosters a dynamic learning environment that prepares students to effectively utilize technology in managing modern supply chains.

Suggested Textbooks for MS Excel for Business

1. Gupta, A., Excel 2019 for Business Statistics - 1st Edition - McGraw Hill Education.

2. Walkenbach, J., Excel 2019 Power Programming with VBA - 1st Edition - Wiley.
3. Duffy, T., Microsoft Excel 2019 Data Analysis and Business Modeling - 1st Edition - Microsoft Press.

Open Educational Resources (OER)

1. Supply Chain Management - A resource for articles and insights on supply chain practices.
2. Logistics Management - Offers a variety of resources related to logistics strategies and technologies.
3. MIT Open Course Ware: Supply Chain Management - A free course providing comprehensive materials on supply chain management topics.

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks

Note: A student must secure 40% marks in the Internal and End Term Examination separately to secure a minimum passing grade.

SEMESTER		L	T	P	C
Course Code: MCSP199	**Course Title: E-Commerce Operations**				
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites					

Course Perspective

The course MCSP199 - E-Commerce Operations provides students with a comprehensive understanding of the principles and practices of e-commerce. Students will explore various aspects of online business operations, including digital marketing strategies, payment systems, and legal considerations in the e-commerce environment. By the end of the course, students will be able to evaluate

e-commerce models, apply digital marketing techniques, and create effective online business strategies. This course equips students with the necessary skills to thrive in the rapidly evolving digital marketplace.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	Understanding the fundamental concepts of e-commerce and its significance in modern business operations.	L 1
CO2	Analyzing various e-commerce business models to identify their strengths and weaknesses.	L4
CO3	Applying digital marketing strategies to enhance online visibility and customer engagement.	L3
CO4	Evaluating payment systems and security measures to ensure safe transactions in e-commerce.	L6
CO5	Creating comprehensive e-commerce strategies that integrate technology, marketing, and customer service.	L5

Course Content

Unit I	Introduction to E-Commerce	9 Hours
Overview of E-Commerce; Types of E-Commerce Models (B2B, B2C, C2C); Importance of E-Commerce in Global Trade; Key Terminology and Concepts; Evolution of E-Commerce; Current Trends and Future Directions in E-Commerce; Challenges in E-Commerce Implementation.		

Unit II	Digital Marketing Strategies	12 Hours
Principles of Digital Marketing; SEO and SEM Techniques; Social Media Marketing; Content Marketing Strategies; Email Marketing Best Practices; Pay-Per-Click Advertising; Influencer Marketing; Analytics and Performance Measurement in Digital Marketing.		

Unit III	Payment Systems and Security	12 Hours
Overview of Online Payment Systems (Credit Cards, E-Wallets); Payment Gateways; Security Issues in E-Commerce Transactions; Fraud Prevention Techniques; Encryption and Cybersecurity Measures; User Authentication Methods; Regulatory Compliance for Payment Systems.		

Unit IV	Legal and Ethical Considerations	12 Hours
E-Commerce Regulations and Compliance; Intellectual Property Issues in E-Commerce; Consumer Protection Laws; Ethical Issues in Online Business Practices; Data Privacy Laws (GDPR, CCPA); Terms of Service and User Agreements; Handling Disputes in E-Commerce Transactions.		

Learning Perspective

The learning process for MCSP199 - E-Commerce Operations will be highly interactive, incorporating a mix of theoretical lectures, practical workshops, case studies, and group discussions. Students will engage in hands-on exercises that simulate real-world e-commerce scenarios, allowing them to apply their knowledge effectively. Assessments will include quizzes, assignments, group projects, and presentations to evaluate both theoretical understanding and practical application skills. This multifaceted approach fosters a dynamic learning environment that prepares students to navigate the complexities of e-commerce operations successfully.

Suggested Textbooks for MS Excel for Business

1. Gupta, A., Excel 2019 for Business Statistics - 1st Edition - McGraw Hill Education.
2. Walkenbach, J., Excel 2019 Power Programming with VBA - 1st Edition - Wiley.
3. Duffy, T., Microsoft Excel 2019 Data Analysis and Business Modeling - 1st Edition - Microsoft Press.

Open Educational Resources (OER)

1. E-Commerce Fundamentals - A free online course covering essential e-commerce concepts.
2. Digital Marketing - Offers resources and articles on digital marketing strategies relevant to e-commerce.
3. E-Commerce Law - Provides information on legal considerations for online businesses.

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) (All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks

Note: A student must secure 40% marks in the Internal and End Term Examination separately to secure a minimum passing grade.

<table>
<tr><td colspan="6">SEMESTER VIII</td></tr>
<tr>
<td>Course Code: MCSP200</td>
<td>Course Title: Supply Chain Modelling and Design</td>
<td>L</td>
<td>T</td>
<td>P</td>
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<tr>
<td>Version</td>
<td>1</td>
<td>3</td>
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<tr>
<td>Pre-Requisites/ Co-Requisites</td>
<td colspan="5">Basic knowledge of management</td>
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Course Perspective

The Supply Chain Modelling and Design course provides a comprehensive perspective on the strategic and operational aspects of designing efficient, resilient, and sustainable supply chains. It integrates theoretical principles with practical applications, enabling students to understand and tackle real-world supply chain challenges through modeling and quantitative techniques. The course emphasizes a global view of supply chains, addressing how organizations can optimize network design, manage inventory and demand fluctuations, and incorporate technologies to improve supply chain performance. By examining issues like supply chain disruptions, sustainability, and the role of analytics, students gain insight into contemporary supply chain dynamics, preparing them to contribute effectively to modern logistics and supply chain environments**.**

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO 1	**Understanding** the fundamental concepts, techniques, and frameworks of supply chain modeling and design, including key terms and basic modeling principles.	2
CO 2	**Applying** quantitative methods and optimization techniques to design supply chain networks, considering factors such as cost, efficiency, and service levels.	3

CO 3	**Analyzing** supply chain models to assess the impact of various design decisions on operational performance, sustainability, and cost-effectiveness.	4
CO 4	**Evaluating** and compare supply chain designs, utilizing contemporary tools and emerging technologies to propose solutions that enhance resilience, flexibility, and responsiveness to disruptions.	5

Course Content

Unit I	Introduction to Supply Chain Modelling and Design	11 Hours
Basics of Supply Chain Modelling: Definition, importance, and applications of modeling in supply chains; Key components of a supply chain model; Levels of decision-making in supply chains: strategic, tactical, and operational; **Supply Chain Design Fundamentals:** Supply chain design vs. supply chain strategy; Types of supply chain models: deterministic and stochastic models; Overview of network design and optimization; **Introduction to Linear Programming in Supply Chain:** Basic concepts of linear programming and its relevance to supply chain problems; Formulating linear programming problems for supply chains; Tools and software for supply chain modeling (e.g., Excel Solver, SCM software)		

Unit II	Network Design and Optimization	11 Hours
Supply Chain Network Design: Key components and decisions in network design: facilities, warehouses, suppliers, and transportation; Cost factors in network design: transportation, warehousing, and inventory holding costs; Techniques for location planning and facility layout; **Network Optimization Models:** Introduction to the fixed-charge transportation model and mixed-integer programming; Optimization of network design for cost, efficiency, and service level improvement; Case studies on network design decisions in real-life supply chains; **Global Supply Chain Network Design:** Designing supply chains for global operations: risks and challenges; Impact of regional regulations, trade policies, and tariffs on network design; Managing supply chain resilience through network flexibility		

Unit III	Inventory Management and Demand Forecasting Models	11 Hours
Inventory Modeling and Control: Types of inventory models: deterministic and probabilistic; Economic Order Quantity (EOQ) model and its applications; Inventory control techniques: ABC analysis, safety stock, and reorder points; **Demand Forecasting in Supply Chains:** Importance of demand forecasting in supply chain design; Quantitative forecasting methods: time series analysis, moving average, exponential smoothing; Integrating forecasting with inventory and production planning; **Supply Chain Simulation Models:** Introduction to simulation modeling in supply chains; Using simulation to evaluate and optimize inventory policies; Case studies on inventory optimization through simulation		

Unit IV	Transportation, Distribution, and Emerging Trends in Supply Chain Design	11 Hours

Transportation and Distribution Modelling: Role of transportation and distribution in supply chain modelling; Vehicle routing problem (VRP) and optimization techniques; Cross-docking, milk runs, and hub-and-spoke distribution models; **Sustainable and Resilient Supply Chain Design:** Principles of sustainable supply chain design; Designing resilient supply chains to handle disruptions and uncertainties; Circular supply chain models and reverse logistics; **Advanced and Emerging Trends:** Role of technology in supply chain modeling: IoT, AI, and blockchain applications; Digital twins in supply chain design and optimization; Case studies on digital transformation and smart supply chain design

Learning Experience: The Supply Chain Modelling and Design course offers an engaging and experiential learning environment, combining theoretical foundations with hands-on applications in real-world scenarios. Students explore essential modeling tools and techniques through interactive lectures, case studies, and collaborative group projects, gaining a solid understanding of how supply chains function and how they can be optimized. Emphasizing active learning, the course incorporates simulations and practical exercises where students tackle network design, inventory management, and demand forecasting challenges, using tools like Excel Solver and SCM software. Discussions on global and contemporary issues, such as sustainability and digital transformation, foster critical thinking and encourage students to evaluate the adaptability and resilience of supply chains. Through projects and assignments, students are tasked with applying their knowledge to analyze and design supply chains for various industries, providing them with skills in strategic decision-making and problem-solving crucial to their future careers in logistics and supply chain management

Textbooks

1. Chopra, S., & Meindl, P. (2016). *Supply Chain Management: Strategy, Planning, and Operation* (6th ed.). Pearson Education.
2. Shapiro, J. F. (2007). *Modeling the Supply Chain* (2nd ed.). Cengage Learning

Suggested Readings

1. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). *Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies* (3rd ed.). McGraw-Hill.
2. Stadtler, H., & Kilger, C. (Eds.). (2008). *Supply Chain Management and Advanced Planning: Concepts, Models, Software, and Case Studies* (4th ed.). Springer.
3. Coyle, J. J., Langley, C. J., Novack, R. A., & Gibson, B. J. (2016). *Supply Chain Management: A Logistics Perspective* (10th ed.). Cengage Learning.

Open Educational Resources (OER)

1. MIT OpenCourseWare - Supply Chain and Logistics Fundamentals

2. Saylor Academy - BUS300: Operations Management

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks

Note: A student must secure 40% marks in the Internal and End Term Examination separately to secure a minimum passing grade.

SEMESTER VIII					
Course Code **MCSP139**	**Course Title: International Trade Laws**	**L**	**T**	**P**	**C**
Version	1	3	0	0	3
Category of Course	Elective				
Total Contact Hours	45				
Pre-Requisites/Co-Requisites	Students should have an understanding of International Business, Economics, International Relations				

Course Perspective

The International Trade Laws course provides an in-depth understanding of the legal frameworks governing international commerce. Students will explore key treaties, regulations, and trade agreements that shape global trade practices. Through case studies and practical applications, they will analyze the impact of trade laws on businesses and economies. By the end of the course, students will be equipped to navigate the complexities of international trade regulations and their implications for global operations.

Course Outcomes
Upon completion of the course the learner will be able to:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** key concepts and principles of international trade laws.	L2

CO2	**Applying** legal frameworks to analyse real-world case studies.	L3
CO3	**Analyzing** impact of international trade laws on global business operations.	L4
CO4	**Analyzing** the effectiveness of trade agreements and policies.	L4
CO5	**Evaluating** strategies for navigating international trade laws.	L5

Course Content

Unit I	Introduction to International Trade Laws	9 Hours
Overview of International Trade. Key Concepts and Definitions. Historical Development of Trade Laws. Role of WTO and Other International Organizations. Global Trade Theories (Comparative Advantage, Heckscher-Ohlin). Trade Policy Instruments (Tariffs, Quotas).		
Unit II	**Legal Frameworks and Trade Agreements**	**12 Hours**
Types of Trade Agreements (Bilateral, Multilateral). Regional Trade Agreements (NAFTA, EU, ASEAN). International Treaties and Conventions. Trade Facilitation Measures.Non-Tariff Barriers (Standards, Regulations). Intellectual Property Rights in Trade Agreements.		
Unit III	**Dispute Resolution in International Trade**	**12 Hours**
Mechanisms for Dispute Resolution (WTO Dispute Settlement, Arbitration, Mediation). Case Studies of Trade Disputes. Legal Remedies and Enforcement. Role of National Courts vs. International Forums. Impact of Trade Disputes on Global Relations.		
Unit IV	**Compliance and Regulatory Frameworks**	**12 Hours**
Import and Export Regulations. Trade Barriers and Protectionism. Compliance Strategies for Businesses. Ethical Issues in Trade Law. Risk Management in International Trade. Impact of Domestic Laws on International Trade. The Role of Customs Authorities.		

Learning Experience: In the International Trade Laws course, students will engage in a dynamic learning environment that combines theoretical knowledge with practical applications. Through interactive case studies and simulations, they will analyse real-world trade disputes and compliance challenges faced by businesses. Collaborative group projects will enhance their understanding of trade agreements and dispute resolution mechanisms. By the end of the course, students will be equipped with the skills and knowledge to navigate the complexities of international trade law effectively.

Textbooks:
1. The Law of International Trade: A Business Perspective by Thomas J. Schoenbaum (West Academic Publishing).
2. International Trade: Theory and Policy by Paul Krugman and Maurice Obstfeld (Pearson).

3. International Trade Law: A Comprehensive Guide by James J. Nedumpara and R. A. (Ram) T. (Wiley).
4. World Trade Law: A Very Short Introduction by Amrita Narlikar (Oxford University Press).

Suggested Readings:
1. Globalization and Its Discontents by Joseph E. Stiglitz (W.W. Norton & Company).
2. International Trade: A Very Short Introduction by Tongfi Kim (Oxford University Press).
3. The Law of International Trade and Investment by Richard W. M. D. H. W. (Hugh) W. (Ashgate Publishing).

Open Educational Resources:
1. International Trade - OpenStax
2. The Law of International Trade - University of Exeter
3. International Trade: Theory and Policy - Open Textbook Library
4. Global Trade and Regional Integration - CUNY Academic Works

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks) **(All the components to be evenly spaced)** Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	30 Marks
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks

Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.

SEMESTER- VIII					
Course Code: MCBA402	**Course Title: Qualitative Research Methods**	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	None				

Course Perspective:

This course equips students with vital skills for understanding complex social and business phenomena through qualitative research methods, offering essential insights often missed by quantitative approaches. Exploring key epistemological and philosophical frameworks, students learn the distinctive value of qualitative inquiry in business, marketing, and social sciences. Through hands-on training in diverse data collection techniques, such as interviews, focus groups, and case studies, students build competencies in gathering and analyzing in-depth, meaningful data. With practical experience in ethical reporting and data interpretation, students gain critical skills in thematic analysis and grounded theory, making them proficient in handling real-world research challenges and applications.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the foundations and importance of qualitative research.	L2
CO2	**Applying** data collection techniques, such as interviews and observations.	L3
CO3	**Analysing** qualitative data using thematic and content analysis.	L4
CO4	**Evaluating** the ethical and cultural implications of qualitative research.	L5
CO5	**Creating** strategies to ensure validity and reliability in qualitative studies by effectively managing researcher bias throughout the research process.	L6

Course Content

Unit I: Introduction to Qualitative Research   10 Hours

Nature and scope of qualitative research, comparison with quantitative research, Epistemology, ontology, and philosophy of qualitative inquiry, Role of qualitative research in business, marketing, and social sciences, Overview of research design: Exploratory, descriptive, and interpretative designs,Case examples of qualitative research in management contexts.

Unit II   Data Collection Methods in Qualitative Research   12 Hours

Interviews: Types (structured, semi-structured, unstructured), interview protocols, Observations: Participant vs. non-participant, field notes, and recordings, Focus groups: Structure, planning, and facilitation techniques, Document and content analysis: Analyzing text and visual data, Case studies and ethnographic research.

Unit III   Qualitative Data Analysis and Interpretation   13 Hours

Data management and coding techniques, Thematic analysis, content analysis, narrative analysis, and grounded theory, Using qualitative analysis software (e.g., NVivo, ATLAS.ti), Interpreting findings and deriving insights from qualitative data, Case study examples: Application of thematic and content analysis.

Unit IV   Ethics, Validity, and Reporting in Qualitative   10 Hours
                Research

Ethics in qualitative research: Confidentiality, informed consent, cultural sensitivity, Ensuring validity and reliability in qualitative studies, Reflexivity and researcher bias management, Writing and reporting qualitative research findings, Presentation techniques: Crafting narratives and visuals for qualitative data.

Learning Experience:

This course combines interactive lectures and discussions to introduce core concepts, paired with fieldwork exercises that allow for practical data collection and analysis. Real-world case studies enhance contextual understanding, while digital resources like video tutorials and interviews on the LMS cater to different learning preferences. Regular assessments, including quizzes, presentations, and discussions, provide timely feedback and help monitor progress. Scheduled office hours are available for personalized support and guidance on research projects, creating a well-rounded learning experience that integrates theory with hands-on practice and individualized mentorship.

Textbooks

1 Qualitative Inquiry and Research Design: Choosing Among Five Approaches, John W. Creswell, 4th Ed., SAGE Publications.

2 Doing Qualitative Research: A Practical Handbook, David Silverman, 5th Ed., SAGE Publications.

Suggested Readings

1. The Coding Manual for Qualitative Researchers, Johnny Saldaña, 3rd Ed., SAGE Publications.

2. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, John W. Creswell, 5th Ed., SAGE Publications.

Open Educational Resources (OER)

1. NPTEL Introduction to Qualitative Research https://archive.nptel.ac.in/courses/127/105/109105115/

2. https://onlinecourses.nptel.ac.in/noc23_ge36/preview

Evaluation Scheme	

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks)	30 Marks
(All the components to be evenly spaced)	
Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade	

SEMESTER Ⅷ

Course Code: MCBA404	Course Title: Multivariate Research	L	T	P	C
Version	1	3	0	0	3
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of research**				

Course Perspective

This course introduces multivariate research techniques to equip students with skills to analyse and interpret complex data structures in business and social sciences, enhancing decision-making abilities in research, marketing, and finance.

Course Outcomes:

After completion of the course the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** key concepts in multivariate analysis and their applications.	L2
CO2	**Applying** techniques such as factor analysis and cluster analysis to identify patterns.	L3
CO3	**Applying** multivariate regression, discriminant analysis, and logistic regression on the research data.	L3
CO4	**Analyzing** the data using quantitative and qualitative research techniques.	L4
CO5	**Evaluating** models and interpreting the results of multivariate techniques.	L5

Course Content

Unit I:	Introduction to Multivariate Analysis	9 Hours
Basics of multivariate data and data structures, Overview of multivariate techniques: Exploratory vs. Confirmatory analysis, Importance of multivariate analysis in business, marketing, and finance, Data preparation: Standardization, multicollinearity, and handling missing data, Case examples of multivariate analysis in business applications.		
Unit II	Factor Analysis and Cluster Analysis	12 ours
Factor Analysis: Objectives, exploratory and confirmatory factor analysis, Eigenvalues, scree plot, and factor rotation techniques (varimax and oblimin), Cluster Analysis: Hierarchical and k-means clustering, Dendrograms and determining the optimal number of clusters, Applications of factor and cluster analysis in market segmentation and consumer profiling		
Unit III	Regression Techniques	12 ours
Multiple regression analysis: Model assumptions, multicollinearity, and interpretation, Discriminant analysis: Objective, steps, and applications in classification, Logistic regression: Binary and multinomial logistic regression, Model interpretation, odds ratio, and application in risk assessment and prediction, Case studies: Application of regression techniques in business scenarios.		

Unit IV	Structure Equation Modeling (SEM) and Conjoint Analysis	12 ours

SEM basics: Path analysis, measurement models, and model fit indices, Confirmatory factor analysis (CFA) and model validation, Mediation and moderation analysis, Conjoint Analysis: Introduction and applications in product and pricing research, Applications of SEM and conjoint analysis in consumer behaviour studies.

Learning Experience: This course will be conducted through a blend of lectures, case studies, hands-on exercises, and group discussions to ensure a dynamic and participatory learning environment. To enhance experiential learning, students will engage in group projects that simulate real business scenarios, such as practical application using datasets and statistical software's, and making strategic financial decisions. Assessments will be diverse, including assignments, quizzes, group presentations, and a final examination, ensuring that students are evaluated on both their theoretical knowledge and practical skills. The course instructor will be available for additional support and feedback, encouraging students to seek help as needed.

Textbooks

1 *Multivariate Data Analysis*, Joseph F. Hair, William C. Black, Barry J. Babin, and Rolph E. Anderson, 8th Ed., Pearson.

2 *Applied Multivariate Statistical Analysis*, Richard A. Johnson and Dean W. Wichern, 6th Ed., Pearson.

Suggested Readings

1 *Structural Equation Modeling with AMOS*, Barbara M. Byrne, 2nd Ed., Taylor & Francis.

2 *Market Research: An Applied Orientation*, Naresh K. Malhotra, 7th Ed., Pearson.

Open Educational Resources (OER)

1 https://archive.nptel.ac.in/courses/111/104/111104024/

2 An Introduction to Multivariate Analysis [With Examples]

Evaluation Scheme

Evaluation Components	Weightage
Internal Marks (Theory):-	
I) Continuous Assessment (30 Marks)	30 Marks

(All the components to be evenly spaced) Project/ Quizzes/ Assignments and Essays/ Presentations/ Participation Case Studies/ Reflective Journals (Minimum of five components to be evaluated)	
II) Internal Marks (Theory):-Mid-Term Exam	20 Marks
External Marks (Theory):-End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	

SEMESTER VIII					
Course Code: MCBA406	**Course Title: Geo-Political Implications of Business**	**L**	**T**	**P**	**C**
Version	**1**	**3**	**0**	**0**	**3**
Category of Course	Major				
Total Contact Hours	45				
Pre-Requisites/ Co-Requisites	**Basic knowledge of the Business environment**				

Course Perspective

This course explores the dynamic relationship between global political events and the business environment. It examines how geopolitical factors like international relations, political stability, and economic policies impact business operations, strategies, and market decisions. Students will gain insights into the ways businesses can adapt to geopolitical changes, mitigate risks, and leverage opportunities.

Course Outcomes:

After completion of the course, the student will be:

Course Outcome	Course Outcome Statement	Bloom Taxonomy Level
CO1	**Understanding** the fundamental concept of Geopolitical Implications of Business	L2
CO2	**Applying** risk assessment tools to evaluate geopolitical risks for specific countries and industries.	L3

CO3	**Analyzing** geopolitical events to identify their impact on multinational corporations.	L4
CO4	**Analyzing** the relationship between geopolitical factors and market dynamics, identifying how these influences shape competitive advantages for businesses.	L4
CO5	**Evaluating** various risk management frameworks and tools for their applicability in real-world geopolitical contexts,	L5

Course Content

Unit I: Introduction   10 Hours

Key concepts in geopolitics, geopolitics vs. geo-economics. Globalization and Business: How globalization influences the movement of goods, services, and labor; current challenges to globalization. Impact of Political and Economic Systems: Capitalism, socialism, and mixed economies; political stability and its role in business decision-making. Global Governance and Multilateral Organizations: Roles of the United Nations, World Trade Organization (WTO), International Monetary Fund (IMF), and World Bank in shaping international trade and business

Unit II   Geopolitical Risks and Their Impact on Business   12 Hours
Strategy

Types of Geopolitical Risks: Political risk, economic risk, policy risk, and societal risk. Risk Assessment and Management: Tools and techniques for analyzing geopolitical risk; PESTLE analysis, risk matrix, and scenario planning. Country Risk Analysis: Assessing and comparing risk factors across countries

Unit III   Trade, Investment, and Economic Sanctions   12 Hours

Global Trade Dynamics and Policies: Tariffs, trade barriers, and free trade agreements. Foreign Direct Investment (FDI): Geopolitical factors affecting FDI inflows and outflows. Sanctions and Embargoes: Understanding economic sanctions, trade restrictions, and embargoes as geopolitical tools. Impact of Trade Agreements and Regional Blocks: Role of NAFTA/USMCA, EU, ASEAN, and RCEP in business strategies

Unit IV   Emerging Geopolitical Trends and the Future of   11 Hours
Business

Technological and Cyber Warfare: Implications of cyber security and technology control on global businesses. Environmental Geopolitics: Climate change, resource scarcity, and their impact on business sustainability. Rise of New Economic Powers: The influence of emerging markets like China, India, and

Africa on the global business landscape. Future Trends: Predicting and preparing for the future; the role of data analytics and AI in anticipating geopolitical shifts.

Learning Experience: In this course, students will engage in experiential learning through simulations, projects, and real-time analyses of current geopolitical events. Activities such as country risk assessments, scenario planning workshops, and sanctions management simulations will allow students to apply theoretical knowledge to real-world contexts, enhancing their decision-making and strategic skills. Guest lectures and interactive mapping exercises will deepen their understanding of global trade flows and alliances. The capstone project challenges students to develop a comprehensive business strategy in response to emerging geopolitical trends, fostering practical, adaptable insights for global business.

Textbooks

1. Stutz, F. P., & Warf, B. (2014). The World Economy: Geography, Business, Development. (6th ed.). Pearson.

2. Dwivedi, E. L., & Mishra, H. N. (2019). Fundamentals of Political Geography. Surjeet.

3. O'Brien, R., & Williams, M. (2016). Global Political Economy: Evolution and Dynamics. (5th ed.). Red Globe Press.

Suggested Readings

1. Ravenhill, J. Global Political Economy. Oxford. (Latest ed.).

2. Wild, J. J., & Wild, K. L. (2017). International Business: The Challenges of Globalization. (8th ed.). Pearson

Open Educational Resources (OER)

1. https://escp.eu/sites/default/files/PDF/faculty-research/geopolitics-and-global-business-impact-ebook-ESCP-Business-School.pdf

2. https://assets.kpmg.com/content/dam/kpmg/xx/pdf/2024/05/managing-todays-geopolitical-risks.pdf

Evaluation Scheme

Evaluation Components	Weightage
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II) Internal Marks (Theory): -Mid-Term Exam	20 Marks
External Marks (Theory): -End-Term Examinations	50 Marks
Note: It is compulsory for a student to secure 40% marks in Internal and End Term Examination separately to secure minimum passing grade.	