

COURSE BOOK

Bachelor of Business Administration

2025-26



Centurion
UNIVERSITY

Shaping Lives...
Empowering Communities...

SCHOOL OF MANAGEMENT

CENTURION UNIVERSITY OF TECHNOLOGY & MANAGEMENT

Odisha, India

Web Site: - www.cutm.ac.in

Preface

The BBA course may be viewed as an intermediate step towards an integrated master's course in management. It aims at catering to the demand for the skilled and chiselled management professional in the industry in general at all levels in the world of Indian business in particular.

The teaching and learning philosophy of the BBA program are driven by the focus on students as learners, and creating a peer-to-peer learning environment which maximizes their potential. Therefore, in every course we teach, independent of the content of the course, we strive to create environments whereby students are motivated to take part as members of this learning community. This objective is achieved through classroom participation, expository writing, creation of e-learning tools, projects, problem-based learning, and assignments, etc. All the courses are designed and evaluated for rigor in terms of difficulty level, skills acquired, and improvement in communication ability. Another unique feature of the program is the industry interface: Action Learning Project. Groups of three to four students engage with local companies to submit professional quality reports and analysis. This offers students significant first-hand exposure to the real corporate work environment.

Program Objectives

The program objective is to create management leaders who can navigate the ever-changing business landscape. The curriculum is getting updated continuously to bring in existing and emerging challenges and opportunities in the business environment, both nationally and internationally. The teaching methods are geared towards experiential learning and student centric. It is accomplished through interactive class room teaching: flipped classes, case study analyses, workshops, student projects, live industry interactions and more.

Relevant topics comprise legal aspects of marketing, ethical, social and environmental concerns in product, pricing, distribution and promotion decisions, socially responsible marketing; green marketing, cause relating marketing; social marketing, corporate governance and social responsibility of business, legal framework of business, e-business and cyber laws, labour and social security laws, ethical and legal issues in performance management, workforce diversity, role of ethics in organizational behaviour, negotiation, international business; ethical and social considerations in strategic management and cross border ethics management. Provide students with the opportunity to develop and broaden their management and leadership skills. Develop managerial knowledge and strategic agility, providing students with a broader skill set and a fresh perspective and encouraging them to seek out bold, innovative solutions for today's business and societal challenges.

The course of BBA may be viewed as an intermediate step towards pursuing a master's degree in management. The programme aims to satisfy the demand for skilled and well-honed management professionals in the industry in general and in the holistic world of Indian corporates in particular.

The teaching and learning philosophies of the BBA program are sharpened by an unwavering focus on students as learners and creating a peer-to-peer learning environment which provides opportunities to maximise their potential. Therefore, in every course which is taught, independent of the content of the course, the motivation is to create environments whereby students are inspired to take part as members of this learning community. This objective is achieved through class participation, expository writing, creation of e-learning tools, projects, problem-based learning, and assignments, etc. All the courses are

designed and evaluated for rigor in terms of difficulty level, skills acquired, and improvement in communication ability. Another unique aspect of the program is the linkage to industry interface Action Learning Project. Here the groups of three to four students engage with local companies to submit professional quality reports and analysis. This offers students significant first-hand exposure to the real corporate work environment.

- To dissipate knowledge of general management concepts, principles and processes.
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- To develop analytical and decision-making abilities at strategic and operational level in real time business situations.
- To develop communication skills; listen, comprehend, write and present business problems and solutions in different areas
- To understand ethical principles and their applications in business and interpersonal contexts.

Program Outcomes (PO):

PO-01	Knowledge Acquisition	Graduates will demonstrate a deep and comprehensive understanding of the fundamental concepts, theories and practices in their respective major and minor disciplines.
PO-02	Critical Thinking and Problem Solving	Graduates will be proficient in critical thinking and problem-solving, capable of applying analytical skills to address complex challenges within their fields.
PO-03	Effective Communication	Graduates will communicate effectively, both in written and oral forms, enabling them to convey complex information clearly and persuasively.
PO-04	Research and Inquiry Skills	Graduates will possess research and inquiry skills, including the ability to gather, analyze and interpret data to make informed decisions and contribute to knowledge advancement.
PO-05	Interdisciplinary Integration	Graduates will demonstrate the ability to integrate knowledge and principles from multiple disciplines, fostering a multidisciplinary perspective in their work.
PO-06	Ethical and Social Responsibility	Graduates will uphold ethical principles and exhibit social responsibility in their professional conduct, considering the impact of their actions on society and the environment.
PO-07	Leadership and Teamwork	Graduates will be effective leaders and team members, capable of collaborating and leading diverse teams to achieve common goals.
PO-08	Innovation and Entrepreneurship	Graduates will exhibit innovation and entrepreneurship skills, enabling them to identify opportunities and drive positive change in their respective fields.
PO-09	Adaptability and Lifelong Learning	Graduates will be adaptable to evolving technologies and methodologies and exhibit a commitment to lifelong learning and professional development.
PO-10	Cultural Competence and Global Perspective	Graduates will demonstrate cultural competence, respecting and valuing diverse perspectives and working effectively in

		multicultural settings to address global challenges through local actions.
PO-11	Digital and Technological Skills	Graduates will be able to access, evaluate and use appropriate Integrated Communication Technologies as per the requirement.
PO-12	Sustainability Consciousness	Graduates will be environmentally conscious and consider sustainability principles in their decision-making processes and actions.

BBA Programme helps in

Serving as a frontline executive in Business Enterprise including manufacturing and services (FMCG, FMCD, telecom, retail, infrastructure, financial services, etc.)

Pursuing higher education (MBA, etc.);

Starting one's own business as an entrepreneur

These are the broad statements that describe the career and professional accomplishments that the programme is preparing the graduates to achieve what students are able to perform after the completion of the programme.

PSO-1	Major Discipline Mastery	Graduates will demonstrate advanced expertise and a profound understanding of their chosen major discipline, allowing them to excel in specialized roles and contribute significantly to their field.
PSO-2	Minor Discipline Proficiency	Graduates will exhibit proficiency in their chosen minor discipline, harnessing this additional expertise to enhance problem-solving capabilities and broaden their career opportunities.
PSO-3	Innovation and Applied Skills	Graduates will demonstrate the ability to innovate and apply knowledge from their major and minor disciplines, fostering creative solutions to real-world challenges within their field of study.
PSO-4	Research Proficiency	For programmes with a research component, graduates will possess a high level of research proficiency, encompassing skills in project design, data analysis and academic communication, enabling them to contribute meaningfully to their major discipline's body of knowledge.

Accent and focus is on developing a well-rounded personality with an in-depth knowledge of basic management concepts in order to enable the students to exude self-confidence and cultivate requisite communication and presentation skills which are valued by the corporates in India.

BBA is the stepping stone for an aspiring student to don the robes of an entrepreneur or wear the hat of a budding first line manager whose engagement with the customers is of vital importance for the corporates. In many corporate entities the frontline person is the last mile link facilitating a customer's engagement with the top management.

Career Opportunity:

After completion of BBA, one can join as a frontline executive in Business Enterprise including manufacturing and services (FMCG, FMCD, telecom, retail, infrastructure, financial services, etc.) or pursue higher education (MBA, etc.); or start own business as an entrepreneur.

Eligibility:

10+2 (Senior Secondary) or its equivalent public examination conducted by any recognised Board of Education in India or abroad.

Programme Structure:

The three- and four-year degree course of BBA consists of six and eight semesters. One academic session of one year will be devoted to two semesters. Candidates shall be admitted to BBA 1st Semester only and thereafter required to qualify all Semesters to earn the degree. Minimum credit: for six semester 122 and eight semesters 160.

Course Structure

Basket	Type of Course	Minimum Credit Requirement for UG	
		4 Years	3 years
		Proposed	Proposed
I	Major (Core) Courses	80	60
II	Minor / Domain /Multi-Disciplinary	44	38
III	Skill Courses (SFS) + Ability Enhancement Courses + Value Added Courses	20	20
IV	Summer Internship / Community Engagement	4	4
V	Research Project / Dissertation / Production Action Learning	12	0
TOTAL		160	122

Major (Core) Courses			
Course Title	Code	Credit	T+P+P
Business Organisation and Management	CUBB1001	4	3+0+1
Business Economics	CUBB1002	4	3+0+1
Business Accounting	CUBB1003	4	3+0+1
Business Statistics	CUBB1024	4	2+2+0
Organisational Behaviour	CUBB1005	4	3+0+1
Macro Economics	CUBB1006	4	3+0+1
Marketing Essentials	CUBB1007	4	3+0+1
Human Resource Management	CUBB1008	4	3+0+1
Financial Management	CUBB1009	4	3+0+1

Strategic Management	CUBB1010	2	1+0+1
Strategic Marketing Management	CUBB1011	4	3+0+1
Cost and Management Accounting	CUBB1012	4	3+0+1
Business Research	CUBB1013	4	2+0+2
Business Law	CUBB1014	4	3+1+0
Financial Planning	CUBB1015	2	1+0+1
Design Thinking and Innovation	CUBB5001	2	1+0+1
Production and Operations Management	CUBB1017	4	3+0+1
Project Management	CUBB1018	2	1+0+1
Logistics and Supply Chain Management	CUBB1019	4	3+0+1
Financial Market, Institution and Services	CUBB1020	4	3+0+1
Retail Banking and Insurance	CUBB1021	4	3+0+1
Operations Research	CUBB1022	2	0+2+0
Entrepreneurship and Start-up Ecosystem	CUBB5002	2	1+0+1
TOTAL		80	
Value Added Courses			
Course Title	Code	Credit	T+P+P
Environmental Science	CUTM1674	4	3+0+1
Gender, Human Rights and Ethics	CUVA4060	3	3-0-0
Indian Society and Culture	CUTM1187	2	1+0+1
Climate Change and Sustainability	CUVA4056	3	2+0+1
TOTAL		12	
Ability Enhancement Courses			
Course Title	Code	Credit	T+P+P
Job Readiness – I	CUTM0001	2	0+2+0
Job Readiness – II	CUTM0002	2	0+2+0
Job Readiness – III	CUTM0003	2	0+2+0
Foreign Language	CUBB1026	2	1+1+0
Creative Writing	CUBB1027	2	0+2+0

Dining Etiquette	CUBB1028	2	0+2+0
TOTAL		12	
Multi-Disciplinary Courses			
Course Title	Code	Credit	T+P+P
Marketing			
Brand Management & Consumer Behaviour	CUBB3012	4	3+0+1
Sales and Distribution Management	CUBB1023	4	3+0+1
Services & Financial Services Marketing	CUBB3007	4	3+0+1
Digital Marketing & Marketing Communications	CUBB3008	4	3+0+1
Retail & Etail Management	CUBB3009	4	3+0+1
B2B Marketing	CUBB3010	2	1+0+1
Client Relationship Management	CUBB3011	2	1+0+1
TOTAL		24	
Finance			
Course Title	Code	Credit	T+P+P
Current Asset Management	CUBB3004	4	3+0+1
Security Analysis and Portfolio Management	CUBB3002	4	3+0+1
Project Appraisal & Financing	CUBB3003	4	3+0+1
Commercial Banking and ALM	CUFM2352	4	3+0+1
Financial Analysis and Visualization	CUBB3005	4	3+0+1
Digital Finance	CUBB3006	4	3+0+1
TOTAL		24	
Human Resource			
Course Title	Code	Credit	T+P+P
Performance Management	CUBB3016	4	3+0+1
Talent Management	CUBB3017	4	3+0+1
Train, Retain and Engage Workforce	CUBB3013	4	3+0+1
Data Visualization For HR	CUBB1025	2	0+2+0
Compensation and Benefits Management	CUBB3015	4	3+0+1
TOTAL		18	

DOMAIN COURSES			
Financial Analytics			
Code	Course Title	Credit	T+P+P
CUFA0001	Introduction to Business Analytics with Power BI	4	0+2+2
CUFA0002	Advanced Data Analytics with Power BI	4	0+2+2
CUFA0003	Financial and Statistical Analytics for Decision Making	3	2+1+0
CUFA0004	Financial Valuation Modelling and Analytics	3	2+1+0
CUFA0005	Financial Data Analytics and Visualization	3	2+1+0
CUFA0006	Banking Intelligence, Credit Analysis, and Financial Services Analytics	3	2+1+0
CUFA0007	Financial Analyst Capstone Project	4	0+0+4
	Total	24	8+8+8
Digital Marketing			
CUFA0001	Introduction to Business Analytics with Power BI	4	0+2+2
CUFA0002	Advanced Data Analytics with Power BI	4	0+2+2
CUDM0001	Foundations of Digital Marketing & E-Commerce	2	1 +1+0
CUDM0002	Content Marketing & Customer Engagement	4	2 +0+2
CUDM0003	Digital Marketing Analytics	2	1 +1+0
CUDM0004	Social media & E-Mail Marketing	4	2 +0+2
CUDM0005	Digital Marketing Internship	4	0+0+4
	Total	24	6+6+12
HR Analytics			
CUFA0001	Introduction to Business Analytics with Power BI	4	0+2+2
CUFA0002	Advanced Data Analytics with Power BI	4	0+2+2
CUHR0001	Talent Acquisition and Development Analytics	3	1+2+0
CUHR0002	Workforce Planning and Talent Sourcing Analytics	3	1+2+0
CUHR0003	Talent Engagement Analytics	3	1+2+0
CUHR0004	Talent Retention Analytics	3	1+2+0
CUHR0005	HR Analyst Capstone Project	4	0+0+4
	Total	24	4+12+8

Business Organisation and Management (70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CCUBB1001	Business Organisation and Management	4	3+0+1

Course Objectives:

This course is designed

- Identify and describe the core principles underlying business establishment, organization, and expansion and analyze the factors influencing the size of business units and determine the concept of optimum size.
- Explain the elements and functions of management, including managerial roles, levels, and skills in the current business environment.
- Illustrate the planning process, including business forecasting, strategic planning, and decision-making and analyze organizational design, structure, and the distribution of authority.
- Investigate the role of change, innovation, and strategic decision-making in business growth and sustainability.
- Discuss the impact of technological advancements and competitive pressures on business strategies.

Course Outcomes:

After completion of the course students will be able:

CO1: Define key business concepts such as forms of business organization, principles of management, and strategic planning.

CO2: Use principles of planning and forecasting to develop business strategies and make informed decisions.

CO3: Evaluate different business models and organizational structures based on their suitability and effectiveness in various contexts.

CO4: Develop a strategic plan incorporating business forecasting, MBO, and decision-making processes for hypothetical business scenarios and propose solutions for enhancing business growth and sustainability in response to technological changes and competitive pressures.

CO5: Critically assess case studies on technological and competitive changes, such as the impact of COVID-19 on business models like hybrid and cloud kitchens.

Course Outcome to Program Outcome Mapping:

Course Outcomes (CO)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	2	2	1	1	2	1	2	2
CO2	3	3	2	2	2	2	1	2	3	1	2	2
CO3	3	3	2	3	3	2	1	2	3	1	2	2
CO4	3	3	3	3	3	3	2	3	3	2	3	3
CO5	3	3	3	3	3	2	2	3	3	2	3	3

*High-3, Medium-2, Low-1

COURSE CONTENTS:

MODULE I

Business and its Establishment

Business; Social Responsibility of Business, Establishment of New Business; Principles of Organization; Size of Business Unit, Factors determining Size, Measurement of Size, Concept of Optimum size; Forms of Business Organization; Corporate Expansions; Preparation of Important Documents – MoU.

MODULE II

Management

Elements and Functions of management; Managerial roles, levels, and skills in current scenario, Recent Developments of Management Thought (Fayols 14 Principles of Management, Scientific Management Theory)

MODULE III

Planning, Organizing & Controlling

Planning Process, Business Forecasting, MBO, Strategic Planning; Decision-Making, Forecasting, Organizational Design and Organizational Structure, Power, and Distribution of Authority. Directing and Principle of Controlling, Process of Control and Types of Controls, Human Aspect of Controls.

MODULE IV

Business growth and Sustainability

Change, Context, Decision making, enterprise, innovation, strategies.

[Case study and Class discussion: Technological changes, Changes due competition, Situational Context, COVID online, Hybrid (Zomato, Cloud kitchen)]

Readings

- Y.K.Bhushan - Business organization and management - Sultan Chand
- R.K.Sharma and Shashi k Gupta : Industrial Organisation and Management - Kalyani Publications
- Sherlekar - Business Organisation and Management - Himalaya Publishers
- C.B.Gupta - Industrial Organisation and Management - Sultan Chand
- Harold Koontz Heinz Weihrich and A. Ramachandra Aryasri : Principles of management,McgrawHill
- CB.Gupta - Management Theory and practice, - Sultan Chand
- L.M. Prasad - Principles & Practice of Management, Sultan Chand
- Stephens Robbins - Management,Pearson Education 9. .V.S.P.Rao - Management Excel Books India

Articles

- "The Role of Corporate Social Responsibility in Business: A Review of Literature" Authors: Visser, W. Journal: Corporate Social Responsibility and Environmental Management
- "Business Strategy and Social Responsibility: Aligning Business Objectives with Social Goals" Authors: Porter, M.E., Kramer, M.R. Journal: Harvard Business Review
- "Henri Fayol's 14 Principles of Management: A Review" Authors: Al-Khalifa, K.N., Peterson, A. Journal: Journal of Management History
- "Scientific Management Theory and Its Modern Implications" Authors: Taylor, F.W. Journal: International Journal of Management Reviews
- "The Strategic Planning Process: Concepts and Case Studies" Authors: Mintzberg, H. Journal: Strategic Management Journal
- "Organizational Structure and Control: Balancing Authority and Accountability" Authors: Galbraith, J.R. Journal: Administrative Science Quarterly
- "Innovation Strategies for Business Growth and Sustainability" Authors: Christensen, C.M. Journal: California Management Review
- "Sustainable Business Models: Strategies for Adapting to Technological and Competitive Changes" Authors: Bocken, N.M.P., de Pauw, I., Bakker, C., van der Grinten, B. Journal: Journal of Cleaner Production
- "The Impact of COVID-19 on Business Models: A Case Study of the Food Delivery Industry" Authors: Pantano, E., Pizzi, G., Scarpi, D., and Dennis, C. Journal: Journal of Business Research
- "Technological Change and Competitive Dynamics in the Business Environment" Authors: Schilling, M.A. Journal: Strategic Management Journal

CO1	3	2	1									
CO2	3				3			2				
CO3			3	2			2					
CO4		3			2	1						
CO5				3		3			2			

*High-3, Medium-2, Low-1

Course Syllabus

Module I:

Economics: Central problem of an economy. Theory of consumer behaviour: cardinal utility theory, ordinal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods). Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticity of demand and supply.

Module II:

Producer and optimal production choice: optimizing behaviour in short run (geometry of product curves, law of diminishing marginal productivity, three stages of production), optimizing behaviour in long run (isoquants, isocost line, optimal combination of resources) Costs and scale: traditional theory of cost-short run and long run (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale.

Module III:

Theory of firm and market organization: perfect competition, monopoly, price discrimination; monopolistic competition-basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity.

Module IV: Factor market: demand for a factor by a firm under marginal productivity theory perfect competition in the product market, monopoly in the product market, market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

Books Recommended:

- Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press
- Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Press
- Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
- Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed.). Pearson

Business Accounting (70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1003	Business Accounting	4	3+0+1

Course Rationale:

This course emphasis on the role, functions and interpretation of accounting require for managers. It will help students in applying the knowledge to work in the corporate environment. This course will expose students to gain knowledge on accounting and its applications of accounting in diriment corporate sectors.

Course Objective:

- To introduce the fundamental concepts of accounting, including its principles, scope, and objectives.
- To develop skills in recording financial transactions using journals, ledgers, and trial balances.
- To familiarize students with the preparation and presentation of financial statements for sole proprietors and companies.
- To understand the significance and application of depreciation methods in financial accounting.
- To equip students with analytical techniques for financial statement analysis, including ratio analysis and cash flow statements.

Course Outcomes

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

CO1: Demonstrate an understanding of accounting principles, concepts, and conventions.

CO2: Apply the rules of journalizing and double-entry bookkeeping to record and classify financial transactions.

CO3: Prepare accurate financial statements, including trading accounts, profit and loss accounts, and balance sheets.

CO4: Evaluate the impact of depreciation and apply appropriate methods for charging it in financial records.

CO5: Analyze and interpret financial statements using horizontal analysis, vertical analysis, and ratio analysis to support decision-making for various stakeholders.

Course Outcome to Program Outcome Mapping:

Course Outcomes (CO)	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2
CO1	3	3										
CO2	3	3									2	

*High-3, Medium-2, Low-1

CO3	3	3	3									
CO4	3	3		2								
CO5		3			2	2						

Course Syllabus

Module: I

Accounting, meaning, definition, objectives, scope, basic, terms, accounting principles, branches of accounting, uses & limitations of Accounting, Concepts & Conventions, Accountings uses, accounting information, accounting equations – Meaning of accounting equation, compensation of accounting, effects of transactions.

Module: II

Basic Accounting Procedure – Journal, rules of debit & credit, method of journalizing, advantage, double entry system – its advantage, ledger, meaning, utility, posting entries. Practical system of book keeping – Cashbook, types of cash book, Single column, double column, entries, Trial Balance, Objective, preparation, errors & rectification, Suspense Accounting – meaning, utility & preparation.

Depreciation: meaning, causes, factors affecting depreciation, methods of charging depreciation, straight line and written - down methods.

Module: III

Preparation of Financial Statements: Preparation of trading account, profit & loss account and balance sheet for a sole proprietor, understanding financial statements of a joint stock company, activities of cash flow statement, understanding the contents of a corporate annual report,

Module: IV

Analyzing Financial Statements: Objectives of financial statement analysis; sources of information; standards of comparison; techniques of financial statement analysis - horizontal analysis, vertical analysis, and ratio analysis. Meaning and usefulness of financial ratios; analysis of financial ratios from the perspective of different stakeholders like investors, lenders, and short-term creditors; profitability ratios, solvency ratios, liquidity ratios, and turnover ratios; limitations of ratio analysis.

Books Recommended:

- Financial Accounting by S. N. Maheshwari and Suneel K Maheshwari, Vikas Publishing House
- R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI
- Financial Accounting by Jawaharlal and Seema Srivastava, HPH
- Financial Accounting by P. Jain and K. L. Narang , Kalyani Publishers.

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1024	Business Statistics	4	2+2+0

The course aims to introduce students to statistical concepts and techniques that are crucial for understanding data, interpreting results and applying statistical methods in various business contexts.

Course Objectives:

- Understand the role of statistics in business and its importance in decision making
- Develop the ability to collect, organize and present data effectively.
- To understand statistical data and descriptive statistics for business data analysis.
- Gain proficiency in using Excel for data analysis
- Develop critical thinking and problem-solving skills through the application of statistical methods to business scenarios.

Course Outcomes:

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

CO1: Demonstrate an understanding of key statistical concepts and methodologies, including sampling techniques, data collection, data presentation, statistical tools, regression analysis.

CO2: Utilize appropriate statistical methods to analyse data and interpret the results in a business context, making data driven decisions.

CO3: Competently use statistical software (EXCEL) to perform data analysis and generate reports.

CO4: Know about the basic knowledge of about various types of correlation and regression.

CO5: Leverage statistical tools and reasoning to solve real-world business problems and enhance decision-making processes.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	2	2	1	1				1		3		1	1	3
CO2	1	3	2	2					2		3		2		3
CO3	1	2	2	1					2		3		2		3
CO4		2	2								3		2		3
CO5	1	2	2	1					2		3		2		3

*High-3, Medium-2, Low-1

COURSE CONTENTS:

Module I: Introduction to Statistics & Basic Concepts:

Introduction – Meaning, Functions and Uses of Statistics; Limitations of statistics, Collection of Data, Techniques of Data Collection, Census Technique and Sampling Technique (Concepts). Classification: Meaning, and Methods of Classification of Data. Tabulation: Meaning, Parts of a Table – Simple problems on Tabulation; Diagrammatic Presentation: Meaning and Types (Graphs).

Practice: Data Collection, compilation and drawing appropriate graphs/charts (use of excel).

Module II: Measures of Central Tendency:

Measures of Central Tendency: Arithmetic Mean: Calculation of Arithmetic Mean for Individual, Discrete and Continuous Series, Weighted average.

Median: Calculation of Median for Individual, Discrete and Continuous Series.

Mode: Calculation of Mode for Individual, Discrete and Continuous Series using, Empirical relation between Mean Median and Mode. – Problems

Practice: Measures of Central tendency (use of excel).

Module III: Measures of Dispersion:

Measures of Dispersion: Range, Mean Absolute deviation, Quartiles, Quartile Deviation, Variance, Standard Deviation and Coefficient of Variation in Individual, Discrete and Continuous Series; Skewness.

Practice: Measures of Dispersion (use of excel), Calculate the Coefficient of variation of two distributions (with figures of mean and standard deviation) and compare their consistency and variability.

Module IV: Analysis of Correlation and Regression:

Correlation: - Meaning and Types of correlation- Positive and negative correlation simple, partial, and multiple correlation, Pearson's coefficient of Correlation.

Regression: Meaning of Regression, Regression lines, Regression equations and estimation.

Practice: Calculation of Correlation and regression (use of excel)

Books for Reference:

1. Levin, Richard, David S. Rubin, Statistics for Management. 7th ed., Pearson Education.
2. Gupta, S.C. Fundamentals of Statistics. Himalaya Publishing House.
3. P. K. Viswanathan, Business Statistics: An Applied Orientation, Pearson Education.
4. Anderson, Sweeney, and Williams, Statistics for Students of Economics and Business, Cengage Learning.
5. Vohra N. D., Business Statistics, McGraw Hill Education.

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1005	Organisational Behaviour	4	3+0+1

Course Rationale: This course aims to help the students to acquire and develop skill to understand, analyse the behaviour of people within the organisation.

Course Objective

- To help students to observe, experience, analyze individual behaviour and Group behaviour.
- Students will learn in improving employee behaviour, enhancing leadership skills.
- Students will learn on how to increase employee motivation and satisfaction.

Course Outcomes

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

CO1: To understand the behaviour of people in the organisation in order to be employed and applicability of the concept of organisational behaviour.

CO2: To evaluate and examine the work styles, communication preferences and employee traits that can help to create effective work teams in the organisation.

CO3: To analyse own management style as it relates to influencing and managing behaviour in the organization systems thus helping in enhancement of critical thinking and analysis skills.

CO4: To develop the competency to assess others behaviour, give feedback and integrate into a group environment which will help in employees growth in their organisation thus helping in becoming an entrepreneur as well)

CO5: To develop leadership skills, work flexibility and commitment that enables one to understand and move forward with the situational demand

Course Outcome to Program Outcome Mapping:

Course Outcomes (CO)	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2
CO1	3	3			2							
CO2		3		2		3						
CO3			3				2	3				
CO4				3	2				3			
CO5						3	3			2		

*High-3, Medium-2, Low-1

Course Syllabus

Module-I

The study of organizational behaviour: Concept, nature, scope and importance of OB. Learning: Concept and theories of learning,

Module-II

Perception: Concept, nature and process; Personality: Determinants of personality, theories of personality, individual difference, matching personality and jobs, personality and organisation. Motivation: Concepts and their application, need, content & process theories.

Module-III

Groups and Teams: Definition, difference between groups and teams; stages of group development, group cohesiveness, types of teams; Leadership: Styles and theories. Attitude: Characteristics and components of attitude, attitude & productivity, Cognitive dissonance theory.

Module-IV

Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, sources, types, stages of conflict, management of conflict, Organisational Change: Concept, Kurt Lewin theory of change, resistance to change, managing resistance to change.

Books-Recommended

1. Stephen P. Robbins - Organizational Behaviour, PHI
2. L.M. Prasad - Organizational Behaviour, Sultan Chand & Sons.
3. R. Aswathappa - Organizational Behaviour, Himalaya Pub. House.

Macro Economics (70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1006	Macro Economics	4	3+0+1

Course Rationale:

Gaining an understanding of fundamental macroeconomic principles is the goal of the course. The open economy is included in the policy framework and the contemporary instruments of macroeconomic analysis are explored.

Course Objectives:

- Develop a macro-economic perspective
- Understand macro-economic paradigms

- Acquire knowledge of economic environment of a nation and the role of government in the economy;
- To develop a basic understanding of macroeconomic stability and its importance to develop an ability to understand macroeconomic policies and their likely impacts;
- To appreciate the challenges to government decision-making in a globalized world to gain an understanding of the linkages between economic policies and business performance.

Course Outcomes:

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

CO1: Understand the theoretical and conceptual knowledge of macroeconomics. Understand the preliminary concepts associated with the determination and measurement of aggregate macroeconomic variable like savings, investment, GDP, money, inflation, and the balance of payments.

CO2: Demonstrate a firm knowledge of the interrelationships among consumers, government, business and the rest of the world in Indian macro-economy.

CO3: Learn fiscal and monetary policy decisions to counter economic problems by using macro-economic instruments; develop the ability to distinguish the functions of these tools in controlling inflation, regulating money supply, and promoting economic growth.

CO4: Identify the process of how the nation’s output of goods and services is measured through the national income.

CO5: Ability to understand about how to make sustainable economic growth of a nation

Course Outcome to Program Outcome Mapping:

Course Outcomes (CO)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1									
CO2	2		3	2								
CO3		3	2		3							
CO4	3		2			1						
CO5				3	2	3						

*High-3, Medium-2, Low-1

Course Syllabus:

Module: I: Measurement of macroeconomic variables:

Circular flow of Income; National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity

Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate.

Module II: Keynesian theory of Income and employment:

Simple Keynesian model, components of aggregate demand-Consumption, Saving, Investment, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lump sum tax, foreign trade).

Module III: Money:

Functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control; Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run).

Module IV: Open Economy:

Brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy.

Books Recommended

Froyen, R. T., 'Macroeconomics', Theories and Policies, Pearson

Mankiw, G. N., 'Macroeconomics', Worth publishers

Dornbusch and Fischer, 'Macroeconomics', Tata McGraw Hill

Marketing Essentials (70 hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1007	Marketing Essentials	4	3+0+1

Introduction

This course provides an introduction to the principles and practices of marketing. It explores how organizations create value for customers, build strong brands, and achieve business success through effective marketing strategies. The course combines foundational theory with a hands-on project to prepare students for marketing roles in a competitive environment.

Course Objectives

- To provide foundational knowledge of marketing concepts and their practical applications.
- To develop skills in understanding consumer behaviour and market dynamics.
- To foster analytical and strategic thinking for creating effective marketing solutions.

Course Outcomes

By the end of this course, students will be able to:

- Evaluate complex market environments and consumer behaviour trends.
- Develop integrated marketing strategies that align with business objectives.
- Apply digital and traditional marketing tools to optimize customer engagement.
- Apply data analytics to measure and improve marketing performance.
- Develop and present comprehensive marketing projects with strategic insights.

Course Outcome to Program Outcome Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	2	1	1	1	1	2		1	2	1	3	2	1
CO2	3	3	1	2	2					2		1	3	3	3
CO3	3	3	3	3		2		3	1	1	3	1	3	3	3
CO4	3	3	3	3	1	2		3	1	1	3	1	3	3	3
CO5	3	3	3	3		2	1	3	1	1	3	1	3	3	3

*High-3, Medium-2, Low-1

Course Details

Module 1: Introduction to marketing (12 Hours)

Definition, importance, and scope of marketing. Evolution of marketing: traditional vs. modern approaches and orientations (Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept). Core Marketing Concepts. Marketing vs. selling. Marketing Myopia. Products vs. Services. Marketing Environment: Environmental Scanning, Components of Macro and Micro Environment, Factors Affecting Marketing Environment (PESTEL) and SWOT frameworks in the Indian context. The marketing mix (McCarthy's 4 Ps; Boom and Bitner's 7 Ps and 4 Cs). Strategic marketing planning process.

Module 2: Segmentation, Targeting and Positioning (8 Hours)

Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning; Consumer Behaviour for study, Factors influencing consumer behaviour and Buyer decision-making processes. Real-world applications of consumer insights.

Module 3: Product and Pricing Decisions (12 Hours)

Product concept, Classification of products (Consumer and Industrial), Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing)

Module 4: Place and Promotion Strategies (10 Hours)

Promotion Mix: Factors determining promotion mix, Promotional Tools –basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers.

Text and Reference Books

- Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
- Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
- Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
- Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

Suggested Activities and Project (28 hours)

- Case Studies: Analyze marketing strategies of local, national and multinational companies.
- Developing customer personas and analyzing buying behavior.
- Field Research: Conduct primary research on customer preferences and competitor analysis.
- Final Project: Students will develop a marketing plan for a real or hypothetical business. This includes conducting a comprehensive market analysis, defining the STP strategy, and presenting actionable recommendations for the marketing mix.

Human Resource Management (70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1008	Human Resource Management	4	3+0+1

Course Rationale:

This course intends to provide knowledge and skills to manage human resources of an organization.

Course Objectives

- To acquaint students with knowledge and skills to manage and resolve human resource issues faced by organizations in general.
- To equip students with tools to be used in human resource planning, recruitment and selection.
- To provide knowledge on types of training programs and their importance
- To develop understanding on methods of performance appraisal, compensation policies and their effectiveness in organizations
- To make the students appreciate the importance of employee health and safety; employee welfare, Grievance handling mechanism and healthy employer- employee relations.

Course Outcomes

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

CO1: Prepare appropriate Human Resource Plan in an organisation

CO2: Carry out recruitment and selection process

CO3: Organize an induction programme for newly joined employees

CO4: Develop HR policies for development and retention of human resources

CO5: Manage performance, grievances of employees

Course Outcome to Program Outcome Mapping:

Course Outcomes (CO)	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2
CO1	3	3				2	3	2				
CO2	3	3		2					2			
CO3		3	2		2							
CO4						3	2					
CO5	3	2		2								

*High-3, Medium-2, Low-1

Course Contents:

Module: I

Concept, nature and scope of human resource management vis-a-vis personnel management. role and functions of HR manager, HR role in strategy formulation, Emerging challenges of human resource management

Module: II

Human Resource planning: Forecasting demand and supply, HRIS, succession planning; Job analysis: job description & job specification; Recruitment and Selection: Sources of recruitment (internal & external), E- recruitment, Selection Process; Orientation Process.

Module: III

Human Resource Development: Concept and challenges Training and Development: Concept, needs, methods and effectiveness; Career Planning: Career anchor and career life stages; Performance Management System: concepts, use, methods, common problems of rating; Compensation: job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans, fringe benefits

Module: IV

Industrial Relations: Introduction to industrial relations, Trade unions role, types, functions, problems, Industrial dispute- concept, causes & machinery for settlement of disputes; Grievance- concepts, causes & grievance redressal machinery; Discipline- concept, aspect of discipline & disciplinary procedure; Collective Bargaining- concept, types, process, problems, essentials of effective collective bargaining.

Text Books:

- Dessler, G: Human Resource Management, Pearson.
- Pattanaik B - Human Resource Management, PHI
- E.B. Flippo-Personnel Management
- C.B. Mamoria - Personnel Management.
- R. Armstrong- Human Resources Management
- Fisher Schenfeldt & Shaw - Human Resource Management
- P. Subba Rao - Human Resources Management - Texts & Cases, Excell Books

Financial Management (70 Hours)

Course Code	Course Title	Credits	Type (T+P+P)
CUBB1009	Financial Management	4	3+0+1

Course Rationale:

It focuses on graduating students with in-depth knowledge of corporate finance, investment management and corporate evaluation. Apply appropriate methods and analytical procedures to conduct analysis of practical financial problems and propose valid solutions based on this analysis.

Course Objectives:

The course aims to familiarize the learners with the principles and practices of financial management.

- To understand the concept of time value of money and its use in corporates.
- To analyze the techniques of capital budgeting used for decision making.
- To understand the concept of working capital management

Course Outcomes:

On successful completion of the course, students

1. Will be able to take short term and long term financial decisions in a company.
2. Can apply time value of money for decision making. They also can do the risk return analysis for the investment.

3. Will be able to find out the cost of capital and can take correct decision for preparing capital structure of a company.
4. Can apply capital budgeting techniques to take long term investment decisions in a company.
5. Can calculate and manage the working capital requirement of a company.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3		3									3	3	3
CO2	3	3		3									3	3	3
CO3	3	3		3									3	3	3
CO4	3	3		3									3	3	3
CO5	3	3		3									3	3	3

*High-3, Medium-2, Low-1

COURSE CONTENTS:

Module I:

Introduction

Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

Module II: Cost of Capital and Financing Decision

Different Sources of Finance including internal sources, external sources and other sources, Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights, Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Module III: Capital Budgeting

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

Module IV: Managing Profit

Trade-Off Theory. Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model, Forms of dividend payment, types of dividend policies and Determinants of Dividend policy.

Module V: Working Capital Decisions

Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Text Books:

- Chandra, P. (2007).. Financial Management-Theory and Practice. New Delhi: Tata McGraw Hill.
- Pandey, I. M. (2015). Financial Management. New Delhi: Vikas Publications.

Reference Books:

- Khan, M.Y & Jain, P. K (2018). Financial Management New Delhi: Tata McGraw Hill.

Strategic Management (42 hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1010	Strategic Management	2	1+0+1

Introduction

This course is designed to provide students with the tools and frameworks necessary to understand, formulate, and implement effective business strategies. The course explores competitive analysis, resource allocation, and decision-making processes that align organizational goals with external opportunities.

Course Objectives

- To introduce students to strategic management concepts and processes.
- To develop the ability to analyze competitive environments and internal resources.
- To equip students with the skills to formulate and implement strategic plans.

Course Outcomes

By the end of this course, students will be able to:

CO1: Understand the principles of strategic management and its importance.

CO2: Analyze external and internal environments using strategic tools.

CO3: Formulate strategies for achieving competitive advantage.

CO4: Evaluate the effectiveness of strategic decisions.

CO5: Collaborate on real-world projects to develop and present strategic solutions.

Course Outcome to Program Outcome Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	2	1	1	1	1	2		1	2	1	3	2	1
CO2	3	3	1	2	2					2		1	3	3	3
CO3	3	3	3	3		2		3	1	1	3	1	3	3	3
CO4	3	3	3	3	1	2		3	1	1	3	1	3	3	3
CO5	3	3	3	3		2	1	3	1	1	3	1	3	3	3

*High-3, Medium-2, Low-1

Course Details

Module 1: Foundations of Strategic Management (4 Hours)

Understanding strategy; Evolution of strategic management. Importance of Strategic Decision Making; The process of strategic management. Understanding strategic intent; Vision, and Mission statement; How to formulate vision and mission statements? Characteristics and differences between goals and objectives: Environmental Appraisal and Scanning. Industry Attractiveness and Competitive Strategies; Portfolio analysis: BCG (growth-share) matrix, GE business screen, McKinsey 7S Model.

Module 2: Corporate Level Strategies (4 Hours)

Expansion Strategies, Stability Strategies, Retrenchment Strategies, Combination Strategies. Concentration strategies, Integration strategies: Horizontal Integration and Vertical Integration; Diversification strategies: Concentric Diversification, Conglomerate Diversification, Need for Diversification Strategies, Risk of Diversification and Successful Diversification Cases. Internationalization Strategies, Porter Diamond Model, Types of International Strategies, Advantages and Disadvantages of Expansion through Internationalization. Strategies for local companies competing with Global Companies and the Emergence of the Indian MNC.

Module 3: Strategy Formulation and Decision-Making (4 Hours)

Business Level Strategies: Industry structure and positioning of the firm in the industry. Generic business strategies, Tactics for business strategies: Timing Tactics, Market Location tactics. Functional Level Strategies. Strategic Analysis and Choice: Strategy Analysis and its Importance, Process of Strategic Choice, Focusing on Strategic Alternatives. Analyzing the Strategic Alternatives, choosing from the Strategic Alternatives. Tools and Techniques for Strategic Analysis

Module 4: Strategy Implementation and Control (2 Hours)

Concept of Strategy Implementation, Nature of strategy Implementation, Barriers to strategy Implementation. Structural Implementation. Behavioural Implementation. Functional Implementation. Operational Implementation. Strategic Evaluation and Control. Ethical issues in Strategic Management.

Text and Reference Books

- Strategic Management and Business Policy, Azhar Kazmi, McGraw Hill
- Exploring Corporate Strategy: Text and Cases, Gerry Johnson and Kevan Scholes, Pearson Publications
- Economics of Strategy, Besanko, Dranove, Shanley & Chaefer, John Weley & Sons
- Fundamentals of Business Strategy, Edited by Augier & Teece, Sage
- Competitive Strategy, Michael E. Porter, Free Press
- Competitive Advantage, Michael E. Porter, Free Press
- Strategic Management: An Integrated Approach, Charles W. L. Hill and Gareth R. Jones, Biztantra
- Cases in Strategic Management, Amita Mittal, McGraw Hill
- Strategic Management: A South Asian Perspective, Hitt, Ireland, Hoskisson and Manikutty, Cengage Learning
- Business Strategy: Managing Uncertainty, Opportunity, and Enterprise, J. C. Spender, Oxford University Press
- Tilt: Shifting Your Strategy from Products to Customers, Niraj Dawar, Harvard Business Review
- The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, Robert S. Kaplan and David P. Norton, Harvard Business Review

Suggested Activities and Project (28 hours)

- Case Studies: Analyze strategic decisions of local, national and multinational companies.
- Simulation: Participate in an online simulation to manage a virtual company's business strategy.
- Industry analysis: Apply Porter's Five Forces to a specific industry.
- Develop a strategic roadmap for a hypothetical company.
- Final project: Students will analyze a company's strategic position and propose recommendations for improving its competitive advantage. The project will include environmental analysis, resource evaluation and implementation strategies.

Strategic Marketing Management (70 hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1011	Strategic Marketing Management	4	3+0+1

Introduction

Strategic Marketing Management builds on foundational marketing concepts to explore how strategic decisions shape organizational success. Students learn to align marketing goals with business objectives, leverage competitive advantages, and adapt to changing market environments.

Course Objectives

- To enable students to develop marketing strategies aligned with business goals.
- To provide tools for competitive analysis and strategic decision-making.

- To enhance students' ability to innovate and respond to market challenges.

Course Outcomes

By the end of this course, students will be able to:

CO1: Articulate the strategic role of marketing in achieving organizational goals.

CO2: Conduct in-depth competitive and environmental analyses.

CO3: Formulate marketing strategies to address complex business challenges.

CO4: Apply branding and innovation to create unique value propositions.

CO5: Develop and present strategic marketing plans effectively to stakeholders.

Course Outcome to Program Outcome Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	1	2	1	1	1	1	2		1	2	1	3	2	1
CO2	3	3	1	2	2					2		1	3	3	3
CO3	3	3	3	3		2		3	1	1	3	1	3	3	3
CO4	3	3	3	3	1	2		3	1	1	3	1	3	3	3
CO5	3	3	3	3		2	1	3	1	1	3	1	3	3	3

*High-3, Medium-2, Low-1

Course Details

Module 1: Strategic Marketing Foundations (10 Hours)

Overview of strategic marketing and its importance. Corporate strategy vs. marketing strategy. Environmental scanning: PESTEL analysis. Internal analysis: SWOT and resource-based view. Boston Consultative Group (BCG) matrix. Ansoff's Grid. Fundamentals of market research: tools and techniques. Marketing Plan components - understanding and evaluation. Business Unit Planning.

Module 2: Competitive Analysis and Positioning (10 Hours)

Porter's Generic Strategies, Industry analysis using Porter's Five Forces. Identifying and leveraging competitive advantages. Strategic positioning and differentiation. Value chain analysis and its marketing implications. Creating competitive advantage through marketing.

Module 3: Advanced Marketing Strategies (12 Hours)

Market entry strategies and global marketing. Innovation and new product development. Customer relationship management (CRM) and loyalty programs. Pricing and revenue optimization strategies. Branding and positioning strategies. Pricing, distribution, and promotion strategies. Product lifecycle and innovation in marketing.

Module 4: Marketing Analytics and Emerging Trends (10 Hours)

Role of data analytics in strategic marketing. Key performance indicators (KPIs) for marketing success. Emerging technologies: AI, IoT, blockchain and other technology in marketing. Rural marketing,

guerrilla marketing, not-for-profit marketing, green marketing, sustainability, and ethical considerations in marketing strategy.

Text and Reference Books

- Aaker, D. A., Strategic Market Management, Wiley.
- Kotler, P., Keller, K. L., Marketing Management, Pearson.
- Ries, A., Trout, J., Positioning: The Battle for Your Mind, McGraw-Hill.
- Day, G. S., Market Driven Strategy: Processes for Creating Value, Free Press.
- Day, G. S., Market Driven Strategy: Processes for Creating Value, Free Press.

Suggested Activities and Project (28 hours)

- Case Studies: Analyze marketing strategies of local, national and multinational companies.
- Marketing Simulation: Participate in an online simulation to manage a virtual company’s marketing strategy.
- Field Research: Conduct primary research on customer preferences and competitor analysis. Competitive benchmarking exercise using industry data.
- Workshop on marketing analytics tools.
- Final Project: Students will create a strategic marketing plan for an organization, addressing real-world challenges such as market entry, competitive positioning, or product innovation.

Cost and Management Accounting (70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1012	Cost and Management Accounting	4	3+0+1

Course Rationale:

This course will equip the students with various concepts, tools, and techniques of Cost and Management accounting. It will provide an understanding of methods of cost accounting and its relevance in management decision making. Students will be able to apply and improve the operations of organizations through the application of management accounting techniques.

Course Objectives:

- To acquaint students with role of Management Accounting in planning, control and decision-making.
- To provide an understanding of methods of cost accounting and its relevance in management decision making

Course Outcomes:

Upon successful completion of this subject students will able to

CO1: Apply and improve the operations of organizations through the application of management accounting techniques

CO2: Apply relevant costing methods to analyze specific business issues

CO3: Prepare and analyze budgets, including flexible budgets, and use budgetary control to monitor performance against targets.

CO4: Use cost information to support managerial decisions such as pricing, outsourcing, and investment appraisal.

CO5: Conduct variance analysis to identify deviations between actual and budgeted costs and recommend corrective actions.

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3		3									3	3	3
CO2	3	3		3									3	3	3
CO3	3	3		3									3	3	3
CO4	3	3		3									3	3	3
CO5	3	3		3									3	3	3

*High-3, Medium-2, Low-1

Course Contents:

Module: I

Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semivariable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.

Module: II

Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.

Module: III

Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.

Module: IV

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

Text Books:

- C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
- M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
- M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
- S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)

BUSINESS RESEARCH (84 hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1013	Business Research	4	2+0+2

Course Objectives:

The course aims to equip students with the knowledge and skills necessary to conduct rigorous and impactful business research, contributing to their overall competence in the business field.

- To introduce students to the fundamental concepts and principles of business research, including its purpose, scope, and relevance in the business environment.
- To develop students' skills in formulating research questions, designing research projects, and selecting appropriate methodologies to address specific business problems. To foster an appreciation for the ongoing development of research skills and the continuous need to stay informed about new research methodologies and tools in the field of business.
- To familiarize students with various tools and techniques used in business research, including data collection methods, sampling techniques, and data analysis software. To enhance students' abilities to critically analyze and interpret data, allowing them to draw meaningful conclusions and make informed recommendations.
- To provide opportunities for students to apply research methods to real-world business issues, enabling them to understand how research can inform business strategy and decision-making.
- To develop students' abilities to effectively communicate research findings through written reports and oral presentations, tailored to both academic and business audiences.

Course Outcomes:

On successful completion of this course

CO1: Students will be able to identify and articulate research problems or questions relevant to business scenarios. Students will be able to apply research findings to solve real-world business problems and make strategic decisions based on data-driven insights.

CO2: Students will develop the ability to conduct comprehensive literature reviews, critically evaluating existing research to identify gaps and inform their research questions.

CO3: Students will be able to design a research project, including selecting appropriate methodologies, sampling techniques, and data collection methods.

CO4: Students will be proficient in collecting, analyzing, and interpreting data using relevant tools and techniques, including statistical software where applicable. Students will enhance their critical thinking skills by evaluating research outcomes, drawing conclusions, and making informed decisions based on evidence.

CO5: Students will be able to write clear and concise research reports, presenting findings in a manner suitable for academic and business audiences.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3		3									2		3
CO2		3			2				3				2		3
CO3	3	3	2	3									2		3
CO4	2	3	2	3							3		2		3
CO5		3	3	3					3				2		3

*High-3, Medium-2, Low-1

Course Contents:

Module I:

Research methodology:

Research: Meaning and Objective, Types of Research, Research methods and methodology, Role of Research in business and industry, Limitation of Research, Process of Research; Review of Literature. Research Problems: meaning, Selection of problem, techniques in defining problem; setting objectives.

Module II:

Planning a Research:

Research Design: meaning, types & principles, Sample Design: meaning, steps & methods, Determination of Sample Size, Scaling Technique, Methods of data Collection, Questionnaire-meaning, designing, preparation and administering questionnaires, problems in questionnaires, features of good questionnaire, Data processing: Editing, coding, classification, tabulation & presentation, analysis and interpretation of data, concepts of validity and reliability

Data Analysis Using Excel

Module III:

Testing of Hypothesis & Report writing:

Meaning & formulation of hypothesis, Parametric test (Z test, T Test), Non-parametric Test (Chi-square test), ANOVA, Correlation. Reporting: Meaning, types of reports, research report format; characteristics of report, Steps in report writing, Guidelines for effective reporting writing, bibliography.

Text Book:

1. David M. Levine, Mark L. Berenson, Timothy C. Krehbiel, P. K. Viswanathan, Business Statistics: A First Course, Pearson Education.
2. Business Research Methods by Donald R. Cooper and Pamela S. Schindler
3. Gupta Suresh: Research Methodology, Deep and Deep Publications, New Delhi
4. Kothari, C.R, Research methodology, New Age International Publishers, New Delhi

Business Laws (70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1014	Business Laws	4	3+1+0

Course Objectives:

- To provide a comprehensive understanding of the fundamental principles and key provisions of the Indian Contract Act, 1872.
- To enable students to analyze the essential aspects of the Sale of Goods Act, 1930, focusing on rights and obligations under a contract of sale.
- To familiarize students with the general principles of partnership law under the Indian Partnership Act, 1932, and the Limited Liability Partnership Act, 2008.
- To develop insights into regulatory frameworks, including the Competition Act, 2002, and the Consumer Protection Act, 2019, emphasizing consumer rights and competitive practices.
- To equip students with knowledge of the Foreign Exchange Management Act, 1999, including its application in regulating foreign exchange and adherence to RBI guidelines.

Course Outcomes:

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

CO1: Analyze the essentials of valid contracts and apply the principles of contract law in real-world scenarios.

CO2: Evaluate the rights and duties of buyers and sellers under the Sale of Goods Act and resolve disputes related to the sale of goods.

CO3: Distinguish between different forms of partnerships, including LLPs, and assess their legal and operational implications.

CO4: Critically examine the principles of competition law and consumer protection regulations to identify and address unfair trade practices.

CO5: Apply the regulatory framework of the Foreign Exchange Management Act to financial and cross-border transactions while adhering to KYC norms.

Course Outcome to Program Outcome Mapping:

COs/POs	PO-01	PO-02	PO-03	PO-04	PO-05	PO-06	PO-07	PO-08	PO-09	PO-10	PO-11	PO-12
CO1	3	3	2	2	1	2	1	1	2	1	2	1
CO2	3	3	2	2	1	2	1	2	1	1	1	1
CO3	3	3	2	2	2	2	2	2	1	1	2	1
CO4	3	3	2	3	2	3	2	1	2	1	2	2
CO5	3	2	2	3	2	3	1	1	3	1	3	2

*High-3, Medium-2, Low-1

COURSE CONTENTS:

Module I:

Indian Contract Act, 1872

Nature of contract and its essentials, Void, valid and voidable contracts, Consent, consideration and its impact on contract, Agreements in restraint of trade, Performance, breach, revocation and termination of contract, Agency and bailment contracts, Contract of Indemnity, Contract of Guarantee and Pledge.

Module II:

Sale of Goods Act, 1930

Nature of sale, conditions and warranties, Performance of contract of sale and right of unpaid seller.

Module III:

Indian Partnership Act, 1932 and Limited Liability Partnership Act, 2008

General nature of Partnership, Rights and duties of Partners, Reconstitution of Firm and Registration and dissolution. Formation and incorporation of LLP, Partners and their relations, financial disclosures, conversion into LLP, Foreign LLP, Winding up and dissolution.

Module IV:

Competition Act, 2002 and Consumer Protection Act, 2019

Competition Act, 2002: Objectives and basic concepts, Consumer, goods, service, Prohibition of anti-competitive agreements, Prohibition of Abuse of Dominant Position; Consumer Protection Act, 2019:

Important definitions, Consumer Disputes Redressal Commission, Measures to Prevent Unfair Trade Practices, Offences and Penalties

Module V:

Foreign Exchange Management Act, 1999

Important definition, Regulation and management of foreign exchange, RBI Guide lines on KYC.

Text Books:

- Bose, D.C.(2008).Business Law. New Delhi: PHI Limited.
- Chopra, R. K. (2015). Business Laws. New Delhi: Himalaya Publishing House.
- Kuchhal, M. C., & Kuchhal, V. (2018). Business Laws. New Delhi: Vikas Publishing.
- Singh,A. (2009). Business Law. Delhi: Eastern Book Company.

Financial Planning (42 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1015	Financial Planning	2	1+0+1

Course Objectives:

After completing this course, students will be able to:

- Grasp the fundamentals of financial planning and acquire knowledge of tax planning strategies
- Understand different types of investments, along with their risk-return characteristics.
- Comprehend retirement planning and the significance of risk management and insurance.

Course Outcome:

After successfully completing this course, students will be able to:

CO1: Explain the fundamentals of financial planning, including its goals, objectives, and importance.

CO2: Identify and compare different types of savings plans and the importance of emergency fund planning.

CO3: Apply the principles of portfolio management, including asset allocation and portfolio construction.

CO4: Identify available deductions and exemptions and create tax-efficient investment plans.

CO5: Evaluate different insurance products and policies to meet personal and family needs.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3		3									3	3	3
CO2	3	3		3									3	3	3
CO3	3	3		3									3	3	3
CO4	3	3		3									3	3	3
CO5	3	3		3									3	3	3

*High-3, Medium-2, Low-1

Course Contents:

Module: I

Fundamentals of Financial Planning: Overview of Financial Planning, Importance of financial planning, Financial planning goals, objectives, Importance and process, Role of a Financial Planner

Budgeting and Savings: Importance of Budgeting, Steps to Create a Budget, Types of Savings Plans, Emergency Fund Planning

Module: II

Investment Basics: Types of Investments, Risk and Return, Diversification, Investment Strategies

Portfolio Management: Principles of Portfolio Management, Asset Allocation, Portfolio Construction, Performance Measurement

Module: III

Tax Planning: Basics of Taxation in India, Tax Planning Strategies, Deductions and Exemptions, Tax-efficient Investment Plans

Insurance Planning: Life Insurance, Health Insurance, Property and Casualty Insurance, Insurance Products and Policies

Module: IV

Retirement Planning: Importance of Retirement Planning, Retirement Goals and Needs, Pension Plans and Provident Fund, Annuities and Retirement Products

Estate Planning: Basics of Estate Planning, Wills and Trusts, Power of Attorney, Estate Taxation

Text Books:

1. "Rich Dad Poor Dad" by Robert T. Kiyosaki
2. "Let's Talk Money" by Monika Halan
3. "The Intelligent Investor: A Guide to Financial Independence" by Benjamin Graham (with Indian Perspective Additions)
4. "Yours Financially" by Amit Trivedi

Design Thinking and Innovation (42 Hours)

Course Code	Course Title	Credits	Type (T+P+P)
CUBB5001	Design Thinking and Innovation	2	1+0+1

Course Rationale:

The course will orient the students on the basics of the design thinking process and familiarize them with the elements and application of Design thinking.

Course Objectives:

The course aims to

- Orient the participants on the basics of the design thinking process
- Familiarize participants with the elements and application of Design thinking
- Develop critical thinking abilities and analytical skills

Course Outcome:

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

CO1: Understand the concepts of design thinking approaches

CO2: Apply the design thinking process to innovative problem solving

CO3: Apply critical thinking abilities to solve difficult problems

CO4: Develop innovative ideas through structured brainstorming sessions

CO5: Empathize the need of the stakeholders

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	2	3	2			3					3	3	3
CO2	3	3	2	3	3			3					3	3	3
CO3	3	3	2	3				3					3	3	3
CO4	3	3	2	3	2			3					3	3	3
CO5	3	3	3	3				2					3	3	3

*High-3, Medium-2, Low-1

Course Contents:

Module: I

Basics of Design Thinking, Why Design Thinking, Design Thinking Mindset (Inspiration, Ideation and Implementation) Design thinking process, (Empathy, Define, Ideate, Prototype, Test). Cases of application of Design thinking approach (Intuit, IDEO, Infosys, IBM, Google, Apple, Jubilant Foods). This will be in a flip class mode followed by a workshop, to be conducted by an external expert and a faculty anchor.

Module: II

Executing a Design Thinking Project- Apply Interviewing and empathy building technique, Drawing inferences from the observations, Defining a point of view, Ideation process, developing and testing prototypes and writing a story of a minimum viable solution.

Text Book:

Tom Kelly & Jonathan Littman (2001). “The Art of Innovation” Broadway Publication.

Reference Book:

Brown Tim (2008). “Design Thinking”, Harvard Business Review

PRODUCTION AND OPERATIONS MANAGEMENT (70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1017	Production and Operations Management	4	3+0+1

Course Objective

- Key points: Briefly explain why the course is to be studied. Specify who should study the course and requirement of prior knowledge and skill, if any.
- To develop an understanding of production and operation designs adopted in modern industry
- To understand manufacturing 4.0 and appreciate technology integration in smart production
- To obtain an understanding of quality management practice in organizations and how total quality management and six-sigma facilitate organizational effectiveness.
- To understand the roles of inventories and basics of managing inventories in various demand settings

Course outcome

Key points: State clearly what knowledge and skill a student is expected to learn at the end of the course and will be able to apply.

CO1: Students can Comprehend the basic concepts of Manufacturing Operations Management (MOM) and Manufacturing Execution System (MES) in Industry 4.0.

CO2: Can be able to Construct Network, Prepare Gantt Chart, and Process Map

CO3: Calculate Economic Order Quantity (EOQ) for inventory management.

CO4: will analyze the Market Dynamics and Customer Insights through a project

CO5: Will be able to understand the Production process and work as a Production Manager.

Course Outcome to Program Outcome Mapping:

COs \ POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	2	2	1	1	1	2	1	3	2
CO2	3	3	2	2	3	1	1	2	1	1	3	1
CO3	2	3	2	2	2	1	1	1	2	1	2	2
CO4	2	3	2	3	3	2	2	1	2	2	2	2
CO5	3	3	2	2	3	2	3	2	2	1	3	2

*High-3, Medium-2, Low-1

COURSE CONTENTS:

Module I: Production Operation Management and Industry 4.0

Product and Process design: Product design, New Product development process. The Smart Backbone of Industry 4.0; Introduction, Basic concepts of Manufacturing Operations Management (MOM)/Manufacturing Execution System (MES) for Industry 4.0, Smart manufacturing; The roots of smart manufacturing, Pillars of smart manufacturing.

PRACTICE

Article discussion and presentation

PROJECT

Identify a project: The project will involve a multidisciplinary approach, collaboration and effective communication to meet project timelines and deliver quality products.

TOOL TO BE USED

Gate Process: Concept to Prototypes design, An overview on 3D Experience Platform

Module II: Facility Location and Layout

Facility Location, Location Analysis: Techniques. Facility Layout. Capacity Planning, Capacity Planning Decisions and Production Planning & Control (PPC).

PRACTICE

Practice numerical concepts

Module III: Capacity Planning, Sequencing and Scheduling

Networking: CPM and PERT.

Sequencing and Scheduling: Objective of Scheduling, Sequencing; Gantt chart. Common Production Scheduling KPIs, Sequencing model - "n" jobs 1 machine, "n" jobs 2 machines, "n" jobs "m" machines.

PRACTICE

Practice numerical concepts

TOOL TO BE USED

Network and Gantt Chart using Excel

Module IV: Quality Assurance

Quality Assurance: Quality in operations- Process Map, Pareto Chart, Strategy for maintaining quality and stability, JIT, Kanban, TQM, Six Sigma, Performance and quality, Control Charts and Purchase Management.

PRACTICE

Practice numerical concepts

TOOL TO BE USED

Creately, Visual paradigm, Excel

Module V: Inventory Management

Inventory Management, Inventory Control: Purpose of Inventories, Costs of Inventories, Basic EOQ Model, ABC Inventory Management, Using P and Q System.

PRACTICE

Practice numerical concepts

PROJECT (Self -Learning)

Texts Books

- Operations and Supply Chain Management, by Roberta S. Russell; Bernard W. Taylor; Venkataramanaiah Saddikuti; Pavan Kumar Gudavalleti, 10ed, Wiley, 2023.
- Production And Operations Management by S. Chary, 6ed. McGraw Hill Education, 2019.
- Operations Management, by Jay Heizer, Barry Render, Chuck Munson, Amit Sachan, 12ed, Pearson Education, 2017
- Production And Operations Management by S. Anil Kumar, N. Suresh, New Age International Pvt. Ltd Publishers; 2ed, 2018.

References

- Production and Operations Management by R. Panneerselvam, 3ed. Prentice Hall India Learning Private Limited, 2012.

Links

- <https://digitalleadership.com/blog/disruptive-innovation-examples/>
- <https://www.netsuite.com/portal/resource/articles/inventory-management/inventory-management-trends.shtml>
- https://asana.com/id/resources/capacity-planning?utm_campaign=&utm_source=&utm_medium=&gclid=CjwKCAjwkLCkBhA9EiwAka9QRnl_DMI7H8HmTUyDMR1znI8J2CVn5DerGnoYgXKQOB2kw3lWsKqDKxoC_wQQAyD_BwE&gclid=aw.ds
- Pareto Chart in VisualParadigm: <https://online.visual-paradigm.com/charts/templates/pareto-charts/>; <https://online.visual-paradigm.com/app/diagrams/#infoart:proj=0&type=ParetoCharts&gallery=/repository/42d858c7-6c27-4f96-a54d-10f43856d971.xml&name=Pareto%20Chart>
- Process Mapping: <https://www.canva.com/templates/?query=process-mapping>;
- How to Create Process Map: <https://creately.com/guides/process-mapping-guide/>
- Create a Basic Control Chart : <https://www.youtube.com/watch?v=RPvLqDIUJdk>
- Steps in Creating a Control Chart in excel: <https://www.indeed.com/career-advice/career-development/upper-control-limit-excel>
- Gantt Chart: <https://www.youtube.com/watch?v=xsxi4qaEnOg>
- <https://www.edrawmax.com/pert-chart/how-to-create-a-pert-chart-in-excel/>
- <https://www.projectmanager.com/guides/pert-chart>
- https://cutm4.odoo.com/web#action=37&model=ir.module.module&view_type=kanban&cids=1&menu_id=2

Projects

- New Product Development- Design any new product
- Process Improvement: Analyze and identify bottlenecks or inefficiencies in a production unit
- Sustainability Initiatives: Identify opportunities for incorporating sustainable practices into a production unit, such as implementing energy-efficient technologies, reducing waste generation, and promoting recycling or reuse programs.
- Supplier Relationship Management: Develop strategies and processes to effectively manage relationships with suppliers, including supplier selection, performance evaluation
- Analysis of Market Dynamics and Customer Insights of a Manufacturing unit/Service

Project Management (42 hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1018	Project Management	2	1+0+1

Course Objective:

The objectives of the course are

- Develop and implement all project procedures.
- Learn project management methodology to initiate and manage projects efficiently and effectively

- Acquire key project management skills and strategies for productive guidance, efficient communication, and supervision of the project's team
- Achieve the project's main goal within the given constraints

Course Outcomes:

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

CO1: Acquire 10 knowledge area identified by PMI and its application while working on a real project.

CO2: Apply managerial skill to procure a project, plan, schedule, hire and allocate resource and deliver a project

CO3: Will build soft skill to lead and comply and communicate with all stakeholders' expectation

CO4: Will be able to prepare a WBS structure

CO5: Able to prepare a DPR

Course Outcome to Program Outcome Mapping:

Course Outcomes (CO)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	3	2	3	2	3	3	2	3	3
CO2	2	2	1	1	2	2	3	2	2	1	1	3
CO3	2	3	2	2	1	1	2	2	3	1	2	2
CO4	1	1	2	1	3	2	1	2	2	2	2	1
CO5	1	2	1	2	1	2	2	1	2	3	2	1

*High-3, Medium-2, Low-1

Course Contents

Module: I

Project Management framework; Introduction to Project Management: Project Life Cycle and Organisation, Project vs. Operational work, Stakeholders, Organisational Influences Project Management Process for a Project, groups, Initiating, planning, executing, monitoring &controlling and closing process groups., Project management Knowledge area; Project Integration Management; Develop project charter, develop project management plan, direct and manage project execution, monitor and control project work, perform integrated change control, close project or phase.

Module: II

Project Scope Management: collect requirements, define scope, create WBS, verify scope, control scope, Project Time Management; Define activities, sequence activities, estimate, develop and schedule, Project Cost Management; Estimate costs, determine budget, control costs

Module: III

Project Quality Management: Plan quality, perform quality assurance, perform quality control, Project HR Management; Develop HR plan, acquire project team, develop and manage project team, Project

Communications Management; Identify stakeholders, plan communication, distribute information, manage expectation of stake holders, report performance.

Module: IV

Project Risk Management; Plan risks: identify risks, perform quality and quantitative risk analysis, plan risk responses, monitor and control risks, Project Procurement Management; Plan procurements, conduct procurements, administer procurements, close procurements, Project Stakeholders Management; Identifying stakeholders, stakeholder analysis, engagement.

Text Books:

- Project Management: A Managerial Process, Clifford F Gray & Eric W Larson, Tata McGrawHill
- A Guide to the Project Management Body of Knowledge, 6th Edition, PMI
- Project Management- A system Approach to Planning, Scheduling and Controlling (Harold Kerzner). CBS Publishers and Distributers, New Delhi.

Reference Books:

- Projects, Preparation, Appraisal and Implementation (Prasanna Chandra), 3rd Edition, Tata Mc Graw Hill, New Delhi.
- Project Management (Nagarajan, K), New Age Publishers, New Delhi.
- Project Management. A Managerial Approach (Meredith, R.J and Mantel, S.J), Wiley (India).

LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LSCM) (70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1019	Logistics And Supply Chain Management (LSCM)	4	3+0+1

Course Objective:

This course is aimed at

- Creating awareness on the desirability of supply chain management (SCM) concepts for the Indian Industry and focuses on integrated supply chain management systems.
- The integration of the physical (material flow) and virtual (information flow) value chain across multiple organizations is highlighted.
- The emphasis is on cross-functional approaches to supply chain management, including marketing, sales, research & development, finance and accounting, manufacturing/operations, and information technology.
- The students will be able to rethink the way the organization integrates suppliers, production and distribution in the globally competitive economy.

Course Outcome:

After completion of this course students will be able to

CO1: Students will develop a thorough understanding of the concepts, objectives, and decision-making phases in supply chain management (SCM).

CO2: Students will be equipped with the knowledge to design effective supply chain and logistics networks, considering strategic decisions, sourcing importance, distribution channel design, and the role of third-party and integrated service providers.

CO3: Students will learn demand forecasting methods, customer service strategies, and methods to mitigate issues such as the bullwhip effect.

CO4: Students will explore the role of information technology in supply chain management, focusing on CRM and SRM approaches, and understand how technology integrates with logistics to streamline operations.

CO5: Students will analyze various performance metrics, including the SCOR model and balanced scorecard, to evaluate supply chain performance.

Course Outcome to Program Outcome Mapping:

CO/PO	PO-01	PO-02	PO-03	PO-04	PO-05	PO-06	PO-07	PO-08	PO-09	PO-10	PO-11	PO-12
CO1	3	2	1	2	2	2	1	1	2	1	2	2
CO2	3	3	2	2	3	2	3	3	2	2	2	3
CO3	3	3	2	2	2	2	1	1	2	1	2	3
CO4	3	3	2	2	2	2	2	3	3	2	3	3
CO5	3	2	2	3	3	2	2	2	2	1	3	3

*High-3, Medium-2, Low-1

Course Content:

Module: I

Overview of supply chain management, objectives of a supply chain and the decision phases in a supply chain, the process views of a supply chain, nature and scope of supply chain management, model of supply chain management, Logistics, warehousing and Expediting, Logistics and SCM Relationship, Importance of Logistics/supply chain management.

Drivers of supply chain performance, A framework for structuring drivers, Facilities, Inventory, Transportation, Information, Sourcing, Pricing, Obstacles to achieving fit.

Module: II

Logistics/supply chain network design and its importance, steps involved in logistics/supply chain network design process, factors influencing network design decisions, “design of channel of distribution” and the considerations of channel design.

Strategic Decisions in Supply Chain, Linking to corporate strategies, Role of Third party and integrated-logistics service providers.

Role of sourcing in supply chain

Importance of sourcing in a supply chain, sourcing grid matrix and guidelines, purchasing procedures and commonly deployed practices, strategic sourcing.

Module: III

Demand management and customer service, performance measures for customer service, demand management process and the problems in demand management, basic approach to demand forecasting and the forecasting methods or techniques, how to establish a customer service strategy. “Bull-whip effect” in a supply chain, managerial levers to achieve coordination within a supply chain.

Role of transportation in a supply chain, characteristics of transportation modes and carrier selection, transportation infrastructure available in the country, concepts of transportation economy and pricing, various transportation strategies employed by transportation managers.

Role of Information Technology in a supply chain, customer relationship management (CRM) approach and the supplier relationship management (SRM) approach, various logistics/supply chain information technologies used.

Unit: IV

Organisation and control in supply chain Need for logistics/supply chain organisational structure and its importance, various types of organisational structures in integrated logistics which have been evolved over time, organisational design.

Dimensions of performance measures, measurement criteria used in supply chain management, major categories of performance metrics, performance measures for supply chain management, various types of performance measures, SCOR model and balanced score card method, Confidence limit.

Global SCM and future of SCM Cost drivers and impact on global supply chain configuration, challenges in establishing a global supply chain, changing perspectives of logistics infrastructure.

Books Recommended:

- Supply Chain Management – N Chandrasekharan(Text)
- Supply Chain Management - Chopra • Meindl (Text)
- Supply Chain Management - K Shridhar Bhatt
- Supply Chain Management for competitive Advantages –Rajaram

Financial Markets, Institutions & Services (70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1020	Financial Markets, Institutions & Services	4	3+0+1

Course Outcomes

Upon completing this course, students will be able to:

- Understand the role and importance of various financial markets such as money, capital, currency, debt, derivative, and commodity markets.

- Gain insights into the secondary market in India, including stock markets, regional and modern stock exchanges, and international stock exchanges.
- Understand the concepts of financial services and classify financial services, including fund-based and non-fund-based services.

Course Outcomes

Upon completing this course, students will be able to:

CO1: Investigate the various elements influencing financial markets and explore how these markets are interconnected with the broader economy.

CO2: Analyze the processes involved in issuing corporate securities and examine the functions and operations of primary and secondary markets in India.

CO3: Identify and Analyze different financial services such as leasing, hire purchase, factoring, and forfaiting that organizations use for short-term funding.

CO4: Analyze mutual funds and insurance products to understand their role and benefits as investment options.

CO5: Analyze the Concept of Credit Ratings: Investigate the different types of credit ratings, their advantages and disadvantages, and how they influence investment decision-making.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3		3									3	3	3
CO2	3	3		3									3	3	3
CO3	3	3		3									3	3	3
CO4	3	3		3									3	3	3
CO5	3	3		3									3	3	3

*High-3, Medium-2, Low-1

Course Content:

Module: I

Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, needs and objectives; significant reforms in the last decade; competition; deregulation; capital requirements; issues in economic reforms and restructuring;

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & Secondary Market, Currency Market, Debt Market, Derivative Market, Commodity Market - role and functions of these markets.

Module: II

Capital Markets in India: Primary Market for Corporate Securities in India: Issue of Corporate Securities: Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, SEBI

Money Markets in India: Money Market: Meaning, Role, and Participants in Money Markets, Segments of Money Markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills, and Certificates of Deposit. Role of STCI and DFHI in money market

Module: III

Financial Services[Meaning, Nature, Classification, Scope, Some Special Fund and Non-fund Based Financial Services,

Leasing and Hire Purchase :Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Hire Purchase & Installment Purchase, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase, Factoring, forfaiting and its arrangement,

Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.

Module IV

Mutual Funds: Concepts, Types, Characteristics and Present Status of Mutual Fund Industry in India,

Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.

Books

1. "Indian Financial System" by M. Y. Khan
2. "Financial Institutions and Markets" by L. M. Bhole and Jitendra Mahakud
3. "Management of Banking and Financial Services" by Justin Paul and Padmalatha Suresh
4. "Indian Economy: Performance and Policies" by Uma Kapila

Retail Banking and Insurance (70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1021	Retail Banking and Insurance	4	3+0+1

Course Objectives:

- To provide a comprehensive understanding of retail banking operations, services, and their integration with insurance products.
- To explore the evolution, role, and significance of retail banking and insurance in the Indian financial system.
- To familiarize students with various insurance products, underwriting processes, and the regulatory framework in India.
- To develop skills in analyzing customer needs and offering suitable banking and insurance products.
- To examine recent trends, challenges, and innovations in the retail banking and insurance sectors.

Course Outcomes:

Upon successful completion, students will be able to:

CO1: Demonstrate knowledge of retail banking services and customer relationship management in banking.

CO2: Evaluate various types of retail banking products like loans, deposits, and credit cards.

CO3: Understand the structure and functioning of the insurance industry in India, including life, health, and general insurance.

CO4: Analyze regulatory and compliance aspects related to retail banking and insurance under RBI and IRDAI frameworks.

CO5: Assess customer profiles and recommend suitable financial and insurance products.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3		3									3	3	3
CO2	3	3		3									3	3	3
CO3	3	3		3									3	3	3
CO4	3	3		3									3	3	3
CO5	3	3		3									3	3	3

*High-3, Medium-2, Low-1

Course Content:

Module 1: Introduction to Retail Banking

Definition and Scope of Retail Banking

Evolution and Growth in India

Key Products: Savings Accounts, Current Accounts, Fixed Deposits, Loans (Home, Vehicle, Personal), Credit and Debit Cards

Retail Banking Process and Delivery Channels: Branch Banking, Internet Banking, Mobile Banking

Customer Relationship Management in Retail Banking

Module 2: Regulatory Framework for Retail Banking in India

Role of the Reserve Bank of India (RBI)

Banking Ombudsman Scheme

Guidelines on KYC and AML Compliance

Emerging Trends: Neo-banks, Open Banking, and Green Banking

Module 3: Introduction to Insurance

Basics of Insurance: Principles, Importance, and Types (Life, Health, General)

Insurance Products in India: Term Plans, Endowment Plans, ULIPs, Vehicle, and Property Insurance

The Role of Actuaries in Insurance

Underwriting and Claims Management

Module 4: Insurance Market in India

History and Evolution of Insurance in India

Role of the Insurance Regulatory and Development Authority of India (IRDAI)

Bancassurance: Models and Benefits

Customer Profiling and Insurance Need Analysis

Module 5: Integration of Retail Banking and Insurance

Concept and Scope of Bancassurance

Cross-Selling Techniques and Benefits

Marketing Strategies for Combined Products

Challenges and Opportunities in Indian Markets

Module 6: Technology, Innovations, and Future Trends

Digital Banking and Payment Systems

Fintech and InsurTech: Role in Enhancing Customer Experience

Artificial Intelligence, Blockchain, and Big Data in Retail Banking and Insurance

Sustainable Banking and Insurance Practices

Text Books:

- "Retail Banking in India" by R. K. Uppal – Focuses on Indian retail banking practices and emerging trends.
- "Insurance Principles and Practice" by M. N. Mishra and S. B. Mishra – A comprehensive book covering insurance operations and regulations in India.
- "Banking Awareness" by N. S. Toor – Essential for understanding banking systems and practices in India.
- "Principles of Banking" by Indian Institute of Banking & Finance (IIBF) – Detailed insights into banking operations with a focus on the Indian financial ecosystem.
- "Digital Banking in India" by Abhishek Gupta – Discusses the rise of digital banking innovations in India.
- "Insurance Management" by S. Arunajatesan and T. R. Viswanathan – Explains insurance operations and practices in India.

Operations Research(56 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1022	Operation Research	2	0+2+0

Course Objectives:

The objectives of this course are to:

- Provide students with an understanding of the fundamental concepts and techniques of Operation Research.
- Enable the formulation and analysis of mathematical models for decision-making scenarios.
- Equip students with problem-solving tools like linear programming, transportation models, and network analysis.
- Develop the ability to apply OR techniques to optimize real-world problems in logistics, finance, engineering, and management.

Course Outcomes (COs):

By the end of this course, students will be able to:

CO1: Demonstrate an understanding of the key concepts in Operation Research

CO2: Formulate and solve linear programming problems.

CO3: Analyze and solve transportation problems.

CO4: Analyze and solve transportation assignment problems.

CO5: Apply network analysis techniques like CPM and PERT for project planning and management.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
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CO1	3	3		3										3	3	3
CO2	3	3		3										3	3	3
CO3	3	3		3										3	3	3
CO4	3	3		3										3	3	3
CO5	3	3		3										3	3	3

*High-3, Medium-2, Low-1

Detailed Syllabus

Unit 1: Introduction to Operation Research

Definition and Scope of Operation Research

Applications in various industries

Phases of OR study

Tools and techniques of OR

Unit 2: Linear Programming

Formulation of Linear Programming Problems (LPP)

Graphical solution method

Simplex method and duality theory

Sensitivity analysis

Unit 3: Transportation and Assignment Problems

Transportation model: Initial feasible solution and optimization methods (MODI method)

Assignment model: Hungarian method

Variants like unbalanced problems

Unit 4: Network Analysis

Project management: CPM and PERT

Determination of critical path

Time-cost trade-offs

Applications in resource allocation:

Books:

"Operations Research: An Introduction" by Hamdy A. Taha

"Introduction to Operations Research" by Frederick S. Hillier and Gerald J. Lieberman

"Operations Research" by S.D. Sharma

Online Resources:

Entrepreneurship and Start-Up Ecosystem (42 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB5002	Entrepreneurship and Start-Up Ecosystem	2	1+0+1

Course Rationale:

This course emphasis on the skillset and the knowledge required to be an entrepreneur. It will facilitate the students in applying their knowledge to work in forming their own enterprise. This course will expose students to gain knowledge regarding the start-up ecosystem and will familiarize the students regarding the procedure to apply and to register in Start-Up Odisha and Start-Up India.

Course Objective:

- To create an environment to understand the Start-Up Ecosystem
- To develop and hone the Entrepreneurial Skill Set in Students for Enterprise Start-up
- To motivate Students to Create their own Entrepreneurial Venture
- To explain the advantages of registering in Start- Up Odisha and Start-Up India
- To Sensitize the students to understand entrepreneurship as a career and skills required.

Course Outcomes

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

CO1: Understand the concept of entrepreneurship and its importance in the economy.

CO2: Gain knowledge of the start-up ecosystem, key players, and government policies.

CO3: Develop skills to identify business opportunities and conduct feasibility studies.

CO4: Understand the process of starting and scaling a start-up, including funding sources, legal requirements, and market strategies.

CO5: Analyse the challenges and risks involved in entrepreneurship and how to manage them effectively and explore case studies of successful Indian start-ups to understand best practices.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3					2		2			3	3	3
CO2	3	3	3					2		2			3	3	3
CO3	3	3	3					2		2			3	3	3

CO4	3	3	3					2		2			3	3	3
CO5	3	3	3					2		2			3	3	3

*High-3, Medium-2, Low-1

Course Syllabus

Module: I

Start-up Environment: Definition and characteristics of start-ups, Types of start-ups (Social, impact based, rural start-ups), Start-up India policy, Start-up Odisha policy, Knowledge of Key Accelerators, Incubators and Mentors in India, Understanding their role and advantages and disadvantages.

Module: II

Entrepreneurship: Concept of entrepreneurship and intrapreneurship, Types of Entrepreneurs, Nature and Importance, Entrepreneurial Traits and Skills, Entrepreneurship as a career, Identification of opportunity and converting idea to reality, Role of family, Society, EDIs. Sickness of Small-Scale Industries, Causes and symptoms of sickness, cures of sickness, Role of Banks and Governments in reviving industries.

Module: III

Entrepreneurial Skill Set and Motivation: Motivational Factors, Different Types of Skill Set needed for an Entrepreneur, Existing Skills vs Acquired Skills. Soft Skills, Leadership Skills, Communication Skills

Books Recommended:

1. Entrepreneurship Development and Management, Vasant Desai, HPH
2. Entrepreneurship Management, Bholanath Dutta, Excel Books
3. Entrepreneurial Development, Sangeeta Sharma, PHI
4. Entrepreneurship Development by Khanka

Value Added Courses – Compulsory

Environmental Science (70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUTM1674	Environmental Science	4	3+0+1

Introduction

The National Education Policy (NEP) 2020 underlines the importance of making environmental education an integral part of curricula and encouraging environmental awareness and sensitivity

towards its conservation and sustainable development. Environment Education, therefore, needs to include areas such as climate change, pollution, waste management, sanitation, conservation of biological diversity, management of biological resources and biodiversity, forest and wildlife conservation, and sustainable development.

Course Objectives

- To understand the relationship among human being, natural resource and environment on the historical perspectives.
- To orient students towards the principles of sustainable development goals and train them for conserving Biodiversity and maintaining Ecosystem balance.
- To analyze environmental issues and problems critically, and develop strategic environmental management policies and practices.

Course Outcome

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

CO1: Explain the historical perspectives of human, natural resource and environment interactions.

CO2: Identify, classify, evaluate and prospect the natural resources integrated with Sustainable Development Goals.

CO3: Analyze issues and concerns of Biodiversity conservation and Ecosystem services at local, regional and global scales.

CO4: Demonstrate their environmental management competency to combat pollution, waste generation and climate change.

CO5: Conduct independent project works and address current environmental challenges complying with Environmental agreements, treaties, acts and laws.

Course Outcome to Program Outcome Mapping:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	2	3	2	1	1	1	3	1	2
CO2	3	3	3	3	3	3	2	3	3	3	1	3
CO3	3	3	3	3	3	2	2	2	3	3	2	3
CO4	3	3	3	3	3	3	3	3	3	3	1	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

*High-3, Medium-2, Low-1

Course Syllabus

Module-1: Human and Environment

Introduction to Human and the Environment: Overview of human-environment interactions throughout history; Importance of mastery of fire, the origin of agriculture, and the emergence of city-states;

Discussion on the impact of ancient civilisations on the environment. Emergence of Environmentalism: Anthropocentric and eco-centric perspectives; Study of significant thinkers and their contributions to environmental philosophy; Environmental movements, Analysis of critical events such as the UN Conference on Human Environment 1972.

Module-2: Natural Resources and Sustainable Development

Understanding Natural Resources: Definition and classification of natural resources; Renewable and Non-renewable, Biotic and abiotic resources, Forest, Grasslands, Wildlife, Water, Mineral, Food, Land, Energy; Introduction to sustainable development: Sustainable Development Goals (SDGs), targets and indicators; Discussion on challenges and strategies for achieving sustainability. World commission on Environment and Development.

Module-3: Conservation of Biodiversity and Ecosystem

Levels and types of Biodiversity, Biodiversity in India and the world, Biodiversity Hotspots, Land Use and Loss of Biodiversity: deforestation, urbanisation, desertification; trends in biodiversity loss; Case studies on the impact of human activities on biodiversity hotspots. Conservation of Biodiversity and Ecosystems: Understanding biodiversity and its distribution; Discussion on major ecosystem types: forests, grasslands, agriculture, coastal and marine and their characteristics; Ecosystem services: Classification and significance; Exploration of threats to biodiversity and ecosystems; in-situ and ex-situ conservation, protected areas, traditional knowledge, sacred groves, community based conservation.

Module-4: Environmental Pollution and Management

Pollution and its impact; Overview of pollution: air, water, soil, noise, solid waste, hazardous waste; Discussion on transboundary pollution and its consequences; Understanding environmental issues at micro, meso, synoptic, and planetary scales; Case studies highlighting the adverse effects of pollution on human health and ecosystems. Addressing Environmental Pollution and Health: Strategies for pollution control and management; Examination of air, water, soil, and noise pollution and their health impacts; Introduction to waste management practices and their significance. Introduction to environmental management systems such as ISO 14001 and the role of organizations like UNEP and IPCC in global environmental governance; Case studies on the implementation of environmental policies and regulations in different contexts.

Module-5: Environmental Policies and Practices

Introduction to environmental laws and regulation: Constitutional provisions - Article 48A, Article 51A(g) and other derived environmental rights; Introduction to environmental legislations on the forest, wildlife and pollution control: The Wild Life (Protection) Act, 1972; The Water (Prevention and Control of Pollution) Act, 1974; The Forest (Conservation) Act, 1980; The Air (Prevention and Control of Pollution) Act, 1981; The Environment (Protection) Act, 1986; The Biological Diversity Act, 2002; Noise Pollution (Regulation and Control) Rules, 2000; National Green Tribunal; Climate Change policies, Greenhouse gas emissions and their impact on global climate; Climate change mitigation measures and practices: UNFCCC, Concept of NET ZERO. Environmental Treaties: Major international environmental agreements, conventions and their significance: CBD, CITES, UNCCD, Analysis of India's status and commitments under these agreements.

SUGGESTED READINGS

- Rajagopalan, R. (2011). Environmental Studies: From Crisis to Cure. India: Oxford University Press.
- Sinha, N. (2020) Wild and Wilful. Harper Collins, India.

- Krishnamurthy, K.V. (2003) Textbook of Biodiversity, Science Publishers, Plymouth, UK.
- Kanchi Kohli and Manju Menon (2021). Development of Environment Laws in India, Cambridge University Press.
- Ministry of Environment, Forest and Climate Change (2019). A Handbook on International Environment Conventions & Programmes. <https://moef.gov.in/wp-content/uploads/2020/02/convention-V-16-CURVE-web.pdf>
- Headrick, Daniel R. (2020). Humans versus Nature- A Global Environmental History, Oxford University Press.
- Chiras, D. D and Reganold, J. P. (2010). Natural Resource Conservation: Management for a Sustainable Future. 10th edition, Upper Saddle River, N. J. Benjamin/Cummins/Pearson.
- Harper, Charles L. (2017). Environment and Society, Human Perspectives on Environmental Issues 6th Edition. Routledge.
- Jackson, A. R., & Jackson, J. M. (2000). Environmental Science: The Natural Environment and Human Impact. Pearson Education.
- Pittock, Barrie (2009) Climate Change: The Science, Impacts and Solutions. 2nd Edition. Routledge.

Gender, Human Rights and Ethics (63 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUVA4060	Gender, Human Rights and Ethics	3	3-0-0

Course Objectives:

This course is about gender, human rights, and ethics in which the student will be sensitized and exposed to related issues in the context of business and organizations in India. The specific objectives are:

- To develop an understanding of gender, human rights, and ethics in an unequal society like India
- Sensitization of how gender, human rights, and ethics are significant in organizations.
- Integrating concerns related to gender, human rights, and ethics in organizations.

Course Outcomes:

CO1: Students will analyse the differences between sex and gender, the social construction of gender, and its outcomes, including gender roles, labour division, and power hierarchies.

CO2: Students will evaluate gender implications in workplace practices, management, and leadership

CO3: Will gain an understanding of human rights concepts, types, and their relevance in organizations. They will explore international human rights laws, the Universal Declaration of Human Rights, and organizational challenges related to social discrimination and inequality.

CO4: Develop knowledge of Indian and Western ethical systems, including utilitarianism, duty ethics, virtue ethics, and ethical relativism.

CO5: Investigate the persistence of social discrimination, efforts to address past violations, and the ongoing struggle for justice and accountability.

Course Outcome to Program Outcome Mapping:

CO/PO	PO-01	PO-02	PO-03	PO-04	PO-05	PO-06	PO-07	PO-08	PO-09	PO-10	PO-11	PO-12
CO1	3	3	2	2	2	3	2	1	2	3	1	2
CO2	3	3	2	2	2	3	3	2	2	2	1	2
CO3	3	3	2	3	2	3	2	1	2	3	2	2
CO4	3	2	2	3	2	3	1	1	2	1	2	2
CO5	3	3	2	3	2	3	2	2	2	2	1	2

Course Contents:

Module: I

Difference between sex and gender; social construction of gender and its outcomes in the form of behavior, roles, gender based division of labour, hierarchy; gender relations. Gender issues in organisations - significance of relations between structures, practices, context, interactions, and power for construction of gender at organisational level Gender implications at workplace, management and leadership, Laws and Acts Comparing different types of organisations; how to create a gender sensitive organisation.

Module: II

Introduction to human rights, Meaning and Definition, Types Human Rights Law: Protection, violation and the legal framework for their protection - International Human Rights Law, Universal Declaration of Human Rights Conflicts of Rights and its Significance to Organisations: Challenges of the past and challenges for the future. Persistence of social discrimination and inequality; efforts in the search for justice for past violations, continued struggle for human rights and accountability in an organisational context.

Module: III

Introduction to and study of ethics; Indian and Western ethics. Different ethical systems and perspectives; ethical relativism and its implications, utilitarianism, duty ethics and virtue ethics in organisations. Critique of various ethical positions and develop their own position in an organizational context.

References

- “Why Gender is a Development Issue”, Handout 4, Oxfam Gender Training Manual (1994)
- Freedman, Jane. (2002), “Introduction: Feminism or Feminisms?” in *Feminism*, Viva Books, N. Delhi.
- Chafetz, J.S. (1990), “The Coercive Bases of Gender Inequality”, in *Gender Equity: An Integrated Theory of Stability and Change*, Sage.

Indian Society and Culture

Course Code	Course Title	Credits	Type (T+P+Pj)
CUTM1187	Indian Society and Culture	2	1+0+1

Course Rationale:

The purpose of this course is to expose students of Technology and Management to different aspects of Indian society and culture.

Course Objectives:

Students will develop

- An understanding of societal and cultural dimensions of the dynamic nature of society and the environment in which they will live and work as scientists' engineers, entrepreneurs, or managers.
- More specifically, they will appreciate how societal and cultural issues interface with technology, science and business in the context of overall development of the country.

Course Outcomes:

CO1: Gain insights into the roots of Indian society, its rural and urban social structures, and the functioning of social institutions. They will analyze issues related to caste, tribes, Dalits, and other excluded groups, along with the dynamics of power and conflicts.

CO2: Develop a basic understanding of Indian culture, including languages, literature, and cultural change. They will examine the impacts of cultural evolution on Indian society and its diverse communities.

CO3: Understand key social movements such as tribal, women, and environmental movements. They will also explore the contributions of reformers and nation-builders, such as Rammohan Roy, Jyotirao Phule, M.K. Gandhi, B.R. Ambedkar, and others, in shaping modern India.

CO4: Analyze pressing social issues in modern India, including poverty, unemployment, migration, environment and climate, gender disparities in development, the plight of slums and the informal sector, and challenges faced by children and women. Role of technology in social development.

Course Outcome to Program Outcome Mapping:

CO/PO	PO-01	PO-02	PO-03	PO-04	PO-05	PO-06	PO-07	PO-08	PO-09	PO-10	PO-11	PO-12
CO1	3	3	2	3	2	3	2	1	2	3	1	2
CO2	3	2	2	2	2	2	1	1	2	3	1	2
CO3	3	3	2	3	2	3	2	1	2	3	1	2
CO4	3	3	2	3	3	3	2	2	2	2	1	2

***High-3, Medium-2, Low-1**

Course Contents:**Module: I**

Introduction to Indian Society: Indian Society - Roots of Indian Society; Social Structure- Rural and Urban Contexts; Social Institutions in Indian Society; Scheduled Caste, and Scheduled Tribe and other excluded groups; Power and Conflicts.

Module: II

Introduction to Culture in Indian Society: Basic understanding of culture in India; Languages and Literature in India; Culture Change and its Impact on Indian Society.

Module: III

Social Movements and Nation Building: Social Movements-tribal, women and environment; Rammohan Roy-Social reform and modernism; Jyotirao Phule-Caste and education; M. K. Gandhi-Non-violence and rural upliftment; B. R. Ambedkar-Caste abolition, Constitution; Rabindranath Tagore-Cultural nationalism.

Module: IV

Social Issues in Modern India and Role of Technology to Address Those Issues: Poverty-multidimensional aspects; Gender, Unemployment, Migration, Environment and Climate, Slums and Informal sector. Role of technology in the socio-economic development of modern India.

Book Reference:

- "Indian Society" by Ram Ahuja
- "Culture and Society in India" by A. L. Basham
- "Social Movements in India" by Ghanshyam Shah
- "Poverty and Un-British Rule in India" by Dadabhai Naoroji

Climate Change and Sustainability (63 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUVA4056	Climate Change and Sustainability	3	2+0+1

Course Rationale:

This course will develop an understanding about climate change in general, responses and debates. It will create awareness about the impact of climate change on organisations in performance, growth and sustainability.

Course Objectives:

- To develop an understanding about climate change in general, responses and debates
- To create awareness about the impact of climate change on organisations in performance, growth and sustainability

- To facilitate in developing reference points to factor in aspects of climate change in organizational planning and development
- To develop an understanding of technology, climate, sustainable development, SDGs and their relevance for sustainability of organisations
- To comprehend the application of the Integrated Reporting Framework for Sustainability in business.

Course Outcomes:

CO1: Develop foundational knowledge of climate change, its impacts on various sectors such as agriculture, forestry, transportation, energy, and manufacturing, and its broader implications, including migration, disasters, and pandemics.

CO2: Evaluate the sustainability challenges and opportunities presented by climate change for business organizations.

CO3: Examine the concept of sustainable development, including debates around it and the importance of SDGs.

CO4: Gain knowledge of the regulatory environment, international policies, and frameworks such as Integrated Reporting for Sustainability.

CO5: Explore sustainable production and consumption practices, the role of technology in sustainability, and strategic communication and marketing for promoting sustainability.

Course Outcome to Program Outcome Mapping:

CO/PO	PO-01	PO-02	PO-03	PO-04	PO-05	PO-06	PO-07	PO-08	PO-09	PO-10	PO-11	PO-12
CO1	3	3	2	3	2	3	2	1	2	3	1	3
CO2	3	3	2	2	3	3	2	2	3	2	1	3
CO3	3	3	2	3	3	3	1	2	2	3	1	3
CO4	3	2	2	3	2	3	1	2	2	2	2	3
CO5	3	3	2	3	3	3	2	2	2	3	2	3

*High-3, Medium-2, Low-1

Course Contents:

Module: I

Basics of climate change; impacts on various sectors; responses and mitigation efforts by the state and non-state agencies; debates and critiques, Sectoral implications of climate change: Agriculture and Forestry; Transportation; Buildings; Energy; Industry and Manufacturing, Climate change: specific impacts (Migration, Disasters and Pandemics), Mitigation and adaptation keeping the sustainability of business organisations

Module: II

Sustainable development, debates, SDGs, challenges and opportunities; Corporate Social Responsibility (CSR) and ESG frameworks; Green innovation and circular economy models;

Integrated Reporting Framework for Sustainability; Production and consumption; Public-private partnerships in climate action; Climate tech startups and green entrepreneurship.

Module: III

Technology for climate action: Digital technologies in climate mitigation and adaptation-SDG dashboard (<http://worldbank.sdgsdashboard.org/home>; <https://sdgindiaindex.niti.gov.in/#/>), NITI Aayog (<https://iced.niti.gov.in/>), TERI (<https://www.teriin.org/documents>), IMD (<https://mausam.imd.gov.in/>); Remote sensing and GIS for environmental monitoring; Clean and renewable energy innovations: Solar, wind, bioenergy.

Book Recommended

1. "Environmental and Social Impact Assessment" by M. P. Sharma
2. "Climate Change and India: A 4x4 Assessment" by R. S. P. Singh, I. S. Awasthi, and S. K. Sharma
3. "India's Climate Change Strategy" by Kirit S. Parikh
4. "Climate Change, Sustainable Development and Human Security" by M. J. Khan
5. "Sustainable Development: Indian Context" by R. P. Mishra
6. "Corporate Social Responsibility in India" by D. P. Goyal
7. "Environmental Sustainability: A Challenge to Indian Business" by R. K. Gupta

ABILITY ENHANCEMENT COMPULSORY COURSE

Job Readiness-I

Course Code	Course Title	Credits	Type (T+P+Pj)
CUTM0001	Job Readiness-I	2	0+2+0

Job Readiness-I, i.e., Centurion English Language Testing System (CELTS) aims to advance English language proficiency and communication skills among learners. The course equips learners to excel in career communication by combining innovative pedagogy, digital tools and context-specific content.

The course aims to:

1. Develop proficiency in effective communication across professional contexts.
2. Build the ability to deliver well-structured, audience-focused presentations and pitches that highlight unique differentiators.
3. Enhance learners' confidence and clarity in expressing ideas with fluency and coherence in formal and informal situations.

Course Outcomes

By the end of the course, learners will be able to:

CO1: Demonstrate clear, confident and fluent oral communication in formal and informal settings.

CO2: Deliver well-structured and audience-focused presentations and pitches that highlight unique differentiators.

CO3: Apply strategies of active and responsive listening to comprehend, analyze and respond appropriately.

CO4: Adapt language, style and etiquette for professional communication.

CO5: Apply listening and speaking skills effectively in discussions, interviews and presentations

MODULES

Module 1: Basic Communication Skills (24hrs.)

Self-introduction (formal/informal), Introducing others; Describing people, places and objects; Product explanation and professional descriptions; JAM (Just-a-Minute); Storytelling; Topic discussion and expressing opinions with reasoning. Practice Activities: Making video profiles, role plays, JAM, storytelling

Module 2: Speaking and Presentation Skills (20hrs.)

Oral presentation skills – structure, delivery audience engagement; Communication etiquette and small talk; speaking and pitching with unique differentiators; Creating video profiles for professional branding; Practice Activities: CELTS Speaking; video presentations on skill/competency/department/school/university/unit and project with unique differentiators.

Module 3: Listening to Speak (16hrs.)

Active and responsive listening strategies, Barriers to effective listening and how to overcome them, listening to comprehend, listening for specific information vs. general understanding, Listening-to-speak (note-taking & summarizing); CELTS listening tasks and collaborative discussion practice. Practice Activities: Audio/video comprehension (e.g., TED/Josh Talks), reflective listening drills, CELTS mock tests, group reflection and discussion.

Recommended Books

Cullen, French and Jakeman, Cambridge English, The Official Cambridge Guide to IELTS, Cambridge University Press, 2014.

Seely J, 2013, Oxford Guide to Effective Writing and Speaking. Oxford University Press.

Bovee, C. L., Thill, J. V., & Raina, R. L. (2016). *Business Communication Today*. Pearson India.

Raman, M., & Singh, P. (Year). *Business Communication*. Oxford University Press.

Online References

<https://www.duolingo.com/>

<https://elsaspeak.com>

Book: <http://<https://ieltspracticeonline.com/download-all-cambridge-ielts-books-pdfaudio-1-14/>>

Job Readiness-II

Course Code	Course Title	Credits	Type (T+P+Pj)
CUTM0002	Job Readiness-II	2	0+2+0

The Job-Readiness-II Course equips learners with essential aptitude, reasoning abilities and English communication skills to excel in competitive exams and placement drives. Covering quantitative problem-solving, verbal reasoning and English communication, the course blends theory with practice on MyPerfectice where a student has to achieve Level 4 and qualify the placement readiness test.

1. To strengthen quantitative and logical reasoning abilities for problem-solving
2. To develop accuracy in grammar, vocabulary and verbal reasoning for effective participation in assessments and competitive exams.
3. To achieve English language proficiency for career success.

By the end of the course, learners will be able to:

CO1: Apply quantitative aptitude and logical reasoning skills to solve problems accurately in academic, placement, and workplace contexts.

CO2: Demonstrate proficiency in verbal reasoning and analytical thinking to interpret, analyze and solve complex reasoning tasks.

CO3: Achieve accuracy in grammar, vocabulary, and verbal skills to communicate effectively in assessments, competitive exams, and professional scenarios.

CO4: Develop reading comprehension and writing abilities, including coherent and structured expression, CV writing, and CELTS writing tasks.

CO5: Integrate aptitude, reasoning and communication skills for career success.

MODULES

Module 1: Quantitative Aptitude

Basic Arithmetic: Calculation Techniques, Number System, HCF and LCM; Arithmetic: Percentage, Ratio and Proportion, Profit and loss (Discount), Time and Work (Pipe & Cistern), Simple interest and Compound interest, Time Speed and Distance (Problems on trains, Boat & Stream), Mixture and Allegation; Advanced Arithmetic: Linear and Quadratic equation, Permutation and Combination, Data Interpretation, Probability & Statistics

Module 2: Reasoning

Verbal Reasoning: Series, Coding & Decoding, Clock & Calendar, Direction & Blood Relation, Order & Ranking, Sitting arrangement, Puzzles; Non-Verbal Reasoning: Completion of series, Completion of figures, counting of figures, Cubes & Dices, Paper Folding & Cutting; Analytical Reasoning: Gamified assessment, Syllogism, Statement & Conclusion, Statement & Arguments, Cause and effect, Course of action.

Module 3: Communication and Verbal Ability

Reading Comprehension: Reading strategies-skimming, scanning, identifying main ideas, Supporting details, tone, purpose, contextual understanding, Sentence/paragraph completion, matching headings, sequencing ideas; Reading comprehension passages; Writing and Expression-Sentence structure & paragraph writing; coherence and cohesion; CELTS Writing, CV writing; Grammar, Vocabulary & Verbal Skills-Articles, prepositions, subject-verb agreement, tenses, Sentence correction, error spotting, punctuation; Synonyms, antonyms; one-word substitutions; word formation; Idioms, phrases, contextual vocabulary, cloze tests; Verbal analogies, jumbled sentences/paragraphs. Practice – Newspaper Reading, MCQs, inference, cloze passages, mock CELTS reading; Mock CELTS writing, CV Writing.

References

- Wren, P.C., & Martin, H. (2015). High School English Grammar and Composition (Multicolour Edition). S. Chand Publishing. ISBN: 9789352530083.
- Lewis, N. (2014). Word Power Made Easy: The Complete Handbook for Building a Superior Vocabulary. Penguin Random House. ISBN: 9781101873854.
- Murphy, R. (2014). Essential English Grammar (4th Edition). Cambridge University Press. ISBN: 9788175960299.
- Tyra, M. (2009). Magical Book on Quicker Maths. BSC Publishing. ISBN: 9788190458927.
- Verma, R. (2018). Fast Track Objective Arithmetic. Arihant Publications India Ltd. ISBN: 9789312149836.

Online References

<https://www.duolingo.com/>

<https://www.indiabix.com/aptitude/questions-and-answers/>

<https://www.geeksforgeeks.org/aptitude/aptitude-questions-and-answers/>

<https://prepinsta.com/learn-aptitude/>

Practice Platform

MyPerfectice

Job Readiness-III

Course Code	Course Title	Credits	Type (T+P+Pj)
CUTM0003	Job Readiness-III	2	0+2+0

The Placement Training (CV, GD & PI) course is designed to prepare students for success in campus recruitment and professional hiring processes. It focuses on three critical areas of employability: performing effectively in group discussions (GD, crafting an impactful curriculum vitae (CV)) and excelling in personal interviews (PI). Through a blend of instructor-led sessions, hands-on practice, peer reviews, and AI-driven feedback from platforms like Yoodli and Skillora, students will gain practical exposure to real-world recruitment scenarios. The course emphasizes both verbal and non-verbal communication, critical thinking, teamwork and personal presentation skills. By the end of the program, learners will have the confidence, clarity and strategic approach needed to stand out in competitive placement processes and build a strong professional presence.

Course Objectives

The objectives of the course are

1. To equip learners with industry-relevant competencies in CV writing, group discussion and personal interview techniques for enhanced employability.
2. To enable participants to self-assess and enhance their communication skills through structured practice and AI-based feedback tools.
3. To build confidence, clarity and a logical structure in presenting ideas effectively with unique differentiators

Course Outcomes:

After completion of the course students will be able to:

CO1: Present profile with unique differentiators

CO2: Prepare professional CVs and cover letters that showcase relevant skills and achievements.

CO3: Participate effectively in group discussions with clarity and confidence.

CO4: Assess and improve communication and interview skills using AI feedback and peer evaluation.

CO5: Present ideas confidently and clearly in interviews and professional settings.

MODULES

Module 1: Group Discussion

This module aims to equip students with the ability to participate effectively in group discussions by understanding formats, developing content and applying strategies for impactful communication.

Group Discussion Basics, Components of GD, Types of GD, Do's & Don'ts, Elements of a successful GD, GD FAQs. Practice: Zoom breakout rooms

Module 2: CV Writing and Cover

This module equips students with the skills to create professional, industry-ready CVs that effectively present their qualifications, skills and achievements.

Purpose and importance of CV & cover letter, Key CV sections: personal information, career objective, education, experience, projects, internships, skills, competencies, certifications, achievements, interests; cover letter parts: introduction, body, conclusion, CV formats: chronological, functional, combination, Tailoring to specific job applications, proofreading and editing. Practice: Design a CV with a cover with unique differentiators on Enhancv/Overleaf

Module 3: Personal Interview (PI)

To prepare students to confidently face different types of personal interviews by developing strong verbal and non-verbal communication skills, applying structured answering techniques and utilizing AI-based feedback tools to enhance overall interview performance.

Introduction to personal interviews and types, Preparation strategies and company research, Common HR questions and structured answering, Technical/domain-specific questions, Non-verbal communication skills. Practice: Mock interviews with AI feedback (Yoodli, Skillora)

Books

Seely J, 2013, Oxford Guide to Effective Writing and Speaking. Oxford University Press.

Bovee, C. L., Thill, J. V., & Raina, R. L. (2016). *Business Communication Today*. Pearson India.

Raman, M., & Singh, P. (Year). *Business Communication*. Oxford University Press.
 McGrath, E. H. S. J. (2015). *Basic Managerial Skills for All* (9th ed.). PHI Learning.

References

- <https://yoodli.ai/>
- <https://skillora.ai/>
- <https://enhancv.com/>
- <https://www.overleaf.com/gallery/tagged/cv>

Foreign Language (42 Hours)		
Code-	(From NPTEL)	Credit- 1+1+0

Creative Writing (56 hours)

Course Code	Course Title			Credits	Type (T+P+P)
CUBB1027	Creative Writing			2	0+2+0

Course Objectives:

- To enhance their ability to write with clarity, voice, and style, and experimenting with different forms of creative writing, including fiction, poetry, and creative non-fiction.
- To gain a deep understanding of essential literary elements such as character development, plot structure, setting, theme, tone, and dialogue, and how to effectively incorporate these elements into their writing.
- To produce a portfolio of original creative work, showcasing a range of pieces that reflect the skills and techniques learned throughout the course.

Course Outcomes:

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

CO1: To develop creative writing skills.

CO2: To apply management concepts to creative writing.

CO3: To enhance critical thinking and problem solving.

CO4: To improve communication, confidence and self-expression.

CO5: To foster reflective practice and personal development.

Course Outcome to Program Outcome Mapping:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	3	1	2	1	2	2	2	2	2	1
CO2	3	2	2	2	3	1	2	3	2	1	2	1
CO3	2	3	2	2	2	1	2	2	2	1	1	1
CO4	1	2	3	1	1	1	3	1	2	2	2	1
CO5	2	2	2	2	2	2	1	1	3	2	1	1

*High-3, Medium-2, Low-

Course Syllabus:

Module I:

Practice: (14 hours)

TASK 1: Writing basic paragraphs.

TASK 2: Creating outlines for topic-based writing.

TASK 3: Paragraph arrangement for cohesive writing skills enhancement.

TASK 4: Analysis of various newspaper articles inclusive of editorials.

TASK 5: Solving intermediate standard of English grammar for accuracy.

TASK 6: Crafting formal letters and e-mail.

TASK 7: Writing reports and enquiry letters.

Module II:

Practice: (14 hours)

TASK 1: Detailed study of each of the style of writing mentioned.

TASK 2: Writing and creating potential business scenarios.

TASK 3: Crafting a revolutionary business model.

TASK 4: Crafting writings on leadership challenges or triumphs.

TASK 5: Crafting stories of eminent entrepreneurs.

TASK 6: Crafting persuasive pitch for any product or service.

TASK 7: Crafting a creative essay on management topics.

Module III:

Practice: (14 hours)

TASK 1: Analysis of mind-mapping and brainstorming in writing.

TASK 2: Character development of a manager or leader.

TASK 3: Story writing inspired by random business terms.

TASK 4: Reflection on management related goal.

TASK 5: Script writing for management training videos.

TASK 6: Article writing on management topics.

TASK 7: Analysis of writings of eminent management writers.

Module IV:

Practice: (14 hours)

TASK 1: Writing about personal leadership experience.

TASK 2: Crafting narratives about future career goals.

TASK 3: Analysis of core values and their relation to management.

TASK 4: Writing on a significant mentorship experience.

TASK 5: Creating a personal development plan and narrative.

TASK 6: Writing scenarios illustrating effective communication.

TASK 7: Blog writing on management topics.

Reference Books:

“The Business Writer's Handbook” by Gerald J. Alred et al. (2018)

“Narrative and Storytelling in Business” by John Seely Brown et al. (2004)

“On Writing” by Stephen King (2010)

“The Five Most Important Questions You Will Ever Ask About Your Organization” by Peter Drucker (2006)

Dining Etiquette (56 hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1028	Dinning Etiquette	2	0+2+0

Course Objectives:

- To understand the importance of dining etiquette in professional and social settings
- To develop confidence and professionalism during formal dining experiences.
- To practice proper table manners, conversation skills, and cultural dining awareness

Course Outcomes:

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

CO1: Demonstrate knowledge of basic dining etiquette, including table settings, use of utensils, and appropriate behavior in various dining scenarios.

CO2: Apply culturally appropriate dining practices in diverse social and professional settings.

CO3: Develop effective communication and interpersonal skills to create a positive impression during formal and informal dining events.

CO4: Evaluate dining situations to identify and adapt to the nuances of global dining protocols and customs.

CO5: Exhibit confidence and professionalism while hosting and attending formal dining engagements.

Course Outcome to Program Outcome Mapping:

the specified scale: High (3), Medium (2), Low (1).

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	1	1	2	2	1	2	2	1	1
CO2	2	2	2	1	2	3	2	1	2	3	1	1
CO3	1	2	3	2	2	2	3	1	2	2	2	1
CO4	3	3	2	3	2	2	2	1	2	3	1	2
CO5	2	2	3	2	2	3	3	2	3	3	2	1

*High-3, Medium-2, Low-1

Course Syllabus:

Module 1: Pre-Meal Etiquette (14 hours)

Practice

Punctuality and Time Management

Dress Code and Personal Grooming

Greetings and Introductions

Business Card Etiquette

Module 2: Table Manners (14 hours)

Practice

Table Settings and Utensil Usage

Napkin Etiquette and Hand Hygiene

Eating and Drinking Etiquette

Conversation and Interaction

Module 3: Cultural Considerations (14 hours)

Practice

Researching Host Culture and Customs

Dietary Restrictions and Preferences

Gift-Giving Etiquette

Global Dining Etiquette Variations

Module 4: Business Dining Dos and Don'ts (14 hours)

Practice

Pre-Meal Preparation

Engaging in Meaningful Conversations

Respect for Hosts and Colleagues

Post-Meal Follow-up

Recommended Resources:

1. Books: "The Art of Professional Dining" by Pamela Eyring
2. Articles: Harvard Business Review, Forbes, Entrepreneur
3. Videos: TED Talks, YouTube Etiquette Channels
4. Online Courses: Coursera, LinkedIn Learning

Summer Internship (AEEC-SEC) (112 Hours)

Code: CUTM1224

Credit:0+0+4

Course Code	Course Title	Credits	Type (T+P+Pj)
CUTM1224	Summer Internship	4	0+0+4

Multi-Disciplinary Courses

Marketing Courses

Brand Management & Consumer Behaviour (70 hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB3012	Brand Management & Consumer Behaviour	4	3+0+1

Course Objectives:

- To provide the learners cutting edge knowledge on key concepts of brand management and their implications in formulating branding strategies.
- To enable the learners to understand major factors underlying consumer behaviour and develop the ability to efficiently predict consumers' response to marketing actions.
- To build the learners capacity to formulate and implement brand management strategies in the context of consumer's behaviour.

Course Outcomes:

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

CO1: examine and implement key brand concepts in the context of real-life consumers, business products and services operating in various markets and in the digital space.

CO2: formulate effective branding strategies and interpret brand audits.

CO3: enumerate, explain and apply the concepts of consumer behaviour to real world strategic marketing management decision making.

CO4: comprehend, discuss and elaborate the changing consumer and organizational buying behaviour and their implications in marketing decisions.

CO5: implement branding strategies in the context of consumer's behaviour.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2		2		2	1		3	2	2	3	3	2	
CO2	2	3		3		3	1		2	3	3	2	2	3	
CO3	3	2		2		2	1		3	2	2	3	3	2	
CO4	2	3		3		3	1		2	3	3	2	2	3	
CO5	3	2		2		2	1		3	2	2	3	3	2	

*High-3, Medium-2, Low-1

Course Syllabus:

Module 1: Concepts of Brand (07 hours)

Theory

Brand Elements, Products vs. Brands, Branding Challenges and Opportunities, Strategic Brand Management Process,

Brand Architecture, Designing and Implementing Brand Architecture Strategies,

Brand Identity & Brand Image, Brand Awareness & Brand Equity

Practice (14 Hours)

Thrust Area for Practice Session 01 & 04 : Core Concepts of Branding

Thrust Area for Practice Session 02 & 5 : Strategic Brand Management Process

Thrust Area for Practice Session 03 & 6 : Brand Architectural System

Module 2: Brand Strategy and Brand Evaluation (07 hours)

Theory

Designing and Implementing Brand Marketing Programs, Role of Integrated Marketing Communications,

Leveraging Secondary Brand Associations, Measuring and Interpreting Brand Performance, Managing Brands Over Time, Managing Brands Over Geographic Boundaries and Market Segments.

Practice (14 Hours)

Thrust Area for Practice Session 07 & 10 : IMC

Thrust Area for Practice Session 08 & 11 : Market Segmentation

Thrust Area for Practice Session 09 & 12 : Managing Brand Equity

Module 3: Introduction to Consumer Behaviour (07 hours)

Theory

Individual Determinants of Consumer Behaviour including Motivation, Personality, Perception, Learning, Attitude, Reference Group, Family, Social Class, Culture, etc.,

Practice (14 Hours)

Thrust Area for Practice Session 13 & 16 : Determinants of Consumer Behaviour

Thrust Area for Practice Session 14 & 17 : Perceptual Impact on Consumer Behaviour

Thrust Area for Practice Session 15 & 18: Salesmanship

Module 4: Consumer Decision Making Process (07 hours)

Theory

Problem Recognition, Search & Evaluation, Purchasing Process, Post-purchase Evaluation & Behaviour, Consumer Decision Models

Practice (14 Hours)

Thrust Area for Practice Session 19 & 21 : Case Analysis

Thrust Area for Practice Session 20 & 22 : Case Analysis

Sales and Distribution Management (70 hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1023	Sales and Distribution Management	4	3+0+1

Course Objectives:

- To develop an understanding of concepts, which are helpful in designing sound programs for organizing and managing the sales force and enhance their productivity
- To give practice of winning salesmanship
- To give insight into the practice of organizing and gearing up the sales force to maximize sales
- To explain how to design, develop and manage a distribution channel that delivers business goals
- To expose the learner to the function of modern distribution/fulfilment centres and the practice of omni channels

Course Outcomes:

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

CO1: Plan and implement an effective sales strategy for their organizations

CO2: Develop, handle and grow key accounts

CO3: Manage and enhance the sales force productivity and performance

CO4: Apply specialized knowledge of distribution management to get the desired results from the channel participants

CO5: Review the functions of a distribution center and the design features which cater for specific types of products

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	2	2	1	1	2		1	1	3	2	2		1	2
CO2		3	3	2	1	1	2	2	2	2		1	2	2	

CO3	2			1	2	2	1			1	2	2	2	3	2
CO4	2	2	2	2	3		2	3	2	2	3	1	2		2
CO5	1	2	1		2	2	2	1	2	3	3	3	2	2	3

*High-3, Medium-2, Low-1

COURSE CONTENTS:

Module: I

Personal selling process: Objectives and Functions, Different types of sales organisations, Qualities and skills of an effective salesperson, The Selling Process, setting personal selling objectives, Formulating personal selling strategy.

Module: II

Planning and Organizing the Sales Function: Sales Planning, forecasting and budgeting, managing sales territories "as, Organizing the sales force – recruiting, training and compensating, Sales force motivation, evaluating and controlling the sales force.

Module: III

Planning and Organizing the Distribution Function: Distribution objective/strategy and different channel formats, Designing and developing the distribution channels, Managing the Channel Members – motivating, managing channel power and conflict, evaluating, Vertical Marketing system, Horizontal Marketing system

Module: IV

Logistic Management: Objectives of logistics, Logistics planning, Inventory management decisions, Transportation decisions, Supply chain Management in Online Marketing and Retailing Difference between multi-channel and omni channel,

Books for Reference:

Sales and Distribution Management, Krishna K. Havaldar, V.M. Cavale, Tata McGraw

Sales and Distribution Management, Dr.S.L.Gupta, Excel Books

Sales and distribution Management- by Tapan K Panda, Sunil Sahadev, Oxford University Press

4. Havaldar,K.K& Cavale,V.M(2007).Sales and Distribution Management:Text and Cases.New Delhi:Tata-McGraw-Hill

5. Sales Management, Tanner, Honeycutt and Erffmeyer, Pearson

Services & Financial Services Marketing (70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB3007	Services & Financial Services Marketing	4	3+0+1

Course Objectives

- To supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services with special focus on financial services.
- Problems commonly encountered in marketing services -- such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality -- will be addressed.
- To understand the financial services like banking, insurance, mutual funds, venture capitals and the digitization of financial services.
- To understand the strategies used by successful services marketers with reference financial services to overcome these difficulties will be discussed through case studies.

Course Outcomes

CO1: Explain the unique challenges of service marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.

CO2: Evaluate the roles played by employees and customers during service delivery of financial services.

CO3: Explain service blueprinting and its application across various service sectors, particularly financial services.

CO4: Design service quality measurements to build customer loyalty and evaluate the effectiveness, and efficiency of customer service offerings.

CO5: Analyze the role of financial intermediaries in emerging markets and differentiate between various financial instruments and markets.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	3	2		2	2	2	3	2			3	2	3
CO2	2	2	3	2	2	3	3		2	3			2	3	3
CO3	2	2	1	2	2	2	1	2	3	2			3	2	2
CO4	2	3	3	3	1	3	3	1	2				2	3	2
										3					
CO5	3	2	2	2		2	2	1	3	3			3	2	2

*High-3, Medium-2, Low-1

Course Syllabus

Module-1:

Marketing of Services: Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services, Classification of Services, Service Marketing Mix (Additional Dimensions in Services Marketing - People, Physical Evidence and Process), Internal Marketing of a Service - External versus Internal Orientation of Service Strategy, Service Encounter, Service Failure and Service Recovery, learning from customer feedback.

Module-II:

Delivering Quality Financial Services: Causes of Service-Quality Gaps, Key Factors and Strategies for closing all the Gaps, SERVQUAL and its application to financial services, Designing the Service – Blueprinting, Service blueprint of financial services like banking, insurance etc, Role of employees’ and customers’ in service delivery in the delivery of financial services.

Module-III:

Banking and Insurance Services:
Retail Financial Services: Retail banking, Meaning of banking business, introduction to various bank products, Selling bank products, concept of cross selling, Impact of technology on bank marketing (Internet banking, mobile banking and UPI) Insurance-Meaning, advantages various types of insurance, financial planning process, Risk management –Strategy to cover risk, introduction to IRDAI, selling of insurance plans, Banc assurance- Bank as a distribution channel for insurance services.

Module-IV:

Mutual Funds and Venture Capital:
Mutual Funds-Meaning and Types of mutual funds, advantages and disadvantages. Debt funds and types of Debt schemes, Types of equity funds /Growth funds, concept of hybrid funds, Mutual funds Vs. Other investment like gold, equity etc. Mutual Fund Structure, sales and distribution channels. Introduction to Venture Capital Funds, Structure of Venture Capital Funds, Role of Venture Capital Funds in Start-ups and MSME, Merchant Banking.

Text Books Recommended:

1. Zeithaml, Bitner, Gremler & Pandit: SERVICES MARKETING, McGraw Hill.
2. V.A.Avdhani: Marketing of Financial services, HPH.
3. P.K. Gupta: Insurance and Risk Management, HPH.

Digital Marketing & Marketing Communications (70 hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB3008	Digital Marketing & Marketing Communications	4	3+0+1

Course Objectives:

- To understand various concepts and importance of digital marketing and to visualize its various application in diverse areas of sales & marketing.

- To gain knowledge about advertisement and its application in real world
- To build the learners capacity to formulate and implement marketing communication strategies in today's digital world.

Course Outcomes:

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

CO1: examine and implement digital marketing concepts for achieving sales and marketing goals of the organization.

CO2: formulate effective digital marketing campaigns for different organizations.

CO3: enumerate, explain and apply the concepts of advertising and marketing communications for achieving sales and marketing goals of the organization.

CO4: formulate effective advertising campaigns for different organizations.

CO5: implement communication strategies in a digital world.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2		2		2	1		3	2	2	3	3	2	
CO2	2	3		3		3	1		2	3	3	2	2	3	
CO3	3	2		2		2	1		3	2	2	3	3	2	
CO4	2	3		3		3	1		2	3	3	2	2	3	
CO5	3	2		2		2	1		3	2	2	3	3	2	

*High-3, Medium-2, Low-1

Course Syllabus:

Module 1: Digital Marketing Planning and Structure Theory

Understanding traffic, leads, domains, website and flow,

Strategic design of homepage, pricing page, portfolio, gallery and contact us page and other pages, SEO,

Facebook Marketing: Designing profiles and pages, Creating facebook ads, targeting audience for facebook ads, budgeting for facebook ads.

Project

Thrust Area for Project Session: Social Media Marketing of a Production Unit at campus

Module 2: Google Adwords & Youtube Marketin

Theory

Youtube Marketing: Google pages for youtube channels, managing a youtube channel, branding watermarks, channel analytics.

Project (14 Hours)

Thrust Area for Project Session: Social Media Marketing of a Production Unit at campus

Module 3: Advertising Design

Theory

Advertising Design: Appeals, Message Strategies & Execution Framework: Advertising Design, Types of Advertising Appeals, Message Strategies, Execution Strategies,

Copywriting: Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting, guidelines, Radio Copywriting, TV Copywriting,

Project (14 Hours)

Thrust Area for Project Session: Social Media Marketing of a Production Unit at campus

Module 4: Media Planning and Strategy

Theory

Print media and Outdoor Media: Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising.

Broadcast Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium

Project

Thrust Area for Project Session: Social Media Marketing of a Production Unit at campus

Retail & E-Tail Management (70 hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB3009	Retail & E-Tail Management	4	3+0+1

Course Objectives:

- To learn the meaning of Retail, Retailing and its significance in the Indian scenario.
- To provide emphasis on Retail Market Strategy and customer service in retail.
- To facilitate the understanding towards the meaning, process and tools of e-retailing.

Course Outcomes:

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

CO1: understand the concepts and develop the knowledge of various retail formats.

CO2: explain the strategies of retail business and its applications across various formats in modern trade.

CO3: examine the changing role of intermediaries, changing nature of supply chain, payment systems and promotion in the online and offline retailing.

CO4: independently manage a retail outlet.

CO5: use digital platforms for promoting retail sales.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2		2		2	1		3	2	2	3	3	2	
CO2	2	3		3		3	1		2	3	3	2	2	3	
CO3	3	2		2		2	1		3	2	2	3	3	2	
CO4	2	3		3		3	1		2	3	3	2	2	3	
CO5	3	2		2		2	1		3	2	2	3	3	2	

*High-3, Medium-2, Low-1

Course Syllabus:

Module 1: Introduction to Retailing

Theory

Introduction to world of Retailing: its economic significance and opportunities. Various retail stores and retail formats,

Consumer behavior in retailing: Population demographic and geographic analysis, Consumer buying behavior.

Project

Thrust Area for Project Session: Retail Project in a Production Unit at campus

Module 2: Retail Market Strategy Theory

Retail Strategic planning process and situational analysis.

Merchandise Management: Merchandise planning: category management, sales forecasting, assortment planning process. Buying merchandise: branding strategies, sourcing decision, vendor development and management, Retail pricing and promotion strategies, selecting promotional mix and planning retail communication process.

Project Thrust Area for Project Session: Retail Project in a Production Unit at campus

Module 3: Retail Location and Supply Chain

Theory

Store location decisions, supply chain, retail logistics, physical distribution, inventory and warehouse management and e-logistics.

Retail Operations: POP displays, visual merchandising, store layout, customer service and application of IT in retail.

Project

Thrust Area for Project Session: Retail Project in a Production Unit at campus

Module 4: E-Tail Theory

B2C Electronic Retailing, Characteristics, Advantages, Limitations, E-Tailing Business Models, Classification of Models by Distribution Channel, Malls with Shared Services.

Social Shopping: Concept and Benefits, Social Shopping Aids Recommendations, Reviews, Ratings, and Marketplaces, Real-Time Online Shopping.

The Online versus Off-Line Competition, Click-and-Brick models, Product and Service Customization.

Project Thrust Area for Project Session: Retail Project in a Production Unit at campus

B2B Marketing (42hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB3010	B2B Marketing	2	1+0+1

Course Objectives:

- To enable the student to understand B2B marketing process
- Understand Prospecting, targeting, and segmentation in B2B context
- Challenges that companies in B2B markets face
- The concepts through well-crafted modules which include learning about business marketing environment

Course Outcomes:

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

CO1: Insights in to the dynamic nature of the business marketing environment.

CO2: Learn the basic similarities and differences between consumer-goods marketing and business marketing.

CO3: Familiarize with the critical success factors in marketing products or services to business customers.

CO4: understand the pricing, promotion, distribution strategies to face the B2B competition.

CO5: Inculcate B2B marketing in an international context, Understand and anticipate change

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	2		2	1	2	3	2			3	2	
CO2	2	3		3	2	3	1		2	3			2	3	
CO3	3	2	1	2	2	2	1	2	3				3	2	
CO4	2	3	1	3	1	3	1	1	2	1			2	3	

CO5	3	2	2	2		2	1	1	3					3	2	
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*High-3, Medium-2, Low-1

Course Syllabus:

Unit-I: (06 hours)

Theory

Conceptual differences Between B2B and Consumer Marketing, Business Market Customers, Characteristics of Business Markets, Organisational Buying Behaviour: Organisational Buying Process – EProcurement –Types of Business Goods, Business Marketing Strategy: components of business model – Value Network – Building Strategic Plan.

Practice (06 Hours)

Practice Session 1 & 2- Consumer marketing

Practice Session 3 & 4- Organizational buying & business goods

Practice Session 5 & 6- Strategic plan building

Unit-II:(08 hours)

Theory

Segmentation in B2B Markets:

Research on B2B Markets: Marketing Research Process, Analysis of Competition, Segmentation of B2B Markets: Requirements and Benefits, Segmentation Bases – Segmentation Process. B2B Market Demand Forecast, Methods of Forecasting Deman, Market Targeting, Positioning & Re-positioning.

Practice (06 Hours)

Practice Session 7 & 8- Segmentation of B2B Markets

Practice Session 9- 11- Demand Forecast Methods

Practice Session 12 & 13- Strategic plan building

Unit-III: (09 HOURS)

Theory

Product Strategy and Development

Product Strategy and Development: Product Strategy – PLC – New product Development Process – Managing the Global Products. Building Brands for B2B Products – Steps – Managing Services for Business Markets – Challenges in Business Service Marketing – Dimensions of Service Quality.

Practice (04 Hours)

Practice Session 7 & 8-PLC

Practice Session 9 & 10- Service Quality

Unit-IV:(10 hours)

Theory

Pricing and Distribution Channels in B2B Marketing: Pricing In B2B Marketing: Pricing Process – Competitive Bidding – Pricing of New Products – Pricing Methods – Pricing Strategy – B2B Advertising – Managing B2B Advertising – Sales Promotion – Digital Marketing. Personal Selling – Sales Force Administration.

Distribution Channels: Strategic Issues in Distribution – Managing Distribution Channels – International Trade – Transportation Methods in B2B. CRM for Business Markets: Types of Relationships – Managing Buyer Seller Relationship – Customer Profitability.

Practice (06 Hours)

Thrust Area for Practice Session 11 & 12 : Pricing methods

Thrust Area for Practice Session 13 & 14 : advertisement vs personnel selling

Thrust Area for Practice Session 15 & 16 : Distribution Channels

Case study discussions (04 hours)

Practice Session 17 & 18 : Case Analysis

Practice Session 19 & 20 : Case Analysis

Reference Materials:

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B Marketing: A South Asian Perspective Cengage 2014, 11th ed.
2. Sharad Sarin, Business Marketing: Concepts and Cases McGraw Hill 2013, 1st ed.
3. James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri, Business Market Management (B2B): Understanding, Creating, and Delivering Value, Pearson 2010, 3rd ed.
4. Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano, Business to Business, Marketing, Pearson 2011
5. Krishna K Havaladar, Business Marketing: Text and Cases McGraw Hill 2014, 4th ed.
6. Armstrong, Gary and Philip Kotler, "Principles of Marketing", Prentice Hall, New Delhi, 2006

Client Relationship Management (42 hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB3011	Client Relationship Management	2	1+0+1

Course Objective:

The course aims to familiarize the learners:

- To understand the concepts and principles of CRM
- To develop a basic understanding of analytical CRM & its implementation
- To Understand how CRM impacts customer experience, satisfaction, and loyalty
- To enable managing Customer Relationship.

Course Outcome:

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

CO1: Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.

CO2: Throughout the customer life-cycle stages of customer acquisition, retention, and development, implement how CRM practices and technology serve larger organizational goals while also enhancing the attainment of marketing, sales, and service objectives.

CO3: Understand the role of CRM in a competitive business environment.

CO4: Implement various technological tools for data mining and also successful implementation of CRM in the Organizations.

CO5: Create customer relationship management plans by learning about the preferences of your clients in order to ensure the long-term viability of your business.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2	1				2	2		2		2		
CO2		2		2				3	2				3		2
CO3	2			2		1				1	2		2	2	
		3						2	2						
CO4	2	3	1	2			2	2					2		
														2	
CO5		2	2		1		2	2					3	3	
				3						2					

*High-3, Medium-2, Low-1

Course Syllabus:

Module 1 Emerging Concepts in Customer Relationship Management:

CRM: Meaning Definition, and Importance, Conceptual Framework of Customer Relationship Management; The Value Pyramid, Customer Interaction Cycle, Goals of a CRM Strategy and Obstacles, CRM myths.

Module 2 CRM as a Business Strategy:

CRM as a business strategy, CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in CRM. Measuring Customer life time value-. Customer life cycle Management.

Module-3: Technological Tools for CRM:

Data Mining for CRM - Some Relevant Issues; Changing Patterns of e-CRM Solutions in the Future; Structuring a Customer Focused IT Organization to Support CRM; Organizational Framework for Deploying Customer Relationship; measuring profitability CRM implementation

Module 4: CRM in Service Sector:

The state of CRM in India's Service Industry, Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; The Past, Present and Future of CRM; CRM vs Digital Marketing, Future of CRM.

Books

- Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008
- Dilip Soman & Sara N-Marandi," Managing Customer Value" 1st edition, 2014, Cambridge.
- Ken Burnett, the Handbook of Key "Customer Relationship Management", 2010, Pearson education.
- H.Peeru Mohamed , A Sagadevan, Customer Relationship Management, A Step by Step Approach, Vikas Publishing Hous

Finance

Current Asset Management (70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB3004	Current Asset Management	4	3+0+1

Course Rationale:

This course will enable the students to understand how to manage Current Assets, working capital financing policies, increasing profits through working capital management and how to estimate working capital requirements of the company.

Course Objectives:

- The objective of this course is to provide students with a comprehensive understanding of working capital management, focusing on efficient management of current assets and current liabilities to optimize liquidity, profitability, and risk.
- The course aims to equip students with the skills and techniques needed for effective short-term financial decision-making in businesses.
- The course also discusses the cash conversion cycle, Cash budgeting and credit policy and credit variables.

- Students are expected to be familiar with any organization's Current Asset Management policy. They are expected to get hands on experience on any Organisation (e.g. Gram Tarang).

Course Outcomes:

CO1: Understand the concept of working capital and its importance in financial management.

CO2: Analyze and evaluate the working capital requirements of a business.

CO3: Develop strategies for managing current assets (inventory, receivables, and cash) and current liabilities.

CO4: Apply techniques to optimize the trade-off between profitability and liquidity.

CO5: Assess the impact of working capital decisions on the overall financial performance of a business

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3		3							3		3	3	3
CO2	3	3		3							3		3	3	3
CO3	3	3		3							3		3	3	3
CO4	3	3		3							3		3	3	3
CO5	3	3		3									3	3	3

*High-3, Medium-2, Low-1

Course Contents:

Module: I

Concept & Significance: Concept of working capital, Significance of working capital, Determinants of working capital, Operating cycle, Estimation of working capital, Risk-return trade-off of working capital, Working capital policies: Current asset policy and financing policy, Working capital financing,

Module: II

Inventory management: meaning, Tools and technique of inventory management, EOQ, Various levels of inventory, inventory control (ABC and VED analysis);

Module: III

Cash Management: Cash management: Meaning, Objectives/Motives of holding cash, Determinants of cash needs and method for determining cash needs (Baumol Model and Miller-Orr Model).

Module: IV

Receivables management: credit policy variables, evaluation of alternative receivable policy, collection policy, cost of receivables.

Text Books:

I M Pandey-Financial Management-Vikash

Prasanna Chandra- Financial Management-TMH

Reference Books:

Khan and Jain-Financial Management-TMH

Sudhindra Bhatt- Financial Management-Excel

Security Analysis and Portfolio Management (70 Hours)

Course Code	Course Title	Credits	Type (T+P+P)
CUBB3002	Security Analysis and Portfolio Management	4	3+0+1

Course Rationale:

This course will acquaint the students with the working of security markets. It will develop the skills required for portfolio management. It will identify, interpret and analyze the varied technical patterns and indicators presented on the real-life stock charts. Students will be able to understand basics of balancing risk and rewards using portfolio management.

Course Objectives:

- To understand the fundamentals of investment
- To develop the skills required for portfolio management
- Identify, interpret and analyze the varied technical patterns and indicators presented on the real-life stock charts.

Course Outcomes:

After completion of the course students

CO1: Will be able to calculate risk and return of the investment.

CO2: Will be able to do the fundamental analysis for making investment decision

CO3: Can Identify, interpret and analyze the varied technical patterns and indicators presented on the real-life stock charts.

CO4: Can manage portfolios of the investors

CO5: Will be able to do portfolio revision and evaluation for the investors.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3										3	3	3
CO2	3	3	3										3	3	3
CO3	3	3	3										3	3	3

CO4	3	3	3											3	3	3
CO5	3	3	3											3	3	3

*High-3, Medium-2, Low-

Course contents:

Module: I

Fundamentals of investment: Investment avenues: stocks, debentures, mutual funds, over view of stock market, primary and secondary market, risk and return: types of risk, measurement of risk and return, calculation of beta, capital asset pricing model (CAPM).

Module: II

Fundamental analysis: Economic analysis, industry analysis, company analysis, bond valuation, equity valuation, Technical Analysis: technical indicators like; moving averages, Pivot point, support and resistance, candlestick chart, line charts, Efficient market hypothesis.

Module: III

Portfolio analysis: Calculation of expected return and risk of a portfolio, diversification of risk, capital market line, security market line. Portfolio revision: Passive management, active management, formula plan

Module: IV

Portfolio evaluation: Sharpe's Performance Index, Treynor's performance Index, Jensen's Performance Index

Text Books:

Security Analysis and Portfolio Management, Pandian, Vikash

Security Analysis and Portfolio Management, Kevin, PHI

Reference Books:

Security Analysis and Portfolio Management, Fischer and Jordan, PHI

Security Analysis and Portfolio Management , V.A. Avadhani, Himalaya Publishing house.
<http://www.himpub.com/documents/Chapter1155.pdf>

Security Analysis and Portfolio Management, D.Khatri, Macmillan.

Project Appraisal & Financing (70 Hours)

Course Code	Course Title	Credits	Type (T+P+P)
CUBB3003	Project Appraisal & Financing	4	3+0+1

Course Objective:

- To provide students an understanding of the commercial, financial, and socio-economic aspects of a new project and/or a business.
- To understand the sources of finance and financial appraisal required for a project
- To prepare business plan and DPR for a project

Course Outcomes:

On successful completion of the course, students

CO1: Will able to do project appraisal for a project

CO2: Can prepare business plan and DPR for a project

CO3: Will be able to do financial appraisal of any project

CO4: Can do social cost benefit analysis for the project

CO5: Will be able to do project risk analysis

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3										3	3	3
CO2	3	3	3										3	3	3
CO3	3	3	3										3	3	3
CO4	3	3	3										3	3	3
CO5	3	3	3										3	3	3

*High-3, Medium-2, Low-1

Course Syllabus

Module

I:

Project appraisal: Project: Definition, characteristics, types, Appraisal: Marketing, Technical, Political, Financial, Social, Project Identification, project Preparation, Pre-feasibility study, Feasibility study, Preparation of detailed project report. Licensing/clearances: type of licenses, clearances involved, Procedure and documentation required for getting a license in India.

Module II:

Financial Analysis: Estimation of cost of project & Means of financing, Arrangement of Funds, Traditional sources of financing: Equity shares, preference shares, Debentures/bonds, loan from Financial institutions, Alternative sources of financing: FDI & FII, Private Equity, Securitization, Venture Capital, Different business/project support government schemes in India, Government funding for projects, Startup schemes of government, Projected cash flows of project, Appraisal Criteria, NPV, IRR, PI, PBP, ARR.

Module: III

Social Cost Benefit Analysis: Rationale, UNIDO, Little and Mirrlees Approach, Public Private Partnerships (PPP): Forms, Guidelines, Problems and Issues.
Module: IV

Project Risk analysis: Types of risk, External stakeholders-related risks: customers, consumers, suppliers, Internal risks: project team members, top-management, Project-related risks: technological or logistic risks, Event-related risks: economic (e.g. financial crisis), sociopolitical, Simple estimation of risk: Sensitivity Analysis, Monte Carlo Simulation, Decision Tree Analysis.

Books Recommended:

1. Projects: Planning, Analysis, Financing, Implementation & Review, Prasanna Chandra
2. Introduction to Project Finance: An Analytical Perspective, H R Machiraju
3. Project Management, Maylor
4. Project Management: By Jeffery Pinto
5. Project Management, K.Nagarajan, New Age International Publisher

Commercial Banking and ALM(70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUFM2352	Commercial Banking and ALM	3	3+0+1

Course Rationale:

This course focuses on the role, functions and management of commercial banks. It will help students in applying the knowledge to work in the banking environment. This course will expose students to gain knowledge on Asset/Liability Management (ALM) and its techniques in bank.

Course Objectives:

- To gain knowledge on functioning of a Commercial Bank, various products and services offered by Commercial Bank as well as various risks faced by Banks.
- To facilitate the different techniques for analysing the bank performance and to evaluate the banking stocks.
- To understand the techniques of the Asset/Liability Management of a Bank.

Course Outcome:

On successful completion of the course the students will be able to

CO1: Demonstrates an understanding of utilizing banking operations and risk management principles to make informed financial decisions.

CO2: Analyse various lending products offered by commercial banks, including personal loans, mortgages, and business loans, and analyze their terms and conditions.

CO3: Attain expertise in evaluating and appraising credit risk within loan applications to facilitate the process of granting loans.

CO4: Evaluate the performance of banks and assess the value of banking stocks.

CO5: Analyse Asset/Liability Management (ALM) and Apply diverse techniques of Asset/Liability Management to ensure the smooth operation of the bank.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3		3									3	3	3
CO2	3	3		3									3	3	3
CO3	3	3		3									3	3	3
CO4	3	3		3									3	3	3
CO5	3	3		3									3	3	3

*High-3, Medium-2, Low-1

Course Content:

Module: I

Indian Banking System

Banks: Meaning, nature, characteristic of Indian banking system, functions of commercial banks – primary functions; secondary functions; agency functions and general utility functions, Structure of banking sector in India, role of banks in the development of economy, Reserve Bank of India, Bank Regulatory Environment.

Module: II

Product and Services Provided by Commercial Banks

Type of Deposit Account: Types of deposits, process of opening bank accounts, pay in slip, Cheque book, pass book, ATM cum Debit card, Credit Card, advantages of bank account, Loan and Advances: Introduction, classification of loans, principles of good lending, loan procedure followed by banks, evaluating consumer and commercial loans; core banking solution, Capital Adequacy, Non-Performing Assets

Module:: III

Bank Performance and Evaluation

Financial statements of commercial banks, evaluation of bank performance measures, valuation of bank stocks

Bank Management: Credit Management, Investment Management, Liquidity Management, Liabilities Management, Capital Management, Management of Off-Balance Sheet Activities.

Module: IV

Asset/Liability Management

An Overview of Asset/Liability Management (ALM), Risk in bank: credit risk, interest rate risk, market risk, operational risk, liquidity risk, solvency risk, legal risk

Techniques of Asset/Liability Management: Liquidity: gaps analysis, sensitivity analysis, duration analysis and use of derivatives in ALM.

Text Books:

Banking Theory and Practice by K.C. Shekhar &LekshmyShekar : Vikas Publishing House (P) Ltd., 21st Edition 2013.

Risk Management In Indian Banks by Dr. K.M. Bhattacharya: Himalaya Publishing House Pvt. Ltd.

Financial Analysis and Visualization(70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB3005	Financial Analysis and Visualization	4	3+0+1

Course Rationale:

With the growing amount of data available to businesses, decision-makers must translate strategy into accountability, measure progress against goals, and leverage data for business decision making. Dashboards are used to present and analyzing enterprise performance data, both strategic and operational, and to perform business analysis easily and quickly. This course will teach dashboards and financial data visualization technologies, using an approach that will include practice as well as a significant hands-on live project. Students will learn how to design and build dashboards, as well as create content of different types of financial analysis that can be incorporated into dashboards.

Course Objectives:

- To equip the students with various concepts, tools and techniques Data Visualization Principles for Dashboard Design.
- To provide thorough understanding and techniques of visualization of financial analysis for dashboard design in excel and tableau based on financial data that can meet managerial and business needs.
- Create compelling, interactive dashboards to combine several visualizations into a cohesive for financial analysis.

Course Outcomes

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

CO1: Analyse and prepare dashboard for different financial parameter

CO2: Create reports, data visualizations, and dashboards of various financial indices in Excel and Tableau

CO3: Perform financial statement analysis (profitability, liquidity, solvency, and efficiency analysis) and evaluate company performance.

CO4: Use advanced data visualization tools to present financial insights effectively.

CO5: Develop dashboards and reports for financial decision-making using industry-standard software and apply financial analysis techniques to case studies based on Indian markets and industries.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3		3									3	3	3
CO2	3	3		3									3	3	3
CO3	3	3		3									3	3	3
CO4	3	3		3									3	3	3
CO5	3	3		3									3	3	3

*High-3, Medium-2, Low-1

Course Contents:

Module: I

Data Visualization Principles for Dashboard Design:

Data Visualization: Principles and Types of Data Visualization

Dashboard: Meaning, purpose and benefits of dashboards, understanding dashboard design principles, layout, colour and display, common issue when building dashboards, choosing the right data visualization to communicate information effectively, displaying trends with charts. CFO Scorecard, Types of Dashboards: Business Dashboards, Management Dashboard, Strategic Dashboard, Analytical Dashboard, Operational Dashboard. Create a Dashboard based on real-time data: Practice Dashboard Design in Excel and Tableau with Graphs.

Module: II

Visualization of Financial Statement Analysis for Dashboard Design:

Preparation of different Dashboard with visualization of Financial Statement Analysis: Financial Key Performance Indicators (KPI) Dashboard, Profit and Loss Dashboard, Accounts Receivable & Accounts Payable Dashboard, Financial Performance Dashboard, Balance Sheet Dashboard, The Right Business Dashboards for every Users. Preparation of Dashboard for Financial Data Comparison Analysis: Development Trend Analysis and Key Financial Analysis. Project on preparation of the above with Excel and Tableau

Module: III

Visualization of Corporate Finance for Dashboard Design:

Preparation of different Dashboard with visualization of Corporate Finance: Financial Investment Dashboard, Funds Raising Dashboard, Components of Working Capital Dashboard, Dividend Dashboard, Cash Management Dashboard, CFO Dashboard, Project on preparation of the above with Excel and Tableau

Module: IV

Visualization of Stock Market for Dashboard Design: Visualizing Company Profits, Visualizing by Sector, Financial results by business segment in a Small Multiples Dashboard, KPI & Sparkline in Stock dashboard, Top Performer Stock Performance dashboard, PE ratio, Investment Returns, Investment Summary, Investment Comparisons, Stock Dividend Tracker, Stock Market Dashboard - Trend Analysis of Stock Performance, Dashboard for comparing Rates of Return, Security's Rate of Return, Portfolio of Securities' Rate of Return, Security's Risk, Project on preparation of the above with Excel and Tableau.

Text Book:

Visualizing Financial Data by Julie Rodriguez and Piotr Kaczmarek, Wiley Publication

Reference Book:

Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole NussbaumerKnaflic: Wiley Publication

Digital Finance(70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB3006	Digital Finance	4	3+0+1

Course Objectives

- To provide a comprehensive understanding of digital finance concepts, technologies, and applications in the financial ecosystem.
- To explore the impact of digital finance on financial inclusion, especially in India.
- To analyze the regulatory framework and challenges associated with digital finance in the Indian context.
- To equip students with knowledge of emerging trends, tools, and technologies in the digital finance domain.

Course Outcomes

Upon successful completion of this course, students will be able to:

CO1: Understand the fundamental principles and components of digital finance.

CO2: Assess the role of digital finance in promoting financial inclusion in India.

CO3: Analyze the regulatory and ethical issues in digital finance.

CO4: Apply digital finance tools and technologies in real-world scenarios.

CO5: Evaluate emerging trends such as blockchain, cryptocurrency, and fintech innovations.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3		3							3		3	3	3
CO2	3	3		3							3		3	3	3
CO3	3	3		3							3		3	3	3
CO4	3	3		3							3		3	3	3
CO5	3	3		3									3	3	3

*High-3, Medium-2, Low-1

Course Contents:

Module 1: Introduction to Digital Finance

Definition, scope, and importance of digital finance.

Evolution of digital finance in India and global perspective.

Components of digital finance: Mobile banking, digital payments, wallets, and e-banking.

Impact of digital finance on traditional banking systems.

Module 2: Digital Payment Systems

Overview of digital payment systems: UPI, NEFT, IMPS, RTGS, and mobile wallets.

Aadhaar-enabled payment systems (AEPS).

Role of NPCI in India's digital payment ecosystem.

Case studies on Paytm, PhonePe, Google Pay, and BharatPe.

Module 3: Financial Inclusion through Digital Finance

Importance of financial inclusion in India.

Role of digital finance in bridging the rural-urban divide.

Government initiatives: Jan Dhan Yojana, Digital India, and PMGDISHA.

Challenges and opportunities for financial inclusion via digital platforms.

Module 4: Regulatory and Ethical Framework

RBI guidelines for digital payments and fintech.

Data privacy laws and cybersecurity concerns in India.

Digital frauds and risk management strategies.

Ethical considerations in digital finance.

Module 5: Emerging Trends in Digital Finance

Fintech and Insurtech: Concepts and applications.

Blockchain technology and cryptocurrency: Bitcoin, Ethereum, and CBDCs.

Artificial Intelligence and Machine Learning in digital finance.

Green finance and sustainable digital finance solutions.

Module 6: Digital Finance in Practice

Case studies: Success stories in digital finance (e.g., Paytm, Zerodha, M-Pesa).

Practical applications: Designing digital finance solutions.

Research project: Analysis of a fintech innovation or digital finance trend.

Textbooks

Digital Finance: Financial Inclusion in the Digital Age – Gomber et al.

The FinTech Book – Susanne Chishti & Janos Barberis.

India's Digital Revolution in Finance – Ratan K. Sinha.

Digital Payment and Banking Technology – Indian Institute of Banking & Finance (IIBF).

Reference Materials

RBI publications and reports on digital finance.

Government of India reports on financial inclusion and digital economy.

Journals: Journal of Financial Innovation, Digital Finance.

Online resources: NPCI website, RBI guidelines, and fintech blogs.

Human Resource Courses

Performance Management (70 Hours)

Course Code	Course Title	Credits	Type (T+P+P)
CUBB3016	Performance Management	4	3+0+1

Course Rationale:

The course will develop a generic understanding of the various human resource management systems and processes in place which coordinates and facilitates the strategic as well as day-to-day operations of the organization.

Course Objectives:

- To develop and deploy performance management methods for supporting a strong management team that openly communicates with its employees.
- To explore the area of performance management, a strategic and integrated process that delivers sustained success to organizations by improving the performance of people.
- To provide the students with a firm grasp of the building blocks of performance management and measuring techniques and looks to provide a strong platform to the students for designing performance feedback

Course Outcomes:

After successful completion of this course, students will be able to

CO1: Define performance management and offer several examples of how a good performance management system can improve an organization's results.

CO2: Outline the importance of connecting an employee's daily tasks to an organization's mission, vision, values, and business goals.

CO3: Design an organization's performance management process

CO4: Compare and contrast various organizational performance management programs and best practices

CO5: Design job-related performance standards and performance indicators that reflect the employees' range of responsibilities.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	2	3			1						3	3	3
CO2	3	3	2	3			2						3	3	3
CO3	3	3	1	3			1						3	3	3
CO4	3	3	1	3			2						3	3	3
CO5	3	3	1	3			1						3	3	3

*High-3, Medium-2, Low-1

Course Contents:

Module: I

Introduction to Performance management: Contrasting performance management with performance appraisals. Strategic performance management system (PMS).

Module: II

Contemporary Methods of Performance Appraisal: Concepts of Self- appraisal. Contemporary Performance Evaluations such as Behavioural Anchored Rating Scales, 360-degree appraisal, MBO, Assessment Center, Score Cards. Issues in PAS - measurement and accuracy.

Module: III

Performance Management: Aims and role of PM system, Characteristics of ideal PMS, Performance Counselling and Review Discussion. System implementation: Defining performance and choosing a measurement approach, Improving quality of performance ratings (Dealing with rating errors).

Module: IV

Managing Team and Organisational Performance. Potential and Organisational Performance Appraisal. Developing Skills to appraise individuals and teams. Linking Individual and Organisational Performance.

Text Books:

Performance Management –Herman Aguinis

Performance Management –Michael Armstrong

Reference Books:

Performance Management –Robert. L. Cardy

Performance Management-Prem Chadha

Effective Performance Management-Costello, Sheila. J.

High Performance Organisations-HR Perspectives-Raju, P.V.L

Performance Management and Appraisal Systems-T.V.Rao

Talent Management (70 Hours)

Course Code	Course Title	Credits	Type (T+P+P)
CUBB3017	Talent Management	4	3+0+1

Course Rationale:

The course will familiarize the students about the job skills required by the future workforce and managing the human capital effectively

Course Objectives:

- To acquaint the student about Human Resource Management in an organization.
- To provide theoretical knowledge and required practical skills in the area of HRM.
- Orient the learners with the changing scenario of HRM
- To develop the skills for appreciating and meeting the HR requirements for an emerging organisation.

Course Outcomes:

CO1: Understand and appreciate the role manager to manage talent

CO2: Carry out recruitment and selection process in an organization

CO3: Assign appropriate jobs/ tasks to individual personnel and teams

CO4: Initiate appropriate human resource development process

CO5: Develop compensation and reward system and performance management

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2						2				3	3	3
CO2	3	3		2	2								3	3	3
CO3	3	3	2	3			1						3	3	3
CO4	3	2	1	2									3	3	3
CO5	3	3	1	3			1						3	3	3

*High-3, Medium-2, Low-1

Course Contents:

Module: I

HRM- Why Businesses need it?

HRM - Definition, Importance and Objectives, Scope and Functions of HRM, The Changing environment of HRM, Transitions from the personal manager to the new age HR manager. Role & Functions of HR Manager in 21st Century. HRM issues in Indian Organizations, Aligning HR with Business Strategy, Measuring HR Contribution.

Module 2: Designing Jobs and Resourcing People

Job Design, Human Resource Planning, Scouting and managing talent in organization, Recruitment and Selection, Induction and Orientation, Exit.

Module 3: Human Resource Development and Rewards Management

Performance assessment, Learning and Development, Management Development. The elements of reward management.

Module-4: Ensuring a Legally Compliant HR for a Healthy Work Environment and Effective Employee relationship

Managing Employee Separations (Voluntary and Non -Voluntary), Labour-Management Relations, Trade Unions, Collective Bargaining, Disciplinary and Grievance Procedure,

Text Books:

- Gary Dazzler- Human Resource Management
- Dr. S. S. Khanka- Human Resource Management-2018
- Reference Books:
- E.B. Flippo-Personnel Management
- C.B. Mamoria - Personnel Management
- C.S. Venkata Ratnam & B. K. Srivastava - Personnel Management Human Resources
- R. Armstrong- Human Resources Management
- Fisher Schenfeldt & Shaw - Human Resource Management

Train, Retain and Engage workforce (70 Hours)

Course Code	Course Title	Credits	Type (T+P+P)
CUBB3013	Train, Retain and Engage workforce	4	3+0+1

Course Rationale:

This course has focus on the development of human resource to make them adaptive to changing scenario with required training and development intervention

Course Objectives:

The course will enable students

- To understand and appreciate the basic concepts and related terminology associated with training and development.
- To enable a comprehensive understanding of training as a strategic stimulator of organization performance.
- To understand and explain the different stages of the training process and the challenges associated with it.

Course Outcomes:

Upon successful completion of this course, the student will demonstrate the ability to:

CO1: Explain the role of training and development in human resources management

CO2: Describe the psychology of the learning process on which training is based

CO3: Analyse the training needs of an organization

CO4: Assess, design and implement various methods, techniques and sources of training

CO5: Evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	2	3			2						3	3	3
CO2	3	3	2	3			1						3	3	3
CO3	3	3	1	3			2						3	3	3
CO4	3	3	1	3									3	3	3
CO5	3	3	2	3			2						3	3	3

*High-3, Medium-2, Low-1

Course Contents:

Module: I Training and development an overview

Training- Training Practices in recent time. Capability and Competency development through Training, Problems and Future trends in Training.

Module: II Training design

Factors affecting training design, budgeting for training, types of cost involved in training programs, design theory, outcomes of design, identification of alternative methods of instructions

Module: III Strategic Training need Assessment

Importance, scope, methods and techniques of training need assessment, Training Need Assessment process organizational and operational analysis Strategic Training and Development Process, Training Need- Present and Future Needs Training Need Assessment: The rationale of conducting a TNA. The process of conducting TNA.

Module: IV E-Learning and use of Technology in Training

Technology and multimedia, computer-based training, Developing effective online learning, blended learning, simulations, mobile technology and training methods, Intelligent tutoring systems, technologies for training administration

Text Books :

- Blanchard,P.Thacker,J.W. (2007)Effective training Systems, strategies and Practices (3rd Edition) PHI New Delhi.
- Goldstein and Ford, (2007) Training in Organization(4th Edition) Cenage Learning, New Delhi.
- Reference Books:
- Lynton, R. PareekhUdai (2005) Training and development Sage publications, New Delhi.
- Mello,J.(2001) Strategic Human Resource Management, Cenage Learning ,New Delhi.
- Agochiya,D (2007) Every Trainers Handbook, Sage, New Delhi.

DATA VISUALIZATION FOR HR (56 Hours)

Course Code	Course Title	Credits	Type (T+P+P)
CUBB1025	DATA VISUALIZATION FOR HR	2	0+2+0

Course Rationale:

The HR Data Analyst course aims to teach students to conduct basic data cleaning and analysis. Students will learn to extract, merge, clean and analyse (large) datasets. This course enables students to enables students to familiarize themselves with working on (HR) data using Microsoft Excel Power BI and Tableau.

Course Objectives

- To introduce students to learn to combine, clean and analyse large HR datasets using Excel and Tableau.

- To develop students understanding of calculating ROI of HR policies and activities.
- To gain hands on experience working with and analysing HR Data
- To learn to conduct strategic workforce planning in an organization

Course Outcomes

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

CO1: Analyse HR dataset using Excel, Tableau and Power BI

CO2: Establish a link between business and HR by using Data/Metrics

CO3: Measure performance and potential through HR Data/Metrics

CO4: Visualize and generate HR Dashboards

CO5: Evaluate the workforce planning

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	3	3	1		1	2					3	3	3
CO2	3	3	3	3	1		2	3					3	3	3
CO3	3	3	1	3	2		1	3					3	3	3
CO4	3	3		3				3					3	3	3
CO5	3	3		3	2	1	2	2					3	3	3

*High-3, Medium-2, Low-1

Course Contents:

Module 1: Introduction to Strategic Workforce Planning

Overview of Strategic Workforce Planning, Strategy & Data Driven Decision Making, Measuring Performance & Potential, Bonus: The Workforce Crisis in 2030;

Module 2: Linking HR to ROI

Creating a Workforce Map, Workforce Scenario Analysis, Calculating ROI, HR Analytics in EXCEL, Dashboard using EXCEL

Module 3:

Connecting HR Data using Power BI- Data Structure, connecting transactional data, Visualizing HR Data in Dashboard using Tableau, Publishing HR Report using Power BI

Text Book:

HR Analytics: Quantifying the Intangible: Linking People, Processes, and Analytics" by Anshul Saxena

Reference Book:

- HR Analytics: Connecting Data and Theory by Ram Shankar Yadav and Sunil Maheswari
- Fundamentals of HR Analytics by Fermin Diez

- Predictive HR Analytics: Mastering the HR Metric by Dr. John W. Boudreau and Dr. Ravin Jesuthasan
Excellence in People Analytics by David Green and Jonathan Ferrar

Compensation and Benefits Management (70 Hours)

Course Code	Course Title	Credits	Type (T+P+P)
CUBB3015	Compensation and Benefits Management	4	3+0+1

Course Rationale:

This course explores the principles, strategies, and best practices in designing and implementing effective compensation systems.

Course Objectives:

Understand the importance of compensation management in organizational success.

- Analyze internal and external factors influencing compensation decisions.
- Design and implement comprehensive compensation packages.
- Evaluate and adjust compensation systems for organizational effectiveness.

Course Outcomes:

CO1: Understand the fundamental concepts and principles of compensation management.

CO2: Describe various compensation systems, including salary structures, benefits, and incentives.

CO3: Analyse the relationship between compensation and organizational performance.

CO4: Recognize the importance of equity, fairness, and transparency in compensation management.

CO5: Apply compensation management principles to real-world scenarios

Course Outcome to Program Outcome Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	2						2				3	3	3
CO2	3	3		2	2								3	3	3
CO3	3	3	2	3			1						3	3	3
CO4	3	2	1	2									3	3	3
CO5	3	3	1	3			1						3	3	3

*High-3, Medium-2, Low-1

Course Contents:

Module 1: Introduction to Compensation Management: Definition and importance of compensation management, Historical development of compensation management, Compensation objectives and strategies

Module 2: Internal Factors Influencing Compensation: Organizational culture and values, Job analysis and evaluation, Performance management and appraisal

Module 3: Compensation System Design: Salary structure and grading, Benefits and perquisites, Incentives and variable pay

Module 4: Performance-Based Compensation: Performance measurement and evaluation, Bonus and merit pay plans, Stock options and equity-based compensation

Text Books:

Strategic Compensation: A Human Resource Management Approach, 10th edition by Joseph Martocchio

Milkovich, G. (2019). Compensation.

Henderson, R. (2020). Compensation Management

Reference Books:

Strategic Compensation: A Human Resource Management Approach" by Joseph J. Martocchio (2020)

Compensation" by George T. Milkovich, Jerry M. Newman, and Barry Gerhart (2019)

Compensation Management" by Luis R. Gomez-Mejia, David B. Balkin, and Robert L. Cardy (2020)

DOMAIN COURSES

Financial Analytics Syllabus

Credits: 24 (8+8 +8)

Course	Credit	T+P+P
Introduction to Business Analytics with Power BI	4	0+2+2
Advanced Data Analytics with Power BI	4	0+2+2
Financial and Statistical Analytics for Decision Making	3	2+1+0
Financial Valuation Modelling and Analytics	3	2+1+0
Financial Data Analytics and Visualization	3	2+1+0
Banking Intelligence, Credit Analysis, and Financial Services Analytics	3	2+1+0
Financial Analyst Capstone Project	4	0+0+4
Total	24	8+8+8

Introduction to Business Analytics with Power BI

Credits: 4 (0+2+2)

Course Objectives

- To introduce students to the role of data analytics in business decision-making.
- To equip learners with the skills to connect, clean, transform, and visualize data using Power BI.
- To foster an understanding of domain-specific applications of Power BI.

Course Outcomes

- Navigate the Power BI interface and load datasets from various sources.
- Clean, transform, and shape raw datasets using Power Query.
- Build basic data models and relationships.
- Develop foundational DAX expressions (measures and calculated columns).
- Design simple, interactive dashboards for business storytelling.

Module 1: Introduction to Power BI and Business Analytics

- Understanding Business Analytics
- Power BI Desktop Interface & Workflow
- Data Connection – Excel, Web, Databases

Module 2: Data Preparation using Power Query

- Cleaning and Formatting Data
- Transforming Rows, Columns, Types
- Data Profiling, Filtering, Merging

Module 3: Modeling and Basic DAX

- Star Schema Design, Relationships
- Calculated Columns & Basic Measures

Module 4: Visual Analytics and Storytelling

- Charts, Slicers, Filters, KPIs
- Visual Design and Storytelling

Project

Design a dashboard and report using domain data (HR/Finance/Marketing/Agri).

Tools

- Power BI
- Excel / CSV Sources
- Kaggle Datasets

References

Microsoft Learn: Power BI Fundamentals

Advanced Data Analytics with Power BI

Credits: 4 (0+2+2)

Course Objectives

- To deepen students' understanding of DAX and advanced modeling.
- To equip learners with the ability to build time-aware analytics.
- To deploy Power BI reports using best practices for governance and security.

Course Outcomes

- Write and troubleshoot complex DAX expressions.
- Apply time intelligence functions to create YTD, MTD, MOM analytics.
- Design optimized, interactive dashboards using bookmarks and tooltips.
- Publish reports and set up refresh schedules and security roles.
- Execute a complete analytics solution from data to insights.

Module 1: Advanced DAX and Data Modeling

- Recap and Deep Dive into Relationships
- IF, SWITCH, CALCULATE
- Variables and Evaluation
- Hierarchies and Dimensions

Module 2: Time Intelligence and Optimization

- YTD, MTD, QTD, MOM Calculations
- Model Optimization and Performance Tuning

Module 3: Domain-Specific Case Studies

- Case Study – HR/Finance/Marketing/Agribusiness

Module 4: Report Interactivity and Deployment

- Bookmarks, Drillthroughs, Tooltips
- Power BI Service – Publishing, Workspaces
- Implementing Role-Level Security

Project

Build and publish an enterprise-grade analytics dashboard with full interactivity and security.

Tools

- Power BI
- Excel / CSV Sources

- Kaggle Datasets

References

Microsoft Learn: PL-300

Financial and Statistical Analytics for Decision Making

Credits: 3 (2+1+0)

Course Objectives

1. To enable students to acquire financial and statistical data analysis skills using Power BI and Excel for decision-making in real-time business scenarios.
2. To equip learners with capabilities to visualize, model, and forecast financial performance using stock market and derivative datasets.
3. To train students in creating interactive dashboards and storytelling for communicating financial insights and risk factors effectively.

Course Outcomes

By the end of this course, students will be able to:

1. Identify, collect, and clean financial datasets from multiple sources using Power BI and Excel.
2. Perform exploratory and time-series analysis on stock and derivative data to uncover actionable insights.
3. Apply predictive and statistical models to forecast asset prices and portfolio performance.
4. Develop interactive financial dashboards to communicate key metrics and decision insights.
5. Execute capstone projects involving risk modeling and financial reporting using dashboards.

Module 1: Foundations of Financial Data and Analytics (Theory + Practice)

- Introduction to Financial and Statistical Data Analytics
- Types of Financial Data: Stock Prices, Derivatives, Indexes, NAVs
- Overview of Financial Instruments (Stocks, Bonds, Options, Futures)
- Efficient Frontier and Portfolio Theory
- Risk-Return Measures: Sharpe Ratio, Treynor Ratio, Jensen's Alpha
- Data Collection Techniques: APIs, Excel Plugins, Web Scraping

Practice:

- Collecting data from NSE/BSE, Yahoo Finance, using Excel plugins and Power BI connectors
- Importing datasets from Kaggle (Global Stock Market, Options Chain, Crypto Prices)
- Structuring data tables for analysis (price, volume, volatility)

Module 2: Exploratory Data Analysis, Cleaning and Visualization

- Data Cleaning Techniques: Handling missing values, duplicates, outliers
- Time-Series Structuring: Aggregating financial data (daily/weekly/monthly)
- EDA Techniques: Summary Statistics, Correlation Analysis, Volatility Measures
- Visualization Best Practices: Designing Financial Dashboards in Power BI
- Visualizing Trends: Moving Averages, Bollinger Bands, Volatility

Practice:

- Power BI Dashboards: Sectoral volatility, implied volatility trends
- Visual Exploration: Price bands, trends, historical price movements
- EDA and data transformation using Power BI Query Editor and DAX

Module 3: Statistical & Predictive Modelling for Financial Decision Making (Theory + Practice)

- Descriptive Statistics: Mean, Median, Mode, SD, Z-scores, Skewness, Kurtosis
- Statistical Analysis: Hypothesis Testing, Distribution Fitting
- Regression Models: Simple, Multiple (Beta Estimation, ROI Models)
- Time Series Forecasting: Stationarity, ARIMA, Holt-Winters
- Volatility Modeling: ARCH, GARCH Models
- Introduction to Monte Carlo Simulation for Risk Assessment
- Basics of Option Pricing Models: Black-Scholes

Practice:

- Forecasting Option Premiums and NAV using ARIMA
- Volatility modeling using GARCH with Power BI integration via Excel
- Regression Analysis using Excel ToolPak/Real Statistics
- Create predictive dashboards in Power BI

Module 4: Financial Storytelling, Risk Analysis and Capstone Project (Project Focused)

- Principles of Data-Driven Decision-Making
- KPI Communication and Dashboard Storytelling
- What-If Analysis: Data Tables, Scenario Manager, Goal Seek
- Portfolio and Derivative Risk Dashboards
- Reporting Risk-Adjusted Performance (Sharpe, VaR)
- Interactive Reporting using Power BI Bookmarks, Tooltips
- Capstone Project Planning and Execution

Practice:

- Develop sector-wise portfolio dashboards
- Create stock forecast model (ARIMA) and volatility analysis (GARCH)
- Risk dashboards showing VaR, Beta, and Sharpe Ratios
- Final Capstone Project: From data sourcing to dashboard storytelling with decision insights

Suggested Datasets & Sources

- Kaggle: Global Stock Market Data, NSE Option Chain, Mutual Fund NAVs
- Yahoo Finance: RELIANCE, NIFTY50, INFY, HDFC stock and derivative data
- Moneycontrol: Sector-wise financial ratios, Option Greeks, F&O Data
- Excel Add-ins: ToolPak, Real Statistics, NumXL for advanced modeling

Financial Valuation Modelling and Analytics

Credits: 3 (2+1+0)

Course Objectives

1. To develop student expertise in building complete financial models and valuations using real company data.
2. To integrate Power BI for visualization of financial insights and key performance metrics.
3. To train students in conducting financial analysis, valuation, scenario building, and interpretation using interactive dashboards.

Course Outcomes

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

1. Analyze financial reports and extract strategic data for modeling.
2. Build historical and projected financial statements.
3. Perform valuation using DCF, relative, and precedent transaction methods.
4. Visualize financial insights and scenarios using Power BI.
5. Communicate valuation findings through data storytelling and dashboards.

Module 1: Introduction to Valuation and Company Analysis

- Overview of financial valuation: Intrinsic vs. Relative
- Common valuation techniques:
 - Discounted Cash Flow (DCF)
 - Comparable Company Analysis (CCA)
- Business model understanding and strategic analysis
- Introduction to Financial Modeling using Excel
- Key assumptions and sensitivity analysis
- Key components of an annual report
- Identifying financial and non-financial value drivers

Practice:

- Visualize business segments and revenue split using Power BI

Module 2: Historical Financial Modelling and Visualization

- Income Statement, Balance Sheet, and Cash Flow linkages
- Common-size financial statements
- Financial ratios and interpretation:
 - Profitability (ROA, ROE, Net Margin)
 - Efficiency (Asset Turnover, Inventory Days)

- Liquidity (Current Ratio, Quick Ratio)
- Solvency (Debt/Equity, Interest Coverage)

Practice:

- Build a 5-year historical model using Excel
- Create a ratio analysis dashboard using Power BI
 - Charts: Trendlines, KPI Cards, Decomposition Tree
 - Filters: Year, Segment, Product
- Data connection from Excel to Power BI

Module 3: Forecasting and Valuation Modelling

- Projected financial statement
- Revenue forecasting techniques: CAGR, Top-down, Bottom-up
- Forecasting operating margins and costs
- Working capital and capital expenditure estimation
- Free Cash Flow to Firm (FCFF) and to Equity (FCFE)
- Cost of Capital (WACC):
 - Risk-free rate
 - Equity risk premium
 - Beta
 - Cost of debt and tax impact
- Terminal value methods (Perpetuity Growth and Exit Multiple)
- DCF valuation formula and interpretation

Practice:

- Forecast 5 years of financials (IS, BS, CF) in Excel
- Build the FCFF model and calculate the firm value
- Conduct a sensitivity analysis for key assumptions (growth, WACC)
- Visualize DCF valuation output in Power BI:
 - Sensitivity tables and charts
 - Valuation waterfall chart
 - Interactive scenario slicer (Growth %, WACC, Terminal Value)

Module 4: Valuation Analytics and Scenario Analysis

- Comparable Company Valuation:
 - EV/EBITDA, P/E, P/B, Price/Sales multiples
 - Sector benchmarking and peer comparison
- Scenario and sensitivity analysis:
 - Base Case, Best Case, Worst Case
 - Dynamic variables: cost inflation, demand growth, FX
- Valuation triangulation and final recommendation
- Investor presentation and storytelling

Practice:

- Compare valuation multiples across 3 peer companies
- Build interactive scenario dashboard in Power BI:
 - Dropdowns for assumption switching
 - Cards for valuation summary
 - Line and bar charts for case comparison
- Draft a final valuation summary report

Financial Data Analytics and Visualization

Credits: 3 (2+1+0)

Course Objectives:

1. To provide a foundation in data visualization principles and dashboard design techniques relevant to financial analysis.
2. To develop proficiency in using tools like Power BI for visualizing financial statements, performance metrics, and corporate finance data.
3. To enable students to create customized dashboards and financial storytelling visuals for various business stakeholders.

Course Outcomes:

By the end of this course, students will be able to:

1. Understand and apply the principles of effective financial data visualization.
2. Create a wide range of financial dashboards using Power BI.
3. Compare and analyze financial data trends, ratios, and metrics visually.
4. Develop customized dashboards for strategic, operational, and financial decision-making.
5. Present financial insights with clarity through data storytelling and visual narratives.

Module 1: Foundations of Financial Visualization and Dashboard Design

- Principles of effective data visualization
- Types of data visualizations: tables, bar/line charts, heatmaps, sparklines, gauges, etc.
- Dashboard design principles: layout, color, typography, interactivity
- Financial decision-making dashboard: Strategic (Long-Term, High-Level Planning), Operational (Day-to-Day Financial Activities), Analytical (Data-Driven Financial Insights), Tactical (Medium-Term Planning and Execution)
- Common challenges in dashboard creation

Practice: Build a basic multi-page dashboard using financial statement data

Module 2: Financial Dashboard Development with Power BI

- Creating KPI dashboards: Profit margin, Expenses, and Revenue growth, ROA/ROE
- Profit & Loss dashboards with drill-down capabilities
- Balance Sheet dashboards: Asset-Liability visualization
- Cash Flow and cash management dashboards: Opening balance/closing balance, inflows/outflows

- Accounts Receivable/Payable dashboards
- Real-time dashboards: data refresh, connectors, live KPIs
- CFO dashboard

Practice: Create an interactive P&L and balance sheet dashboard in Power BI

Module 3: Corporate Finance Analysis and Strategic Decision Dashboards

- Visualizing corporate finance metrics: Fundraising, Application of funds, WACC, EBITDA
- Working Capital & Dividend dashboard: Inventory, Receivables, Payables, Dividend (DPS, EPS, DPR)
- Financial Ratio analysis and trend analysis (key indicators for capital structure, profitability, liquidity, solvency, efficiency)
- Budget management dashboards and forecasting
- Budget vs. Actual Performance dashboards and templates

Practice: Build an Excel-based dashboard to monitor actual vs. forecast

Module 4: Storytelling with Financial Data and Stakeholder Communication

- Financial storytelling: converting numbers into narratives
- Choosing the right visualization to match stakeholder goals
- Using dashboards to support strategic financial decisions
- Customizing dashboards for different users (e.g., investors, CFOs, auditors)
- Integrating dashboards into presentations: export to PDF, PowerPoint, Teams
- Comparative analysis dashboards: peer benchmarks, trendlines, and YoY growth

Practice: Create a storyboard for a financial performance presentation of various companies

Dataset:

- Collecting data from NSE/BSE, Yahoo Finance, Moneycontrol using Excel plugins and Power BI connectors
- Importing datasets from Kaggle (Global Stock Market, Options Chain, Crypto Prices)

Banking Intelligence, Credit Analysis and Financial Services Analytics

Credits: 3 (2+1+0)

Course Objectives

1. To enable students to extract, analyze, and visualize key banking and financial services data using Power BI.
2. To equip learners with analytical tools for credit appraisal, portfolio management, fraud detection, and strategic financial decision-making.
3. To integrate banking operations, risk assessment, customer intelligence, and performance analytics through dashboards and live insights.

Course Outcomes

By the end of this course, students will be able to:

1. Understand and interpret key data sources in banking and financial services.
2. Build Power BI dashboards for credit risk scoring, loan portfolio analysis, and borrower profiling.
3. Apply customer analytics and fraud detection models using banking data.
4. Conduct project appraisal and financial ratio analysis for lending decisions.
5. Generate actionable insights and visual reports to support strategic decisions in banking.

Module 1: Banking Analytics Ecosystem and Data Landscape

- Introduction to Banking Analytics and Use Cases
- Overview of Banking Data (Deposits, Loans, Transactions, Customer Profiles)
- Banking data sources: transaction records, credit history, borrower profiles
- KPIs in Retail, Corporate & Investment Banking
- Understanding Business Models and Banking Products
- Introduction to Dun & Bradstreet, CIBIL, Experian, CRIF Highmark
- Power BI: Importing banking datasets, building data models

Practice Activities:

- Create data models for banking KPIs in Power BI
- Dashboard to analyze transaction trends and regulatory compliance metrics

Module 2: Credit Risk Analytics and Project Appraisal with Power BI

- Credit Scoring Models and Creditworthiness Assessment
- Credit analysis: Customer integrity, industry risk, repayment ability
- Credit scoring models: Probability of Default (PD), Loss Given Default (LGD), Exposure at Default (EAD)
- Loan Portfolio Analysis and NPA Tracking
- Data preparation for credit risk modeling
- Logistic regression, decision trees, scorecard models
- Portfolio risk monitoring and early warning systems
- Inter-firm comparison, group exposure, and internal/external ratings
- Loan proposal creation, borrower profile evaluation, financial statement integration

Practice Activities:

- Build a dynamic credit scorecard using Power BI
- Create visualizations for credit risk assessment and early warning alerts
- Generate borrower background and sector risk dashboards

Module 3: Customer Analytics and Fraud Detection in Banking

- KYC policies and borrower profiling

- Customer segmentation using clustering models (Power BI with DAX & custom visuals)
- Behavior-based cross-selling analytics
- Real-time fraud detection and alert dashboard
- Negative list analysis, banking arrangement visualization

Practice Activities:

- Segment customers by credit behavior, demographic profile, and product usage
- Build anomaly detection reports with custom fraud metrics
- Power BI drill-down report: Account performance by product and customer type

Module 4: Strategic Insights and Reporting for Financial Decision-Making

- Design of credit proposal templates
- Dashboard design for banking KPIs and operational metrics
- Visualization of credit limit tables, group exposure matrices
- Portfolio performance analytics (loan accounts, CC, BG, LC facilities)
- Integration of internal and external ratings for risk monitoring
- Final project: End-to-end dashboard on credit analysis and borrower appraisal

Software & Tools Used

- Power BI Desktop (mandatory throughout)
- Use of DAX, Power Query, and Custom Visuals for modelling and analytics

Financial Analyst Capstone Project

Credits: 4 (0+0+4)

Capstone Project 1: Sector-Wise Portfolio Risk Dashboard and Performance Forecasting

Title: "Financial Risk Dashboard and Return Forecasting of NIFTY Sectoral Portfolios Using ARIMA and GARCH Models"

Objectives:

- To analyze and visualize historical risk-return performance of NIFTY sector indices.
- To forecast returns using ARIMA models and estimate volatility through GARCH modeling.
- To build a risk dashboard showing metrics like Sharpe Ratio, VaR, Beta, and drawdowns for decision-making.

Capstone Project 2: Stock Performance Modeling and Interactive Option Risk Dashboard

Title: "Valuation and Option Risk Analysis Dashboard for Blue-Chip Stocks Using Regression and Monte Carlo Simulation"

Objectives:

- To evaluate historical performance and forecast premium of stock options.

- To build a dashboard showcasing price simulation and risk metrics for informed derivative trading decisions.

Capstone Project 3: DCF-Based Valuation and Scenario Dashboard of a Listed Company

Title: “Valuation of various companies Using DCF and Scenario Modeling with Power BI”

Objective:

- To build a comprehensive valuation model of a listed Indian company using Discounted Cash Flow (DCF) method, and visualize valuation results, assumptions, and sensitivity scenarios using Power BI.

Capstone Project 4: Credit Risk Scoring and Loan Portfolio Analysis Dashboard

Title: “Credit Risk Scoring and Loan Portfolio Analysis Dashboard of a Listed Company”

Objective:

- Develop a comprehensive credit risk scoring model and visualize the loan portfolio quality using Power BI.

Digital Marketing Syllabus

Credits: 24 (6+6+12)

Course	Credit	T+P+P
Introduction to Business Analytics with Power BI	4	0+2+2
Advanced Data Analytics with Power BI	4	0+2+2
Foundations of digital marketing & e-commerce	2	1 +1+0
Content marketing & Customer engagement	4	2 +0+2
Digital marketing analytics	2	1 +1+0
Social media & E-mail marketing	4	2 +0+2
Digital Marketing Internship	4	0+0+4

Total	24	6+6+12
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Introduction to Business Analytics with Power BI

Credits: 4 (0+2+2)

Course Objectives

- To introduce students to the role of data analytics in business decision-making.
- To equip learners with the skills to connect, clean, transform, and visualize data using Power BI.
- To foster an understanding of domain-specific applications of Power BI.

Course Outcomes

- Navigate the Power BI interface and load datasets from various sources.
- Clean, transform, and shape raw datasets using Power Query.
- Build basic data models and relationships.
- Develop foundational DAX expressions (measures and calculated columns).
- Design simple, interactive dashboards for business storytelling.

Module 1: Introduction to Power BI and Business Analytics

- Understanding Business Analytics
- Power BI Desktop Interface & Workflow
- Data Connection – Excel, Web, Databases

Module 2: Data Preparation using Power Query

- Cleaning and Formatting Data
- Transforming Rows, Columns, Types
- Data Profiling, Filtering, Merging

Module 3: Modeling and Basic DAX

- Star Schema Design, Relationships
- Calculated Columns & Basic Measures

Module 4: Visual Analytics and Storytelling

- Charts, Slicers, Filters, KPIs
- Visual Design and Storytelling

Project

Design a dashboard and report using domain data (HR/Finance/Marketing/Agri).

Tools

- Power BI
- Excel / CSV Sources
- Kaggle Datasets

References

Microsoft Learn: Power BI Fundamentals

Advanced Data Analytics with Power BI

Credits: 4 (0+2+2)

Course Objectives

- To deepen students' understanding of DAX and advanced modeling.
- To equip learners with the ability to build time-aware analytics.
- To deploy Power BI reports using best practices for governance and security.

Course Outcomes

- Write and troubleshoot complex DAX expressions.
- Apply time intelligence functions to create YTD, MTD, MOM analytics.
- Design optimized, interactive dashboards using bookmarks and tooltips.
- Publish reports and set up refresh schedules and security roles.
- Execute a complete analytics solution from data to insights.

Module 1: Advanced DAX and Data Modeling

- Recap and Deep Dive into Relationships
- IF, SWITCH, CALCULATE
- Variables and Evaluation
- Hierarchies and Dimensions

Module 2: Time Intelligence and Optimization

- YTD, MTD, QTD, MOM Calculations
- Model Optimization and Performance Tuning

Module 3: Domain-Specific Case Studies

- Case Study – HR/Finance/Marketing/Agribusiness

Module 4: Report Interactivity and Deployment

- Bookmarks, Drillthroughs, Tooltips
- Power BI Service – Publishing, Workspaces
- Implementing Role-Level Security

Project

Build and publish an enterprise-grade analytics dashboard with full interactivity and security.

Tools

- Power BI

- Excel / CSV Sources
- Kaggle Datasets

References

Microsoft Learn: PL-300

Foundations of digital marketing & e-commerce

Credits: 2 (1 +1+0)

Course Objectives:

1. To introduce students the world of digital marketing and e-commerce.
2. To equip learners with the ability to use digital marketing tools and market their products in e-commerce platforms.

Course Outcomes:

Upon successful completion of this course, students will be able to:

- Identify the roles and functions that digital marketing and e-commerce play within an organization.
- Understand the customer journey and the function of journey maps and explain the concept of marketing funnel.
- Know how companies can use digital marketing to build their brands
- Understand the practice of performance marketing and its goals.
- Understand the importance of data for e-commerce.

Module 1: Introduction to digital marketing & e-commerce: Difference between digital marketing & e-commerce, Job roles and responsibilities, career-path, transferable skills of a digital marketing & e-commerce specialist, Agency roles Vs. In-house roles, Careers in digital marketing & e-commerce

Practice:

- A day in the life of an entry-level digital marketer
- A day in the life of an entry-level e-commerce account manager

Module 2: The customer journey & marketing funnel: Digital marketing & e-commerce creating value, the customer journey & journey maps, Meaning of touchpoint, The marketing funnel, Traditional Vs. digital marketing funnel, The top and & bottom of the funnel

Practice:

- MERSEA structuring its marketing funnel – case study

Module 3: Implications of digital marketing to build brands: Value of brands for digital marketing, Brand safety, Elements of a digital marketing strategy, SMART goals, Paid, owned and earned media, Use of SEO & SEM, Display advertising, Use of social media & e-mail marketing

Practice:

- Building an e-mail campaign for a business unit
- Building a social-media campaign for a business unit

Module 4: Measurement of performance success: Measure progress with performance success, Common metrics for success, Working with data, Data ethics, Attribution models, Data storytelling basics, Story structure

Practice:

- Data storytelling of a business unit

Thrust Area of Project:

- Design digital marketing campaign plan for a business unit

Tools:

For Digital Marketing: Google Digital Garage, HubSpot Academy,

For E-commerce: Shopify, WooCommerce, Razorpay

References:

- o Book: Digital Marketing For Dummies by Ryan Deiss & Russ Henneberry
- o Google Digital Garage: <https://learndigital.withgoogle.com/digitalgarage>

Link: [Digital Garage - YouTube Channel](#)

Link: [The Ultimate Shopify Tutorial for Beginners on How To Start Dropshipping](#)

Content marketing & customer engagement

Credits: 4 (2 +0+2)

Course Objectives:

1. To introduce students how to optimize website content for SEO and use SEM for the benefit of business.
2. To equip learners with the ability to create and market contents for social media handles including Facebook, YouTube and Instagram and measure measure and analyse content creation and marketing campaign results.

Course Outcomes:

Upon successful completion of this course, students will be able to:

- Explain the purpose of SEO and the essential SEO terms to know.
- Use Google Search Console and its reports to monitor a site's presence in Google Search results.
- Recognize the benefits of SEM and why to do it, understand the fundamentals of Google Ads and targeting audiences.
- Able to create and market contents for social media handles including Facebook, YouTube and Instagram even considering Generative AI.
- Analyse content performance and optimize for greater reach and engagement

Module 1: Introduction to attract and engage customers with digital marketing: Customer personas for targeting customers, Awareness, Consideration, Conversion, Loyalty, Learn to create customer personas.

Understand SEO: Working of Google search engine, Google determining website rankings, Breakdown of the Google search engine results pages (SERPs), Importance of SEO, Implementing SEO, Keyword research and recommendations, Organization of website pages, SEO terms

Assignments:

- Okabashi uses marketing strategies to attract customers and build interest – case study
- Marketing funnel stages and corresponding strategies
- Structure an e-commerce website

Module 2: Application of SEO: Optimization of website's contents, images, Crafting effective titles and meta descriptions, Creating structured data markup, Google search console, reports and metrics, Promoting a website, Making a mobile-friendly website, Bing Webmaster Tools.

SEM and display advertising: Benefits of SEM, SEM ad formats in Google Ads, Working of Google Ads, Identification of keywords and understand the ad auction, Display advertising, Optimization of responsive display ad

Assignments:

- Create an effective responsive search ad for a business unit

Optimize responsive display ads

- SEO do's and don'ts

Module 3: Visual storytelling: Video pre-production – Identifying equipment & software, developing ideas, comparing narratives & storyboarding

Video production-process – Operating prosumer camcorder, camera moves & shots, Shoot sequencing.

Video post-production – Professional editing workflow, performing basic editing, Editing patterns & transitions.

Creating Engaging Content for Facebook: Creating engaging written posts, visual content, and videos optimized for Facebook's algorithm, Building and managing active Facebook communities through Groups and interactive features, Planning and executing successful Facebook Live broadcasts that foster real-time engagement, Developing efficient content scheduling workflows using Meta Business Suite, Analyzing content performance using Facebook Insights to refine your approach, Implementing platform-specific SEO and hashtag strategies to increase content discoverability

Assignments:

- Create engaging content for Facebook using CANVA

Module 4: Creating Engaging Content for YouTube: Creating professional-quality videos optimized for YouTube's platform and algorithm, Mastering video production techniques using smartphones and basic editing software, Channel creation & channel branding, Analyzing channel performance and optimize content using YouTube Analytics, YouTube monetization policy.

Creating Engaging Content for Instagram: Create visually compelling photos, Stories, and Reels using Instagram's native tools, Writing engaging captions that drive audience interaction, Implementing effective hashtag strategies to increase content discoverability, Analysing content performance using Instagram Insights to optimize your strategy

Content Creation with Generative AI: Choosing GenAI tools for high impact content, leveraging GenAI, enhancing creativity, innovation and best practices.

Assignments:

- Create engaging content for YouTube using CAMTASIA or Adobe-Pro
- Create engaging content for YouTube using Renderforest
- Create engaging content for Instagram using CANVA

Thrust Area of Project:

Participate and explain the Google Ads auction process

Prepare and execute a content creation and marketing campaign for one of the business unit.

Tools:

Google Ads, Search Console, SEMrush

Canva, Grammarly, Mailchimp, Renderforest, CAMTASIA, Adobe-Pro

References:

- o Blog: Moz Beginner's Guide to SEO
- o Google Skillshop: <https://skillshop.withgoogle.com>
- o HubSpot Content Marketing Certification

Link: [SEMrush Academy | SEO Course for Beginners](#)

Link: [HubSpot Academy | Content Marketing Course \(Full Course\)](#)

Digital marketing analytics

Credits: 2 (1 +1+0)

Course Objectives:

1. To introduce students how to Evaluate metrics against performance goals and make adjustments to a marketing budget or strategy.
2. To equip learners with the ability to Create presentations and reports to update stakeholders on the progress or success of a marketing campaign and important insights.

Course Outcomes:

Upon successful completion of this course, students will be able to:

- Describe the unique role of performance goals and key performance indicators (KPIs) in marketing campaigns.
- Describe how tools like Google Analytics and Google Ads are used to measure website and ad campaign performance.

- Describe how to determine the return on investment (ROI) or return on ad spend (ROAS) of a marketing project.
- Prepare, conduct, and analyze the results from an A/B test to optimize a marketing campaign.
- Apply spreadsheet features like sorting, filtering, and pivot tables to prepare data to be shared.

Module 1: Marketing analytics and measurement: Media plans and goals, Setting performance goals, Introduction to Google Analytics, Big data for marketing analytics and automation

Practice:

- Set performance goals
- Familiarize students with Google Analytics

Module 2: Metrics for Google Analytics & Google Ads: Global site tagging and Google Tag Manager, Google Analytics: Monitor metrics, Google Analytics: Create Explorations, Google Analytics Explorations, Google Ads metrics, Dashboards, scorecards, and reports in Google Ads, View and apply recommendations in Google Ads, Link Google Ads to Google Analytics

Practice:

- Create an Exploration in Google Analytics
- Review and apply recommendations

Module 3: Measuring the success of digital marketing campaigns: Indicators of a successful marketing campaign, ROI and ROAS calculations, Perform A/B tests in Google Ads, Monitor A/B test results in Google Ads

Practice:

- How Good Boy Studios improves customer acquisition with A/B tests and analytics – case study
- Make digital marketing campaign budget decisions

Module 4: Presentation of metrics & insights to stakeholders: Key stakeholders & their expectations, preparing data in spreadsheets – sorting, filtering, pivot tables, charts, data visualization, Creating effective presentation

Practice:

- Sort and filter spreadsheet data
- Analyze data using pivot tables
- Create data visualizations for a presentation
- Present data insights to stakeholders

Thrust Area of Project:

Prepare and Interpret A/B test results of a business unit

Tools:

GA4, Tag Manager, Hotjar

References:

- o Book: Measure What Matters by Katie Delahaye Paine

Link: [Google Analytics 4 Tutorials by MeasureSchool \(Playlist\)](#)

Social media & e-mail marketing

Credits: 4 (2 +0+2)

Course Objectives:

1. To introduce students how to identify core pillars of social media marketing: strategy, planning and publishing, listening and engagement, analytics and reporting, advertising.
2. To equip learners with the ability to write effective email copy, subject lines, and preview text to optimize an e-mail marketing campaign, measure and analyse email campaign results.

Course Outcomes:

Upon successful completion of this course, students will be able to:

- Identify the five core pillars of social media marketing: strategy, planning and publishing, listening and engagement, analytics and reporting, and advertising.
- Learn how to write, design, and repurpose engaging content for social media and recognize how to use the data gathered from social media analytics as a decision-making tool.
- Learn best practices for presenting a social media report and achieve specific marketing goals through the use of paid social media.
- Write effective preview text and subject lines using best practices, create email marketing automation and workflows.
- Conduct contact management and list segmentation, measure and analyze email campaign results.

Module 1: Online interaction with customers: Benefits of social media marketing, Five core pillars of social media marketing, Earned, owned, and paid social media, The social media marketing funnel.

Social media strategy, planning & publishing: Defining goals of a social media strategy, identifying social media target audience, choosing social media platforms, Types of contents in social media, Determine the frequency and timing of posts, Use a social media calendar

Assignments:

- Create a social media calendar

Module 2: Social media engagement: Importance of social listening, Social listening strategies, Use of YouTube to grow audience, Increasing followers on Twitter, Writing for social media, Developing brand voice on social media, Repurpose content on social media

Social media analytics & reporting: Understanding social media analytics, Metrics to track with social media analytics, Use of social media data to drive marketing strategy, understanding social media reports, Presenting a social media report

Assignments:

- Respond to customer comments in a social media handle
- Design a social media post
- Analyze social media performance of a business unit
- Report on social media performance of a business unit

Module 3: Introduction to e-mail marketing: Entry level e-mail marketing jobs and tasks, Conducting PESTEL & SWOT, Do's and Don'ts in e-mail marketing, Ethical e-mail language.

Types of & useful tools for e-mail marketing: Types - Acquisition emails, Welcome emails, Newsletters, Promotional emails, Retention emails, Building and segmenting mailing list, writing effective mails, identifying helpful tools and selecting the best one.

Assignments:

- Write an Acquisition email for a business unit
- Write a Welcome email for a business unit
- Write a Promotional email for a business unit
- Write a Retention email for a business unit
- Create a mail in HubSpot
- Set up a Mailchimp campaign

Module 4: Collecting & analysing email campaign data: Useful concepts in email marketing results, Common email marketing metrics, Creating an email marketing report, Presentation tips.

Running email campaigns: Preparation for an email marketing, Aligning SMART goals with email campaign, Segmenting email list, Crating presentation for stakeholders, Reflecting and connecting with peers

Assignments:

- Present email marketing data to stakeholders
- Create SMART goals for an email campaign for a business unit
- Segment an email list for a business unit
- Analyze email campaign metrics for a business unit
- Create a presentation for stakeholders for a business unit

Thrust Area of Project:

Prepare social media campaign of a business unit

Prepare and execute an email campaign for a business unit

Tools:

Meta Ads Manager, Hootsuite

Mailchimp, HubSpot, Zoho Campaigns

References:

- o Book: Jab, Jab, Jab, Right Hook by Gary Vaynerchuk
- o HubSpot Email Marketing Certification

Link: [Meta Blueprint: Learn How to Create Effective Facebook & Instagram Ads](#)

Link: [Mailchimp Tutorial for Beginners 2024 - Create Email Marketing Campaigns](#)

Digital Marketing Internship

Credits: 4 (0+0+4)

Duration	Course Title	Credits	Type (T+P+Pj)
4 Weeks	Digital Marketing Internship	4	0+0+4

HR ANALYTICS

Credits: 24 (8+8 +8)

Course	Credit	T+P+P
Introduction to Business Analytics with Power BI	4	0+2+2
Advanced Data Analytics with Power BI	4	0+2+2
Talent acquisition and Development analytics	3	2+1+0
Workforce Planning and Talent Sourcing Analytics	3	2+1+0
Talent Engagement Analytics	3	2+1+0
Talent Retention Analytics	3	2+1+0
Project: HR Analytics Capstone	4	0+0+4
Total	24	8+8+8

Talent Acquisition & Development Analytics

Credit: 1+2+0

Course Objectives:

Students will be able to

- Understand and Evaluate Key Determinants of Quality of Hire
- Apply Predictive Analytics in Talent Acquisition
- Measure and Interpret Hiring and Performance Metrics
- Link Training and Development Initiatives to Performance Outcomes
- Develop and Communicate Data-Driven HR Insights

Course Outcome:

By the end of this course, students will be able to:

- Identify and track key hiring metrics
- Apply basic predictive analytics in hiring decisions
- Analyze training ROI and support talent strategy using data

Module 1: Foundations of Quality of Hire and Selection Metrics

Understanding “Quality of Hire” (QoH): Definition, Importance, and Organizational Impact, Key Selection Tools: Cognitive Tests, Structured Interviews, Work Samples, Role of Job Descriptions and Competency Frameworks, Validity and Reliability in Selection

Practice Session 1: Job Fit Analysis

Task: Students are given 3 job descriptions and sample candidate profiles. They must:

- Identify key selection criteria
- Recommend suitable assessment tools
- Justify the quality indicators to be tracked post-hiring

Deliverable: 1-page report + brief group presentation

Suggested Readings:

- Schmidt & Hunter (1998) – Validity of Selection Methods
- LinkedIn Talent Solutions (2020) – Global Talent Trends Report

Module 2: Predicting Performance and Acquisition Effectiveness Using Analytics

Predictive Analytics in HR, Tools and Techniques: Regression, Logistic Models, Decision Trees, KPIs in Hiring: Cost-per-Hire, Time-to-Fill, Source Effectiveness, Building and Interpreting a Quality of Hire Dashboard

Practice Session 2: Predictive Modelling with Sample Data

Task: Using a dataset (e.g., Kaggle HR dataset), students must:

- Run a simple regression to predict performance scores
- Identify which features (e.g., education, assessment scores) influence quality of hire
- Create visualizations in **Excel/Power BI**

Deliverable: Data analysis worksheet + 5minute data interpretation pitch

Tools Used: Excel / Power BI / Google Sheets

Suggested Readings:

- Pease (2015) – Optimize Your Greatest Asset
- Boudreau & Ramstad (2007) – Beyond HR

Module 3: Training Effectiveness and Employee Development Analytics

Linking Training to Business Outcomes (Kirkpatrick Model & ROI), Post-Hire Evaluation: Performance Ratings, Promotions, Retention, Analytics for Learning Effectiveness: Course Completion, Skill Gain, Engagement, Talent Lifecycle Dashboard (Recruit → Train → Retain)

Practice Session 3: Training Impact Simulation

Task: Given a company training dataset, students will:

- Analyze pre- and post-training performance
- Calculate ROI on training investment
- Recommend changes for higher learning retention or impact

Deliverable: Slide deck showing training KPIs + insights

Suggested Readings:

- Phillips (2012) – Measuring ROI in Learning & Development
- Deloitte Human Capital Trends Reports

Workforce Planning and Talent Sourcing Analytics

Credit: 1+2+0

Course Overview

This course develops the ability to analyze, plan, and optimize human capital through workforce planning and job analytics. Students will gain skills in predictive modeling, job analysis, job evaluation, and redesign — with a strong focus on metrics, tools, and real-world application.

Course Objectives

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

- Explain the strategic role of workforce planning and sourcing.
- Apply workforce forecasting models like Markov Chains and trend analysis.
- Conduct job analysis and prepare competency-based job descriptions.
- Evaluate jobs using structured, measurable techniques.
- Design job roles and analyze the outcomes of redesign interventions.

Course Outcomes:

- Explain the strategic importance of workforce planning and talent sourcing in aligning human capital with organizational goals
- Apply quantitative models such as Markov Chains, scatter plots, and trend analysis to forecast workforce supply and demand.
- Conduct comprehensive job analyses and develop competency-based job descriptions and specifications.
- Evaluate job roles using structured job evaluation methods and interpret relevant metrics to support fair compensation decisions.

Module 1: Introduction to Workforce Planning and Talent Sourcing

Meaning & Scope of Workforce Planning, Strategic Alignment with Business Objectives, Types of Talent Sourcing: Internal, External, Boomerang, Gig, Data-Driven Talent Planning & Supply Chains

Practice Session 1:

Title: *“Build a Basic Talent Sourcing Strategy”*

Activity: Students select a company and develop a sourcing plan for a specific function. Include:

- Talent demand
- Candidate personas
- Sourcing channels

Deliverable: 2-page sourcing strategy brief + 5-minute pitch

Module 2: Workforce Planning Process & Forecasting Tools

The 5-Step Workforce Planning Process, Forecasting Tools: Markov Chains (Transition Probability Matrix), Trend Analysis (using past HRIS data), Scatter Plot (performance vs. tenure/skills)

Practice Session 2:

Title: *“Forecast Talent Demand Using a Markov Model”*

Activity: Use provided HR data to:

- Build a Markov matrix
- Predict next year's internal movement and shortages
- Recommend action plans for gaps

Tools: Excel

Deliverable: Excel file + written interpretation

Module 3: Job Analysis and Job Description Development

Purpose and Methods of Job Analysis (PAQ, interviews, observations), Competency Frameworks, Difference Between JD and Job Specification, Using Job Analysis for Recruitment, Training, and Performance Management

Practice Session 3:

Title: *“Conduct a Job Analysis and Draft a JD”*

Activity: Students analyze a real or assigned job role using PAQ/interviews. Create:

- A Job Description
- A Job Specification

Deliverable: JD/JS Document + competency mapping table

Module 4: Job Evaluation – Concepts, Methods, and Metrics

Purpose of Job Evaluation, Evaluation Methods: Ranking, Classification, Point-Factor, Factor Comparison, Internal Equity and Compensation Grading, Key Metrics: Equity Index, Market Comparison Ratios

Practice Session 4:

Title: *“Apply Point-Factor Method for Job Evaluation”*

Activity:

- Assign point values to compensable factors (e.g., skills, effort) for 3 sample jobs
- Rank jobs and suggest pay band alignment

Tools: Excel templates

Deliverable: Job Evaluation Matrix

Module 5: Job Redesign – Concepts and Metrics

Why Job Redesign? Technology, Productivity, Engagement, Redesign Methods: Job Enlargement, Enrichment, Rotation, Simplification, Job Characteristics Model (Hackman & Oldham), Metrics: Job Satisfaction Index, Productivity, Role Overlap, Burnout Rate

Practice Session 5:

Title: *“Propose a Job Redesign Plan”*

Activity:

- Identify a high-stress or repetitive job role (real or case)
- Recommend a redesign strategy using enrichment or rotation

- Predict impact using engagement and productivity metrics
Deliverable: Redesign Report + before/after role chart

Talent Engagement Analytics

Credit: 1+2+0

Course Overview

This course equips students with the concepts, tools, and techniques to measure and analyze employee engagement using data-driven approaches. It explores the psychological and organizational factors influencing engagement, examines measurement methodologies like surveys and pulse checks, and applies analytics to identify variations across time, teams, and organizational levels. Students will gain practical experience in interpreting engagement data and making strategic HR recommendations.

Course Objectives

By the end of this course, students will be able to:

1. Understand the strategic importance of employee engagement in talent retention and performance.
2. Identify key drivers and barriers to engagement across functions and levels.
3. Design and interpret employee engagement surveys and feedback mechanisms.
4. Analyze temporal and team-based variations in engagement data.
5. Use data analytics tools to generate actionable insights for engagement strategies.

Course Outcomes:

- Identify and explain the major causes of employee attrition using organizational data and behavioral models.
- Analyze workforce data to recognize patterns and predictors of turnover across job roles, departments, and demographics.
- Evaluate the effectiveness of current retention initiatives using KPIs such as retention rate, turnover cost, and stay duration curves.
- Apply predictive analytics techniques (e.g., regression, clustering, survival analysis) to forecast potential attrition and inform decision-making.

Module 1:

Importance of Employee Engagement: Definitions and Evolution of Employee Engagement, Engagement vs. Satisfaction vs. Commitment, Link to Retention, Performance, and Customer Experience, Engagement Analytics in HR Strategy

Practice Session 1:

Title: *"Analyze the ROI of Engagement Programs"*

Activity: Case-based group analysis of a company's engagement strategy (e.g., Gallup or Google case).

Deliverable: ROI estimation table + brief presentation

Tool: Excel or Power BI

Module 2: Major Drivers of Employee Engagement

Psychological Meaning, Safety & Availability (Kahn, 1990), Gallup Q12 Drivers, Organizational Culture, Recognition, Leadership Style, Growth, Inclusion, Communication, and Well-being as Drivers, Engagement across Life Cycle Stages

Practice Session 2:

Title: *"Map Engagement Drivers in Your Workplace/Case Study Firm"*

Activity: Use qualitative and quantitative tools (like focus group feedback + hypothetical survey)

Deliverable: Driver mapping diagram + insight brief

Tool: Google Forms, Excel

Reading:

- **Kahn, W. A. (1990).** *Psychological conditions of personal engagement and disengagement.*
- **AON Hewitt Engagement Model**

Module 3: Employee Engagement Surveys

Role of surveys in talent analytics, differences between pulse vs. annual surveys, eNPS, and employee lifecycle feedback, Types: Annual Surveys, Pulse Surveys, eNPS, Question Design & Survey Fatigue, Designing a Valid & Reliable Engagement Survey, Psychometric Considerations: Likert Scales, Bias, Benchmarks, Survey Analytics: Response Rate, Sentiment, Heatmaps

Practice Session 3:

Title: *"Design and Analyze an Engagement Survey"*

Activity Flow:

Step 1: Design a 10-question pulse survey around a real or fictional company scenario

Step 2: Distribute within peer groups or simulate 50+ responses

Step 3: Analyze using Excel/Power BI – Calculate Engagement Index, identify top drivers

Step 4: Recommend two targeted interventions based on data

Reading:

- **Saks, A. M. (2006).** *Antecedents and consequences of employee engagement.*
- **SHRM Survey Design Toolkit**

Module 4: Variations in Engagement Across Time

Day-of-the-Week Engagement Patterns, Engagement Trends: Morning vs. Evening Shifts, Fatigue, Burnout, and Temporal Variation, Using Time-Series Data and Dashboards

Practice Session 4:

Title: *"Temporal Analysis of Engagement Trends"*

Activity: Use sample time-series survey data (Mon–Sun) to chart engagement patterns

Tool: Excel Pivot Charts / Power BI

Deliverable: Line graph + Root cause insight + Recommendations

Reading:

- **Ramesh, G. (2021).** *Measuring daily engagement using pulse data.*
- **Gallup Workplace Reports**

Module 5: Engagement Analytics at the Team Level

Team Dynamics and Manager Influence, Team-Level Engagement Index, Psychological Safety, Peer Relationships, Comparison of High-Performing vs. Low-Performing Teams, Interventions at Team Level

Practice Session 5:

Title: *"Compare Engagement Scores Across Teams"*

Activity: Analyze data for 5 fictional teams with different engagement drivers
Tool: Excel Heatmap or Power BI Matrix
Deliverable: Team engagement dashboard + Actionable team-wise interventions

Reading:

- **Google's Project Aristotle (Team Effectiveness & Engagement)**
- **Edmondson, A. (1999). *Psychological Safety and Learning Behavior in Work Teams***

References:

- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). *Business-unit-level relationship between employee satisfaction, engagement, and performance*. Journal of Applied Psychology.
- SHRM Research: The Business Case for Employee Engagement

Talent Retention Analytics

Credit: 1+2+0

Course Overview

This course explores the key drivers behind employee attrition and how analytics can be applied to design, implement, and track effective talent retention strategies. Students will learn to identify warning signs of disengagement and turnover, analyze data trends, and propose data-driven interventions for improving retention.

Course Objectives:

By the end of the session, students will be able to:

- Understand the common causes of employee attrition.
- Identify patterns and predictors of turnover using data.
- Evaluate various talent retention strategies across industries.
- Apply relevant metrics to monitor and track retention outcomes.
- Use HR analytics tools to generate insights from retention data.

Course Outcomes:

- Explain the organizational and behavioral factors contributing to employee attrition and disengagement.
- Analyze workforce data to identify patterns and predictors of employee turnover.
- Evaluate the effectiveness of various talent retention strategies using industry benchmarks and best practices.
- Apply quantitative metrics and models—such as turnover rate, retention rate, and survival analysis—to monitor and assess employee retention.
- Use HR analytics tools and dashboards to generate actionable insights that support retention decision-making and policy development.

Module 1: Employee Turnover

Voluntary vs. Involuntary Turnover, Push Factors (toxic culture, poor management, stagnation), Pull Factors (better pay, flexibility, career growth), Stay Interviews vs. Exit Interviews, Generational differences in attrition drivers

Key Insights:

- The Cost of Attrition
- “Regrettable vs. Non-regrettable Turnover”
- SHRM Report (2022): "Why Employees Leave – Top 5 Predictors of Voluntary Turnover"
- Harvard Business Review (2018): “Why People Really Quit Their Jobs”

Module 2: Talent Retention Approaches/Strategies

Engagement-Based Retention: Culture, Inclusion, Belonging, Reward and Recognition Programs, Career Growth and Internal Mobility, Leadership Development and Coaching, Personalized Retention Tactics (based on employee life stage), High Potential (HiPo) Retention Models, Stay Interviews and Predictive Exit Surveys

Module 3: Measures to Track Retention and Predict Attrition

Attrition Rate, Tenure Analysis, Turnover Cost, Retention Rate by Department, Demographic, Role, Survival Analysis & Kaplan-Meier Curves, Predictive Modeling of Attrition, Early Warning Systems (flight risk scoring), Sentiment Analysis of Exit Interview Data, Stay Duration Curve

Tools Introduced:

- Excel / Power BI dashboards
- Logistic Regression / Python-based churn prediction (basic intro)
- HRIS Reports (simulated)

Practice Session:

Practice Task Title: “*Detecting and Solving Retention Risk Using Analytics*”

Activity Flow:

1. Case Scenario: Students are given simulated HR data for a company experiencing high attrition in a specific unit. The dataset includes variables like department, tenure, age, satisfaction score, manager rating, training hours, and exit reasons.
2. Tasks:
 - Perform exploratory analysis to identify patterns (Excel/Power BI)
 - Identify high-risk employee segments
 - Recommend 3 customized retention strategies based on insights

Deliverable:

- Short presentation of key findings
- Retention dashboard or heatmap
- Retention strategy memo (1-pager)

Session Wrap-Up and Assessment

Quick Quiz Topics:

- Metrics: Retention vs. Attrition
- Leading vs. Lagging Indicators
- Application of predictive retention tools

Reference:

- Bersin by Deloitte: *High-Impact Talent Retention*
- Gallup: *Retaining the Right Employees: Engagement & Development*
- Fitz-Enz, J. (2010). *The New HR Analytics*
- IBM HR Analytics Case: Predictive Attrition Modeling

Reference:

1. HR Analytics: Data-Driven Decision-Making in Human Resource Management
Courseera:

[HR Analytics: Tools, Types, and Benefits](#)

[2. Data Analysis using Advanced Excel- Excel for HR Analytics](#)

[3. Data Visualization using Power BI- Coursera- Data Visualization using Power BI](#)

[4. Data analytics to People Analytics- Coursera- People Analytics](#)