

COURSE STRUCTURE AND SYLLABI

Bachelor of Business Administration

2024-25 Batch



Centurion
UNIVERSITY

Shaping Lives...
Empowering Communities...

SCHOOL OF MANAGEMENT
CENTURION UNIVERSITY OF TECHNOLOGY & MANAGEMENT
Odisha-761211, India

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**CENTURION UNIVERSITY OF TECHNOLOGY AND MANAGEMENT,
ODISHA**

CERTIFICATE



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*Shaping Lives...
Empowering Communities...*

This is to certify that the syllabus of the Programmes Bachelor of Business Administration of School of Management is approved in the 14th Academic Council Meeting held on 22nd November 2024.

**Dean
School of Management
CUTM, Odisha**

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, labor and social security laws, ethical and legal issues in performance management, workforce diversity, role of ethics in organizational behavior, 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.

- 1) To dissipate knowledge of general management concepts, principles and processes.
- 2) To develop analytical and decision making abilities at strategic and operational level in real time business situations.
- 3) To develop communication skills; listen, comprehend, write and present business problems and solutions in different areas
- 4) 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

1. Serving as a frontline executive in Business Enterprise including manufacturing and services (FMCG, FMCD, telecom, retail, infrastructure, financial services, etc.)
2. Pursuing higher education (MBA, etc.);
3. 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-year degree course of BBA will consist of six 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 Six Semesters consequently to earn the degree. Minimum credit: for Six semester 120 and For Eight semester 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)	32	24
	Skill Courses (SFS)	8	8
III	Ability Enhancement Courses	12	12
IV	Value Added Courses	12	12
V	Summer Internship / Community Engagement	4	4
VI	Research Project / Dissertation / Production Action Learning	12	0
TOTAL		160	120

Course Title	Major (Core) Courses		
	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	CUTM167 4	4	3+0+1
Gender Justice and Human Rights	CUCO1012	3	1.5+0+1.5
Indian Society and Culture	CUBB1029	2	1+0+1
Climate Change, Sustainability and Organisations	CUTM101 5	3	1.5+0+1.5
TOTAL		12	
Ability Enhancement Courses			
Course Title	Code	Credit	T+P+P

Job Readiness	CUTM101 6	6	0+0+6
Foreign Language	CUBB1026	2	1+1+0
Creative Writing	CUBB1027	2	0+2+0
Dining Etiquette	CUBB1028	2	0+2+0
TOTAL		12	
Minor / Domain 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	CUFM235 2	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	

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)	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 0	PO1 1	PO1 2
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 Wehrich 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

Business Economics (70 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1002	Business Economics	4	3+0+1

Course Rationale: The goal of the course is to provide students with a customized, hands-on approach to economics while improving their comprehension of business tactics and decisions. A better comprehension of production procedures that emphasizes the connection between changes in input and output, improving production efficiency, and optimization

Course Objectives

- To apply micro economic concepts and techniques in evaluating business decisions taken by firms
- How tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action, and finally choose among alternatives
- Acquire conceptual and theoretical knowledge of business economics from a management perspective;

- Understand and appreciate the tools of Business economics and their applications and to develop the ability to evolve business/management strategy using economic reasoning;
- Appreciate the new challenges to business management in the internet age and appreciate the linkages between economics and the functional areas of business

COURSE OUTCOMES

After completion of the course students will be able:

CO1: Acquire the conceptual and theoretical knowledge of microeconomics which is relevant for evaluating the economic behavior of an individual economic agent.

CO2: Demonstrate the use of microeconomic concepts like utility satisfying and maximizing traits of consumers, elasticity and opportunity cost in strategic planning; develop an economic perspective of business problems being a leader in future in digital economy.

CO3: Evaluate and compare the various types of market structures and use them when planning price policy of a firm and industry and communicate ideas with the policy maker

CO4: Understand and appreciate the production dynamics – including cost, revenue and profit considerations and according frame policy to remove disequilibrium in market structure

CO5: Learn the optimization functions for both consumer and producer equilibrium; help to the students how to sustainable resources and utilized economic theory on their day to day life

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	PO 0	PO1 1	PO1 2
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:

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

Business Statistics (84 hours)

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.

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.

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 Wiley & 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.

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

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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO11	PO1 2
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

1. <https://digitalleadership.com/blog/disruptive-innovation-examples/>
2. <https://www.netsuite.com/portal/resource/articles/inventory-management/inventory-management-trends.shtml>
3. https://asana.com/id/resources/capacity-planning?utm_campaign=&utm_source=&utm_medium=&gclid=CjwKCAjwkLCkBhA9EiwAka9QRnl_DMI7H8HmTUyDMR1znI8J2CVn5DerGnoYgXKPOB2kw3lWsKqDKxoC_wQQA_vD_BwE&gclid=aw.ds
4. 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>
5. Process Mapping: [https://www.canva.com/templates/?query=process-mapping](https://www.canva.com/templates/?query=process-mapping;);
6. How to Create Process Map: <https://creately.com/guides/process-mapping-guide/>
7. Create a Basic Control Chart : <https://www.youtube.com/watch?v=RPvLqDIUJDk>
8. Steps in Creating a Control Chart in excel:
<https://www.indeed.com/career-advice/career-development/upper-control-limit-excel>

9. Gantt Chart: <https://www.youtube.com/watch?v=xsxi4qaEnOg>
10. <https://www.edrawmax.com/pert-chart/how-to-create-a-pert-chart-in-excel/>
11. <https://www.projectmanager.com/guides/pert-chart>
12. https://cutm4.odoo.com/web#action=37&model=ir.module.module&view_type=kanban&cids=1&menu_id=2

Projects

1. **New Product Development-** Design any new product
2. **Process Improvement:** Analyze and identify bottlenecks or inefficiencies in a production unit
3. **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.
4. **Supplier Relationship Management:** Develop strategies and processes to effectively manage relationships with suppliers, including supplier selection, performance evaluation
5. 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 Distributors, New Delhi.

Reference Books:

- Projects, Preparation, Appraisal and Implementation (Prasanna Chandra), 3rd Edition, Tata McGraw 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/P O	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
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***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:

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

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
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+Pr)
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 Justice and Human Rights (63 Hours)

Credit: 1.5+0+1.5

Course Code	Course Title	Credits	Type (T+P+Pj)
CUCO1012	Gender Justice and Human Rights	3	1.5+0+1.5

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:

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

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/P O	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

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

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 (42 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUBB1029	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, gender disparities in development, the plight of slums and the informal sector, and challenges faced by children and the physically challenged.

CO5: Understand the interlinkages between science, technology, and development in the Indian context.

Course Outcome to Program Outcome Mapping:

CO/P O	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
CO5	3	3	2	2	3	2	1	2	2	2	2	3

***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; Caste, Tribe, Dalits 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 : tribal, women and environment, *Reformers and Radicals:* Rammohan Roy, Syed Ahmed Khan, Jyotirao Phule, Gopal Krishna Gokhale, Bal Gangadhar Tilak,

Tarabai Shinde, Dayananda Saraswati and Vivekananda *Nurturing a Nation* :M. K. Gandhi, Rabindra Nath Tagore, B R Ambedkar, Mohammad Ali Jinnah, EV Ramaswami, Jawaharlal Nehru, Rammanohar Lohia, Jayaprakash Narayan, Verrier Elwin Peasant, Tribal, Women and Environment movement

Module: IV

Social Issues in Modern India: Poverty - multidimensional aspects; Gender issues in development; Constitution of India: Slums; Informal sector; Child, Physically challenged

Module: V

Science, Technology and Society: Appropriate Technology; Science, Technology and Development Linkage; Science and Technology Policy.

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
- "Science, Technology, and Society" by R. K. Sharma

Climate Change, Sustainability and Organisation (63 Hours)

Course Code	Course Title	Credits	Type (T+P+Pj)
CUTM1015	Climate Change, Sustainability and Organisation	3	1.5+0+1.5

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 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 design and technology in sustainability, and strategic communication and marketing for promoting sustainability.

Course Outcome to Program Outcome Mapping:

CO/P O	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; The business case and leadership for action, Regulatory environment and International policy; Integrated Reporting Framework for Sustainability, Production and consumption; Design, technology, and planning for sustainability, Communication and marketing; Collaboration and partnerships

References:

- Climate Change- Law, Policy and Governance by Usha Tandon, Eastern Book Company, 2018
- Climate Change: A Very Short Introduction by Mark Maslin, Oxford University Press, 2014
- Sustainable Development Goals Series by Zachary Romano, Springer Publication, 2024.

ABILITY ENHANCEMENT COMPULSORY COURSE

Foreign Language (42 Hours)

Code-

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 writinh.
- **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

DISCIPLINE SPECIFIC ELECTIVES

Marketing Domain Courses

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

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

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

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

Finance Elective

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 Domain 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. Pareekh Udai (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 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
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***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)