

Programme Structure

Sharda School of Business Studies

Master of Business Administration (MBA) With Specialization In

Marketing/Human Resource/ Finance/ Business Analytics /Family Business
& Entrepreneurship / Operations Management /Information Technology

Programme Code:

Batch: 2026-2028

Sharda University Agra

Vision of the University

To serve the society by being a global University of higher learning in pursuit of academic excellence, innovation and nurturing entrepreneurship.

Mission of the University

M1: Transformative educational experience

M2: Enrichment by educational initiatives that encourage global outlook

M3: Develop research, support disruptive innovations and accelerate entrepreneurship

M4: Seeking beyond boundaries

Core Values

- Integrity
- Leadership
- Diversity
- Community

Sharda School of Business Studies (SSBS)

Vision

To be centre of excellence of global repute in business education to foster, learning attitude, professional prudence, creativity, entrepreneurship, and leadership accountable to the society.

Mission

- M1:** Creating a stimulating learning environment
- M2:** Consolidating professional skills and attitude
- M3:** Growing our research acumen, teaching, and industry linkages
- M4:** Delivering leading-edge knowledge in management, business development, leadership and global economy for society.

Core Values

Integrity, Leadership, Diversity and Community

1.MBA Programme Structure

1.1 Programme Structure- MBA Programme

This Document describes the MBA programme educational objectives, outcomes and mapping of the courses of 87 credits to be spreadover a period of 2 yrs with compulsory industry internship.

1.2 Programme Educational Objectives (PEO) and Program Specific Outcome(PSO)

The MBA programme educational objectives are defined in Para in 1.2.1 and Program Program Specific Outcome (PSO) are defined in Para 1.2.2.

1.2.1 MBA Programme Education Objectives

The educational objective of the MBA programme of SSBS is:

PEO1: Competent and Strategic Management Professionals

MBA graduates will become competent management professionals capable of applying integrated business knowledge, data analytics, and strategic thinking to solve complex organizational problems and support effective decision-making.

PEO2: Ethical, Responsible and Globally Oriented Leaders

MBA graduates will demonstrate ethical behavior, social responsibility, and leadership skills while understanding global business environments and contributing to sustainable organizational and societal development.

PEO3: Innovative, Entrepreneurial and Lifelong Learners

MBA graduates will develop an innovative and entrepreneurial mindset, engage in research-based thinking, and continuously upgrade their knowledge and skills to adapt to evolving business and technological changes.

1.2.2 Programme Specific Outcome

MBA Programme offers various specializations in Marketing, Human Resource, Finance, Business Analytics, Operations Management, Management Information System & Family Business and Entrepreneurship. The programme specific outcomes are.

PSO1: Business Analysis and Strategic Decision Capability

MBA graduates will be able to apply integrated business knowledge and analytical tools to evaluate complex business situations and support effective strategic decision-making.

PS02: Ethical Leadership and Organizational Effectiveness

MBA graduates will demonstrate ethical values, leadership skills, and team management abilities to enhance organizational performance and contribute to responsible business practices.

PS03: Global and Sustainable Business Competence

MBA graduates will understand global business environments and apply sustainability principles to address environmental and socio-economic challenges in business decisions.

PS04: Innovation, Entrepreneurship and Continuous Development

MBA graduates will develop innovative and entrepreneurial thinking and engage in lifelong learning and research to adapt to dynamic and evolving business environments.

1.3 Correlation Matrix- University Mission with School Mission

The correlation between the University Mission Statements and the School Mission Statements has been established to ensure alignment of institutional goals with academic and operational strategies. This mapping demonstrates how the broader vision of the University is effectively translated into actionable outcomes at the School level.

SUA Mission ↓ / SSBS Missions →	M1: Stimulating learning environment	M2: Professional skills & attitude	M3: Research, teaching & industry linkages	M4: Global & leading-edge knowledge
M1: Transformative educational experience	3	3	1	3
M2: Global outlook enrichment	1	1	2	3
M3: Research, innovation & entrepreneurship	1	2	3	2
M4: Seeking beyond boundaries	2	1	3	3

Note:

- 3 = Strongly related
- 2 = Moderately related
- 1 = Weakly related / Indirectly related
- 0 = Not related

1.4. Correlation Matrix PEOs with University Mission

The formulation of Program Educational Objectives (PEOs) was strategically aligned with the University's strengths, industry requirements, and the comprehensive growth of learners. These PEOs were systematically linked to the mission to assess correlation and enhance learning outcomes. This mapping ensures that the MBA program outcomes are consistent with the University's long-term mission and strategic intent.

PEOs ↓ / Missions →	SUA	M1: Transformative educational experience	M2: Global outlook enrichment	M3: Research, innovation & entrepreneurship	M4: Seeking beyond boundaries
PEO1: Competent and Strategic Management Professionals		3	2	2	2
PEO2: Ethical, Responsible and Globally Oriented Leaders		2	3	1	3
PEO3: Innovative, Entrepreneurial and Lifelong Learners		2	2	3	3

Note:

3 = Strongly related

2 = Moderately related

1 = Weakly related / Indirectly related

0 = Not related

1.5 Programme Outcomes (PO's) of MBA Dual programme of Sharda School of Business Studies

Programme Outcomes are attributes that reflect the ability and competence of postgraduates to perform effectively as management professionals after graduation. These outcomes describe the knowledge, skills, and professional capabilities students are expected to acquire through the programme, ensuring they are well prepared to achieve long-term educational and career objectives.

Based on AIU equivalence standards SUA, MBA Programme Outcomes emphasize the development of holistic, industry-ready managers with integrated business knowledge, leadership ability, ethical values, problem-solving skills, adaptability, and decision-making competence across diverse business domains.

P01: Integrated Business Knowledge & Versatility: Develops versatile managers with cross-functional expertise, enabling informed decision-making and adaptability in dynamic organizational environments.

P02: Strategic Decision Making: Developing a holistic manager capable of making strategic decisions and taking on future business challenges such as global, economic, legal and ethical aspects of business..

P03: Business Ethics & Values: Apply ethical principles to professional practices.

P04: Leadership & Team Management: Lead teams effectively and contribute to organizational goals.

P05: Global Perspective: Understand and analyze global economic and legal aspects of business.

P06: Innovative & Entrepreneurial Mindset: Develop innovative approaches to business problems.

P07: Environment and Sustainability: To develop understanding of environment impact of businesses and be able to apply management knowledge to develop sustainable solutions for future generations

P08: Data Analysis & Digital Proficiency for critical thinking & decision making: Utilize data-driven tools for analytics-driven & critical thinking insights.

P09: Social Responsibility: Preparing managers who are socially sensitive and ethically sound.

P010: Research Aptitude: Engage in research and synthesis of new knowledge.

P011: Life-long Learning: Adapt to changes in the professional environment through continuous learning.

1.5.1 Correlation Between School POs with PEOs

The correlation between Program Outcomes (POs) and Program Educational Objectives (PEOs) establishes the linkage between immediate graduate attributes and long-term career and professional achievements. This mapping ensures that the MBA curriculum is effectively designed to achieve its intended educational objectives.

POs ↓ / PEOs →	PEO1: Competent & Strategic Management Professionals	PEO2: Ethical, Responsible & Globally Oriented Leaders	PEO3: Innovative, Entrepreneurial & Lifelong Learners
PO1: Integrated Business Knowledge & Versatility	3	1	2
PO2: Strategic Decision Making	3	2	2
PO3: Business Ethics & Values	1	3	1
PO4: Leadership & Team Management	2	3	1
PO5: Global Perspective	1	3	1
PO6: Innovative & Entrepreneurial Mindset	1	1	3
PO7: Environment & Sustainability	1	2	1
PO8: Data Analysis & Digital Proficiency	3	1	2
PO9: Social Responsibility	1	3	1
PO10: Research Aptitude	3	1	3
PO11: Life-long Learning	2	2	3

Note:

- 3 = Strongly related
- 2 = Moderately related
- 1 = Weakly related / Indirectly related
- 0 = Not related

1.5.2 Correlation Between Programme Outcome and Mission of the School

The correlation between Programme Outcomes and the Mission of the School establishes how effectively the institutional mission is translated into measurable graduate attributes. This mapping ensures that the MBA program outcomes are directly supported by the School's academic vision, teaching-learning practices, and development strategies.

POs ↓ / SSBS Mission →	M1: Stimulating Learning Environment	M2: Professional Skills & Attitude	M3: Research, Teaching & Industry Linkages	M4: Leading-edge Knowledge & Global Economy
PO1: Integrated Business Knowledge & Versatility	3	3	2	3
PO2: Strategic Decision Making	2	3	2	3
PO3: Business Ethics & Values	2	3	1	2
PO4: Leadership & Team Management	3	3	2	3
PO5: Global Perspective	1	2	2	3
PO6: Innovative & Entrepreneurial Mindset	2	2	3	3
PO7: Environment & Sustainability	1	2	2	2
PO8: Data Analysis & Digital Proficiency	2	3	3	3
PO9: Social Responsibility	2	3	2	2
PO10: Research Aptitude	2	2	3	3
PO11: Life-long Learning	3	2	2	3

Note:

- 3= Strongly related
- 2 = Moderately related
- 1 = Weakly related / Indirectly related
- 0 = Not related

1.5.3 Programme Outcomes (PO's) and PSOs Correlation

The correlation between Programme Outcomes (POs) and Program Specific Outcomes (PSOs) establishes how the core graduate attributes of the MBA program are reinforced through discipline-specific competencies. This mapping ensures that students acquire both generic management capabilities (POs) and specialized program expertise (PSOs) in a balanced manner.

POs ↓ / PSOs →	PSO1: Business Analysis & Strategic Decision Capability	PSO2: Ethical Leadership & Organizational Effectiveness	PSO3: Global & Sustainable Business Competence	PSO4: Innovation, Entrepreneurship & Continuous Development
PO1: Integrated Business Knowledge & Versatility	3	2	2	2
PO2: Strategic Decision Making	3	2	2	2
PO3: Business Ethics & Values	1	3	2	1
PO4: Leadership & Team Management	2	3	2	1
PO5: Global Perspective	2	2	3	1
PO6: Innovative & Entrepreneurial Mindset	2	1	2	3
PO7: Environment & Sustainability	1	2	3	2
PO8: Data Analysis & Digital Proficiency	3	1	2	2
PO9: Social Responsibility	1	3	2	1
PO10: Research Aptitude	3	1	2	3
PO11: Life-long Learning	2	2	2	3

Note:

- 3 = Strongly related
- 2 = Moderately related
- 1 = Weakly related
- 0 = Not related

Semester	Mandatory Courses (Non-credit)	Humanities Based Management Courses (08 credits) 9.87%	Professional Core Courses (46 credits) 56.79%	Program Elective Courses relevant to the specialisation (12 credits) 14.81%	Open Courses - Electives from other technical and/or emerging fields (02 credits) 2.46%	Project work/ Seminar/ Internships (11 credits) 13.58%	MOOC(2 Credit) 2.46%	Contact hours	Total Credits
I		Managerial Communication (3) French Language (1)	Management Concepts & Organisational Behaviour (3) Financial Accounting (3) Marketing Management (3) Managerial Economics (3) Business Statistics for Managers (3) Business Law & Regulatory Framework (3) Fundamentals of Computer Applications and Python (3)	NA	NA	NA	NA	26	25
II	Value Added Courses	Verbal Ability & Personality Development - I (2)	Human Resource Management (3) Financial Management (3) Research Methodology (3) Global Business Environment (3) Production & Operations Management (3) Operations Research (3) Design & Creative Thinking (3)	NA	NA	Community Connect (1)	MOOC (2)	28	26
Mandatory Summer Internship (2 credit) (to be evaluated in IInd semester)									
III	Value Added Course	Verbal Ability & Personality Development - II (2)	Strategic Management (2) AI-Driven Entrepreneurship and Innovation Management (2)	Elective 1 Paper 1 (2) Elective 1 Paper 2 (2) Elective 2 Paper 1 (2) Elective 2 Paper 2 (2)	Open Elective (Offered from Other School) (2)	Summer Internship (2)	NA	21	18
IV		NA		Elective 1 Paper 3 (2) Elective 2 Paper 3 (2)	NA	Dissertation Report & Viva Voce (8)	NA	20	12
Total Credits	0	8	46	12	2	11	2		81
%	0	9.87654321	56.79012346	14.81481481	2.469135802	13.58024691	2.469135802		100

List of Electives							
DSC	Marketing Management	Human Resource Management	Finance	Business Analytics	Operations Management	Information Technology	Family Business and Entrepreneurship
III SEM (2 Each)	Sales and Distribution Management	Talent Management	Investment Analysis and Portfolio Management	Digital Marketing & Customer Analytics	Infrastructure Management	E-Commerce	New Venture Planning
	Integrated Marketing Communication	HR Analytics	Tax Planning and Management	Applications of Python in Decision Making	Total Quality Management	Data Based Management System	Family Business Organization & Model
	Digital Marketing	Compensation Management	Corporate Valuation & Restructuring	Prescriptive Analytics- Optimization and Simulation	Supply Chain Management	AI and ML For Business	Social Entrepreneurship and Sustainable Development
	Consumer Behavior	Industrial Relation and Labor Laws	Financial Derivatives and Risk management	Business Forecasting with Time Series	Artificial Intelligence in Operation Management	Cybersecurity & Information Security	Financial Management in Family Business

DSC	Marketing Management	Human Resource Management	Finance	Business Analytics	Operations Management	Information Technology	Family Business and Entrepreneurship
IV SEM (1 Each)	Service Marketing	Strategic Human Resource Management	Financial Institutions & Markets	Social media & Web Analytics	Project Management	Managing Digital Innovation and Transformation	Dynamics of Family Business Management
	Retail Management & Branding	International Human Resource Management	Working Capital Management	Business Intelligence & Visualization	Six Sigma & Lean Management	Cloud Computing for Business	Platform Business and Strategy
	Artificial Intelligence in Marketing	Artificial Intelligence in Human Resource Management	International Financial Management	SQL for Database Management	Procurement and Inventory Management	Enterprise Resource Planning	Business Plan

Minor in

MBA along with the regular program, and to serve the need to impart skill-based courses to students, we propose to start a minor program along with the regular program. The courses offered under the minor program shall have a minimum of 10% of the total credits of the program. We are proposing to start minor in the following,

a. AI for all

- i. Python Programming (4)
- ii. AI Basics and Prompt Engineering (4)
- iii. Application of AI in the concerned discipline (4)
- iv. Project on AI in the concerned discipline (4)

b. Entrepreneurship

- i. Fundamentals of Entrepreneurship (4)
- ii. Design and Critical Thinking (4)
- iii. Research Methodology and IPR (4)
- iv. Developing and Pitching a Business Idea (4)

c. Sports and Wellness

- i. Health and Wellness through Physical Exercise (3)
- ii. Strength and Conditioning (3)
- iii. Building communities through team sports (3)
- iv. Stress Management techniques (4)

Note: These courses are optional for council-based program. Students can replace any subject equivalent to credit of course with above-mentioned minor courses as per his/her choice.

SHARDA UNIVERSITY
Sharda School of Business Studies
Batch: 2026-2028

Programme/ Branch: MBA

SEMESTER: I

Session: 2026-2027

S.No.		PaperID	CourseCode	Courses	Teaching Load			Credits	Core/Elective Pre- Requisite/ Co Requisite	Type of Course: CC AECC SEC DSC
					L	T	P			
Theory Courses										
1.		MBC011	Management Concepts & Organizational Behavior	3	0	0	3	Core	CC	
2.		MBC012	Financial Accounting	3	0	0	3	Core	CC	
3.		MBC013	Marketing Management	3	0	0	3	Core	CC	
4.		MBC014	Managerial Economics	3	0	0	3	Core	CC	
5.		MBC015	Business Statistics for Managers	3	0	0	3	Core	CC	
6.		MBC016	Business Law & Regulatory Framework	3	0	0	3	Core	CC	
7.		MBC017	Fundamentals of Computer Applications and Python	2	0	2	3	Core	CC	
8.		MBC018	Managerial Communication	3	0	0	3	Core	CC	
9.		MFRN011	French Language	1	0	0	1	Core	SEC	
TOTAL CREDITS							25			

Signature of Branch Coordinator/HOD

Signature of Dean

SHARDA UNIVERSITY
Sharda School of Business Studies
Batch: 2026-2028

Programme / Branch: MBA

SEMESTER: II

Session: 2026-2027

Programme / Branch / Year										Semester / Term / A										Session 2024-2025									
S. No.	Paper ID	Course Code	Course	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course: CC AECC SEC DSE																				
				L	T	P																							
Theory Courses																													
1		MBC021	Human Resource Management	3	0	0	3	Core	CC																				
2		MBC022	Financial Management	3	0	0	3	Core	CC																				
3		MBC023	Research Methodology	3	0	0	3	Core	CC																				
4		MBC024	Global Business Environment	3	0	0	3	Core	CC																				
5		MBC025	Production & Operations Management	3	0	0	3	Core	CC																				
6		MBC026	Operations Research	3	0	0	3	Core	CC																				
7		MBC027	Design and Creative Thinking	3	0	0	3	Core	CC																				
8			MOOCs	1	0	0	2	Core	AEC																				
9			Value Added Course (SPSS)	0	0	0	0	Core (Audit)	VAC																				
Practical/Viva-Voce/Jury																													
1		MBVD211P	Verbal Ability & Personality Development - I	1	0	2	2	Core	SEC																				
2			Community Connect	0	0	2	1	Core	AEC																				
TOTAL CREDITS							26																						

Signature of Branch Coordinator/HOD

Signature of Dean

SHARDA UNIVERSITY
Sharda School of Business Studies
Batch: 2026-2028

Programme / Branch: MBA

SEMESTER: III

Session: 2027-2028

Programme / Branch: MBA											SEMESTER: III			Session: 2027-2028		
S. No.	Paper ID	Sub Code	Courses	Teaching Load			Credits	Core/Electi Pre- Requisite/ Co Requisite	Type of Course CC AECC SEC DISCIPLINESPECIFIC COURSE	Pre- requisites						
				L	T	P										
Theory Courses																
1		MBC031	Strategic Management	2	0	0	2	Core	CC							
2		MBC032	AI-Driven Entrepreneurship and Innovation Management	2	0	0	2	Core	CC							
3			Open Elective (Offered by Other School)	2	0	0	2	Core	OE							
4			Value Added Course (Power BI)	0	0	0	0	Core (Audit)	VAC							
5			Elective 1 Paper 1	2	0	0	2	Elective	PROGRAM ELECTIVE							
6			Elective 1 Paper 2	2	0	0	2	Elective	PROGRAM ELECTIVE							
7			Elective 2 Paper 1	2	0	0	2	Elective	PROGRAM ELECTIVE							
8			Elective 2 Paper 2	2	0	0	2	Elective	PROGRAM ELECTIVE							
Practical/Viva-Voce/Jury																
9		MBST311P	Summer Training & Project Report	0	0	4	2	Core	SEC							
10		MBVD 312P	Verbal Ability & Personality Development - II	1	0	2	2	Core	SEC							
TOTAL CREDITS							18									

Signature of Branch Coordinator/HOD

Signature of Dean

Discipline Specific Course

III Semester

S. No	Paper ID	Course Code	Marketing Management	Teaching Load			Credits	Core/Elective/Pre-Requisite/Co Requisite	Type of Course CC AECC SEC DISCIPLINE SPECIFIC COURSE	Pre-requisites
				L	T	P				
1.		MBDMK01	Sales and Distribution Management	2	0	0	2	Elective	PROGRAM ELECTIVE	
2.		MBDMK02	Integrated Marketing Communication	2	0	0	2	Elective	PROGRAM ELECTIVE	
3.		MBDMK03	Digital Marketing	2	0	0	2	Elective	PROGRAM ELECTIVE	
4		MBDMK04	Consumer Behaviour	2	0	0	2	Elective	PROGRAM ELECTIVE	

S. No.	Paper ID	Course Code	Human Resource Management	Teaching Load			Credits	Core/Elective/Pre-Requisite/Co Requisite	Type of Course CC AECC SEC DISCIPLINE SPECIFIC COURSE	Pre-requisites
				L	T	P				
1.		MBDHR01	Talent Management	2	0	0	2	Elective	PROGRAM ELECTIVE	
2.		MBDHR02	HR Analytics	2	0	0	2	Elective	PROGRAM ELECTIVE	
3.		MBDHR03	Compensation Management	2	0	0	2	Elective	PROGRAM ELECTIVE	
4		MBDHR04	Industrial Relation and Labour Laws	2	0	0	2	Elective	PROGRAM ELECTIVE	

Signature of Branch Coordinator/HOD

Signature of Dean

S. No.	Paper ID	Course Code	Finance	Teaching Load			Credits	Core/Elective Pre-Requisite/Co Requisite	Type of Course CC AECC SEC DISCIPLINE SPECIFIC COURSE	Pre-requisites
				L	T	P				
1.		MBDFM01	Investment Analysis and Portfolio Management	2	0	0	2	Elective	PROGRAM ELECTIVE	
2.		MBDFM02	Tax Planning and Management	2	0	0	2	Elective	PROGRAM ELECTIVE	
3.		MBDFM03	Corporate Valuation & Restructuring	2	0	0	2	Elective	PROGRAM ELECTIVE	
4		MBDFM04	Financial Derivatives and Risk Management	2	0	0	2	Elective	PROGRAM ELECTIVE	

S. No.	Paper ID	Course Code	Business Analytics	Teaching Load			Credits	Core/Elective Pre-Requisite/Co Requisite	Type of Course CC AECC SEC DISCIPLINE SPECIFIC COURSE	Pre-requisites
				L	T	P				
1.		MBDBA01	Digital Marketing & Customer Analytics	2	0	0	2	Elective	PROGRAM ELECTIVE	
2.		MBDBA02	Application of Python in Decision Making	2	0	0	2	Elective	PROGRAM ELECTIVE	
3.		MBDBA03	Business Forecasting with Time Series	2	0	0	2	Elective	PROGRAM ELECTIVE	
4		MBDBA04	Prescriptive Analytics-Optimization and Simulation	2	0	0	2	Elective	PROGRAM ELECTIVE	

Signature of Branch Coordinator/HOD

Signature of Dean

No.	Paper ID	Course Code	Operations Management	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course CC AECC SEC DISCIPLINE SPECIFIC COURSE	Pre-requisites
				L	T	P				
1.		MBDOM01	Infrastructure Management	2	0	0	2	Elective	PROGRAM ELECTIVE	
2.		MBDOM02	Total Quality management	2	0	0	2	Elective	PROGRAM ELECTIVE	
3.		MBDOM03	Supply Chain Management	2	0	0	2	Elective	PROGRAM ELECTIVE	
4		MBDOM04	Artificial Intelligence in Operations Management	2	0	0	2	Elective	PROGRAM ELECTIVE	

S. No.	Paper ID	Course Code	Information Technology	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course CC AECC SEC DISCIPLINESPECIFICCOURSE	Pre-requisites
				L	T	P				
1.		MBDIT01	E- Commerce	2	0	0	2	Elective	PROGRAM ELECTIVE	
2.		MBDIT02	Data Based Management System	2	0	0	2	Elective	PROGRAM ELECTIVE	
3.		MBDIT03	AI & Machine Learning for Business	2	0	0	2	Elective	PROGRAM ELECTIVE	
4		MBDIT04	Cybersecurity & Information Security	2	0	0	2	Elective	PROGRAM ELECTIVE	

Signature of Branch Coordinator/HOD

Signature of Dean

S. No.	Paper ID	Course Code	Family Business & Entrepreneurship	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course CC AECC SEC DISCIPLINE SPECIFIC COURSE	Pre-requisites
				L	T	P				
1.		MBDFB01	New Venture Planning	2	0	0	2	Elective	PROGRAM ELECTIVE	
2.		MBDFB02	Family Business Organization & Model	2	0	0	2	Elective	PROGRAM ELECTIVE	
3.		MBDFB03	Social Entrepreneurship and Sustainable Development	2	0	0	2	Elective	PROGRAM ELECTIVE	
4		MBDFB04	Financial Management in Family Business	2	0	0	2	Elective	PROGRAM ELECTIVE	

Signature of Branch Coordinator/HOD

Signature of Dean

SHARDA UNIVERSITY
Sharda School of Business Studies
Batch: 2026-2028
SEMESTER: IV

Programme / Branch: MBA

Session: 2027-2028

S. No.	Paper ID	Sub Code	Courses	Teaching Load			Credits	Core/Electi Pre- Requisite/ Co Requisite	Type of Course CC AECC SEC DISCIPLINESPECIFIC COURSE	Pre- requisites
				L	T	P				
Theory Courses										
1			Elective 1 Paper 3	2	0	0	2	Elective	PROGRAM ELECTIVE	
2			Elective 2 Paper 3	2	0	0	2	Elective	PROGRAM ELECTIVE	
Practical/Viva-Voce/Jury										
3		MBDR411P	Dissertation Report & Viva Voce	0	0	16	8	Core		
TOTAL CREDITS							12			

Signature of Branch Coordinator/HOD

Signature of Dean

Discipline Specific Course
IV Semester

S. No.	PaperID	Course Code	Marketing Management	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course CC AECC SEC DISCIPLINE SPECIFIC COURSE	Pre-requisites
				L	T	P				
1.		MBDMK05	Service Marketing	2	0	0	2	Elective	PROGRAM ELECTIVE	
2.		MBDMK06	Retail Management & Branding	2	0	0	2	Elective	PROGRAM ELECTIVE	
3		MBDMK07	Artificial Intelligence in Marketing	2	0	0	2	Elective	PROGRAM ELECTIVE	

S. No.	Paper ID	Course Code	Human Resource Management	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course CC AECC SEC DISCIPLINE SPECIFIC COURSE	Pre-requisites
				L	T	P				
1.		MBDHR05	Strategic Human Resource Management	2	0	0	2	Elective	PROGRAM ELECTIVE	
2.		MBDHR06	International Human Resource Management	2	0	0	2	Elective	PROGRAM ELECTIVE	
3		MBDHR07	Artificial Intelligence in Human Resource Management	2	0	0	2	Elective	PROGRAM ELECTIVE	

Signature of Branch Coordinator/HOD

Signature of Dean

S. No.	Paper ID	Course Code	Finance	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course CC AECC SEC DISCIPLINE SPECIFIC COURSE	Pre-requisites
				L	T	P				
1.		MBDFM05	Financial Institutions and Markets	2	0	0	2	Elective	PROGRAM ELECTIVE	
2.		MBDFM06	Working Capital Management	2	0	0	2	Elective	PROGRAM ELECTIVE	
3		MBDFM07	International Financial Management	2	0	0	2	Elective	PROGRAM ELECTIVE	

S. No.	PaperID	Course Code	Business Analytics	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course CC AECC SEC DISCIPLINESPECIFICCOURSE	Pre-requisites
				L	T	P				
1.		MBDIT05	Social media & Web Analytics	2	0	0	2	Elective	PROGRAM ELECTIVE	
3.		MBDIT06	Business Intelligence & Visualization	2	0	0	2	Elective	PROGRAM ELECTIVE	
4		MBDIT07	SQL for Database Management	2	0	0	2	Elective	PROGRAM ELECTIVE	

Signature of Branch Coordinator/HOD

Signature of Dean

S. No.	Paper ID	Course Code	Operations Management	Teaching Load			Credits	Core/Elective/Pre-Requisite/Co Requisite	Type of Course CC AECC SEC DISCIPLINE SPECIFIC COURSE	Pre-requisites
				L	T	P				
1.		MBDOM05	Project Management	2	0	0	2	Elective	PROGRAM ELECTIVE	
2.		MBDOM05	Six Sigma & Lean Management	2	0	0	2	Elective	PROGRAM ELECTIVE	
3.		MBDOM05	Procurement and Inventory Management	2	0	0	2	Elective	PROGRAM ELECTIVE	

S. No.	Paper ID	Course Code	Information Technology	Teaching Load			Credits	Core/Elective/Pre-Requisite/Co Requisite	Type of Course CC AECC SEC DISCIPLINE SPECIFIC COURSE	Pre-requisites
				L	T	P				
1.		MBDIT05	Managing Digital Innovation and Transformation	2	0	0	2	Elective	PROGRAM ELECTIVE	
2.		MBDIT06	Cloud Computing for Business	2	0	0	2	Elective	PROGRAM ELECTIVE	
3		MBDIT07	Enterprise Resource Planning	2	0	0	2	Elective	PROGRAM ELECTIVE	

Signature of Branch Coordinator/HOD

Signature of Dean

S. No.	Paper ID	Course Code	Family Business & Entrepreneurship	Teaching Load			Credits	Core/Elective Pre-Requisite/ Co Requisite	Type of Course CC AECC SEC DISCIPLINESPECIFIC COURSE	Pre-requisites
				L	T	P				
1.		MBDFB05	Dynamics of Family Business Management	2	0	0	2	Elective	PROGRAM ELECTIVE	
2.		MBDFB06	Platform Business and Strategy	2	0	0	2	Elective	PROGRAM ELECTIVE	
3		MBDFB07	Business Plan	2	0	0	2	Elective	PROGRAM ELECTIVE	

Signature of Branch Coordinator/HOD

Signature of Dean

SYLLABI OF ALL COURSES OF MBA PROGRAMME

SEMESTER: I

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2026-27
Branch:	MBA	Semester:	I

2. Course Details

S. No	Attribute	Details
1.	Course Title	Management Concepts and Organizational Behavior
2.	Course Code	----
3.	Credits	3
4.	Contact (Learning) Hours per Week (L-T-P-SL))	3-0-0-3
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 45 hrs T: 00hrs P: 00 hrs SL: 45 hrs Total: 90 hrs Credits: 2
5.	Course Type	Theory
6.	Course Objective	To provide students with a comprehensive understanding of management principles, managerial functions, and organizational behaviour, enabling them to develop managerial and leadership skills, understand human behaviour in organizations, and apply management concepts effectively in real-life business situations.
7.	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall the fundamental concepts, functions, and processes of management. CO2: Explain and understand the roles, skills and functions of manager. CO3: Apply concepts of organizational behaviour, personality, and perception in workplace situations. CO4: Analyze motivation theories and interpersonal relationship frameworks for improving organizational effectiveness. CO5: Evaluate group dynamics, leadership approaches, and organizational change processes. CO6: Design managerial and behavioural interventions to enhance individual, team, and organizational performance.
8.	Course Description	This course provides a comprehensive understanding of management principles and organizational behaviour. It introduces students to managerial functions, planning, decision-making, organizing, staffing, directing, and controlling. The course also explores individual and group behaviour, personality, motivation, leadership, interpersonal relations, and organizational change to develop managerial effectiveness and organizational understanding.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Management (9-0-0-9= 18 hrs)		
Objective	To understand the fundamentals of management, managerial roles, management theories, and evolution of management practices.		
A	Management: Concept, Functions, Levels, Managerial Roles and Skills	CO1, CO2	<i>PPTs, Smart Board, Case Studies, Videos</i>
B	Planning: Objectives, Process		
C	MBO, Types of Decisions,		
Unit 2:	Management Functions (9-0-0-9= 18 hrs)		
Objective	Develop knowledge of managerial functions such as planning, organizing, staffing, directing, and controlling for effective organizational performance.		
A	Organizing and Organizational Structure	CO2, CO3	<i>PPTs, Smart Board, Business Simulations, Case Discussions</i>
B	Staffing, Directing and Coordination		
C	Controlling: Types and Process		
Unit 3:	Introduction to Organisational Behaviour (9-0-0-9= 18 hrs)		
Objective	To understand individual behaviour in organizations, including personality, perception, and their impact on workplace effectiveness.		
A	Concept and Models of Organizational Behaviour	CO2, CO3, CO4	<i>PPTs, Smart Board, Business Simulations, Case Discussions</i>
B	Personality: Meaning, Determinant, Big Five Trait Model, Other Personality Traits		
C	Perception: Process and Perceptual Errors		
Unit 4:	Motivation and Interpersonal Behaviour (9-0-0-9= 18 hrs)		
Objective	To Understand motivational processes and interpersonal relationship frameworks to enhance employee performance and organizational effectiveness.		
A	Motivation: Concept, Types, Motivation Theories	CO3, CO4, CO5	<i>Role Plays, Smart Board, Case Studies, PPTs</i>
B	Transactional Analysis and Ego States		
C	Life Positions, Stroke Analysis and Johari Window		
Unit 5:	Group Behaviour, Leadership and Change (9-0-0-9= 18 hrs)		
Objective	Understand group dynamics, leadership styles, organizational challenges, facilitate change, and improve managerial decision-making.		
A	Groups and Teams: Types, Stages of Group Formation, Benefits and Reasons for Joining Groups	CO5, CO6	<i>Research Articles, Group Discussion, PPTs</i>
B	Leadership: Concepts, Styles		
C	Organizational Change: Meaning, Kurt Lewin Model of change, Resistance to change.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work (includes assignments, seminars, industrial visits, any other student activities etc.) SL: Self Learning, MOOCs, spoken tutorials, online educational resources etc Example Self-Learning beyond Class Room, Developing a mini project/ group presentaion, Self-Learning from online content, Case Study, Industry Work/Visit				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				

References	Textbook: 1.L.M. Prasad - Principles & Practice of Management, Sultan Chand 2.Robbins, S.P. & Decenzo, D. A. (2014). Fundamentals of Management: Essential Concepts and Applications. New Delhi: Pearson Education. 3.Koontz, H. (2010). Essentials of Management. New Delhi: Tata McGraw- Hill Education.
	Other References 1. Stephen P. Robbins, Sanghi "Organizational Behaviour" Concepts, Controversies, and Applications", New Delhi, Prentice Hall, New Edition' 2. UdaiPareek, –Organizational Behavior , Oxford University Press 3. L.M. Prasad - Organizational Behavior, Sultan Chand

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Knowledge	Strategic Decision	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PS01	PS0 2	PS03	PS04
C01	3	2	1	1	-	-	-	-	1	-	2	2	1	-	-
C02	3	2	1	2	-	1	-	-	1	-	2	2	2	-	1
C03	3	3	1	2	-	1	-	-	2	-	2	3	2	-	1
C04	2	3	2	3	-	2	-	-	2	-	2	2	3	-	2
C05	2	3	2	3	1	2	1	-	2	1	2	2	3	1	2
C06	2	3	3	3	1	3	2	1	2	2	3	3	3	2	3
Avg	2.50	2.50	2.20	2.40	1.50	2.25	1.67	1.75	1.40	1.33	2.00	2.50	2.50	2.50	2.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops managerial knowledge, decision-making abilities, leadership skills, and problem-solving competencies through management theories and practices.
SDG 5: Gender Equality	2	Promotes inclusive workplace behaviour and leadership
SDG 8: Decent Work & Economic Growth	3	Enhances managerial effectiveness and workforce productivity
SDG 10: Reduced Inequalities	2	Encourages diversity and effective interpersonal relationships
SDG 16: Peace, Justice & Strong Institutions	2	Supports ethical leadership, conflict management, and organizational harmony

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2026–27
Branch:		Semester:	I

2. Course Details

S. No	Attribute	Details
1	Course Title	Financial Accounting
2	Course Code	
3	Credits	3
4	Contact (Learning) Hours per Week (L-T-P-SL))	3-0-0-3
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 45 hrs T: 00hrs P: 00 hrs SL: 45 hrs Total: 90 hrs Credits: 3
5	Course Type	Theory
6	Course Objective	To provide comprehensive understanding of accounting principles, financial reporting, and accounting techniques required for managerial decision-making and organizational performance evaluation. The course aims to develop analytical skills related to preparation and interpretation of financial statements, ratio analysis, cash flow analysis, and emerging applications of Artificial Intelligence in accounting and finance.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain fundamental accounting concepts, principles, conventions, and accounting procedures used in business organizations. CO2: Apply accounting principles and accounting systems for recording business transactions and preparation of financial statements. CO3: Analyze financial statements, accounting standards, and ratio analysis techniques for evaluating business performance and financial position. CO4: Evaluate liquidity, solvency, profitability, and cash flow position of organizations using accounting and financial analysis tools. CO5: Assess the role of accounting standards, IFRS, and AI-enabled accounting systems in modern business environments. CO6: Integrate accounting knowledge, financial statement analysis, ratio analysis, and AI-based accounting tools for effective managerial decision-making and financial reporting.
8	Course Description	This course provides knowledge of accounting principles, financial reporting, and accounting techniques used in managerial decision-making. It covers accounting concepts, preparation of financial statements, ratio analysis, cash flow statements, accounting standards, IFRS, and emerging applications of Artificial Intelligence in accounting and finance, while developing students' analytical and practical financial skills.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Accounting (9-0-9 = 18 hrs)		
Objective	To familiarize students with the fundamental concepts, principles, and procedures of accounting and their role in business decision-making.		
A	Meaning, Scope and Nature of Accounting, Users of Accounting Information, Principles of Accounting, Accounting Concepts and Conventions.	CO1, CO2	Accounting Software Demonstrations, Excel, PPTs, Financial Documents, Numerical Exercises, Whiteboards
B	Accounting Equation, Journal Entries, Subsidiary Books, Ledger Posting.		
C	Preparation of Trial Balance and Rectification of Errors.		
Unit 2:	Final Accounts and Depreciation (9-0-9 = 18 hrs)		
Objective	To develop understanding regarding preparation of final accounts and accounting treatment of depreciation in business organizations.		
A	Preparation of Profit & Loss Account and Balance Sheet according to Companies Act 2013 (Vertical Format).	CO2, CO3	Numerical Problem Solving, Accounting Formats, Financial Statements, Excel, Accounting Software
B	Meaning, Need, Objectives, and Methods of Depreciation.		
C	Straight Line Method and Diminishing Balance Method with Numerical Applications.		
Unit 3:	Mechanics of Accounting (9-0-9 = 18 hrs)		
Objective	To provide understanding regarding accounting standards, IFRS, and accounting systems used in financial reporting.		
A	Introduction to Accounting Standards and IFRS, International Accounting Principles and Standards.	CO3, CO5	Accounting Standards, Case Studies, Financial Reports, Regulatory Frameworks
B	Matching of Indian Accounting Standards with International Accounting Standards.		
C	Concept and Applications of Double Entry System in Accounting.		
Unit 4:	Ratio Analysis (9-0-9 = 18 hrs)		
Objective	To develop analytical understanding of ratio analysis techniques for evaluating organizational performance and financial position.		
A	Meaning, Significance, Objectives and Limitations of Ratio Analysis.	CO3, CO4	Excel, Financial Statements, Ratio Analysis Templates, Numerical Exercises, Case Analysis
B	Profitability Ratio, Turnover Ratio, Liquidity Ratio, Solvency Ratio.		
C	Interpretation of Financial Ratios for Managerial Decision-Making.		
Unit 5:	Cash Flow Statement and AI in Accounting (9-0-9 = 18 hrs)		
Objective	To provide understanding regarding cash flow statements and emerging applications of Artificial Intelligence in accounting and finance.		
A	Meaning, Definition, Significance, Limitations and Format of Cash Flow Statement.	CO4, CO5, CO6	Cash Flow Formats, AI-based Accounting Tools, Accounting Software, Excel, Financial Analytics Platforms
B	Preparation of Cash Flow Statement using Indirect Method with Numerical Applications.		
C	Meaning, Benefits, Challenges, Trends and Future of AI in Accounting, AI-based Accounting Tools and Comparison with Traditional Accounting Systems.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours)	TW: Term work includes accounting problem-solving exercises, preparation of financial statements, ratio analysis assignments, cash flow statement preparation, case studies, presentations, quizzes, and practical applications using accounting and AI-based financial tools.
---	---

(SL: 45 hrs)	SL: Self-learning through accounting software demonstrations, IFRS guidelines, financial reports, research articles, online accounting resources, AI-enabled accounting platforms, MOOCs, and practice exercises related to financial statement analysis and reporting.
Mode of Examination	Weightage Distribution:
References	Textbook: 1.Peddina Mohana Rao — Financial Statement Analysis and Reporting, PHI Learning Private Limited, New Delhi. 2.S.N. Maheshwari & S.K. Maheshwari — Accounting for Management, Vikas Publication House.

5. CO–PO and CO–PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	PO 1	PO2	PO3	PO4	PO5	PO6	PO 7	PO8	PO9	PO10	PO11	PSO1	PSO 2	PSO3	PSO4
CO1	3	2	1	-	-	-	-	1	-	1	1	2	1	-	1
CO2	3	3	-	-	-	-	-	2	-	1	1	3	-	-	1
CO3	3	3	1	-	1	-	-	2	-	2	1	3	1	-	1
CO4	3	3	-	-	-	-	-	3	-	2	1	3	-	-	1
CO5	2	2	1	-	1	2	-	3	-	2	1	2	1	1	2
CO6	3	3	1	1	1	2	-	3	1	3	2	3	2	1	3
Avg	2.83	2.67	1.00	1.00	1.00	2.00	-	2.33	1.00	1.83	1.17	2.67	1.25	1.00	1.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops accounting knowledge, financial analysis skills, and analytical competencies required for managerial decision-making and financial reporting.
SDG 8: Decent Work & Economic Growth	3	Enhances professional competencies in accounting, financial management, reporting, and financial analysis essential for organizational growth and employability.
SDG 9: Industry, Innovation & Infrastructure	2	Encourages adoption of modern accounting systems, AI-enabled accounting tools, and digital financial reporting practices for business efficiency and innovation.
SDG 12: Responsible Consumption & Production	2	Promotes transparent financial reporting, responsible resource management, and ethical accounting practices for sustainable business operations.
SDG 16: Peace, Justice & Strong Institutions	2	Strengthens understanding of accounting standards, financial transparency, compliance, and ethical financial reporting practices supporting institutional accountability.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2026-27
Branch:	MBA	Semester:	I

2. Course Details

S. No	Attribute	Details
1	Course Title	Marketing Management
2	Course Code	----
3	Credits	3
4	Contact (Learning) Hours per Week (L-T-P-SL))	3-0-0-3
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 45 hrs T: 00hrs P: 00 hrs SL: 45 hrs Total: 90 hrs Credits: 3
5	Course Type	Theory
6	Course Objective	The aim of this course is to impart to the students an in-depth understanding of the building blocks of marketing, develop a marketing mindset for effective business decision-making, and explore the integration of Artificial Intelligence (AI) technologies in marketing.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> <i>CO1: Recall</i> and describe the fundamental concepts, functions, and components of marketing management and consumer behavior. <i>CO2: Explain and understand</i> concepts related to segmentation, targeting, positioning, product decisions, pricing, promotion, and distribution strategies. <i>CO3: Develop and apply</i> marketing principles and tools to analyze consumer markets, develop marketing mix strategies, and solve business marketing problems <i>CO4: Analyze</i> market opportunities, consumer buying behavior, pricing strategies, distribution channels, and promotional campaigns for effective decision-making. <i>CO5: Evaluate</i> marketing strategies, branding decisions, AI-driven marketing practices, and ethical challenges in contemporary marketing environments. <i>CO6: Design,</i> innovative and sustainable marketing strategies integrating AI technologies, digital tools, customer insights, and ethical marketing practices for organizational growth.
8	Course Description	This course provides a comprehensive understanding of marketing concepts, consumer behavior, market segmentation, pricing, distribution, promotion, branding, and AI-driven marketing strategies. The course emphasizes practical marketing decision-making, customer-centric approaches, and the integration of AI technologies in modern marketing practices.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Unit 1: Introduction to Marketing (9-0-0-9 = 18 hrs)		
Objective	To understand the fundamentals of marketing and consumer buying behavior		
A	Nature and scope of marketing; Need, Want, Demand; Marketing Vs Selling; Elements of Marketing Mix	C01, C02	<i>PPTs, Smart Board, Case Studies, Videos</i>
B	Understanding Consumer Behavior: Buying motives and factors influencing buying behavior		
C	Buying habits, stages in consumer buying decision process, types of consumer buying decisions		
Unit 2:	Market Segmentation & Product Decisions (9-0-0-9 = 18 hrs)		
Objective	To understand market segmentation, targeting, positioning, and product decisions		
A	Market Segmentation, Targeting and Positioning: Concepts, bases, and process	C02, C03	<i>PPTs, Smart Board, Business Simulations, Case Discussions</i>
B	Factors influencing selection of market segments; Positioning strategies		
C	Product Decisions: New product development, Product Life Cycle, diffusion process, Packaging and Labelling		
Unit 3:	Pricing and Place Decisions (9-0-0-9 = 18 hrs)		
Objective	To understand pricing strategies and distribution channel decisions.		
A	Pricing concepts for establishing value; Value-based, Cost-based, Market-based and Competitor-based pricing	C03	<i>PPTs, Smart Board, Business Simulations, Case Discussions</i>
B	New product pricing – Price Skimming & Penetration pricing		
C	Distribution channels, channel management, retailing, wholesaling, logistics and physical distribution decisions		
Unit 4:	Promotion Decisions (9-0-0-9 = 18 hrs)		
Objective	To understand promotional tools and branding strategies in marketing.		
A	Role of Promotion in Marketing; Advertising objectives, budget, copy, and AIDA model	C04, C05	<i>Role Plays, Smart Board, Case Studies, PPTs</i>
B	Branding concepts and Brand Equity; Sales Promotion Mix and Push-Pull strategies		
C	Public Relations, Personal Selling, and Direct Marketing: Meaning, features, and functions		
Unit 5:	AI in Marketing (9-0-0-9 = 18 hrs)		
Objective	To explore the applications of AI in modern marketing practices.		
A	Basics of AI in Marketing; AI in STP (Segmentation, Targeting, Positioning)	C05, C06	<i>Research Articles, Group Discussion, PPTs</i>
B	Application of AI in Marketing Mix; Marketing Research and AI Integration		
C	Ethical challenges in AI Marketing; AI and Sustainability		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 45 hrs)	TW: Term work (includes assignments, seminars,, industrial visits, any other student activities etc.), Marketing campaign analysis SL: Self Learning, MOOCs, spoken tutorials, online educational resources etc.(If Provided in curriculum structure.) Example Self-Learning beyond Class Room, Developing a mini project/ group presentation, Self-Learning from online content, Case Study, Industry Work/Visit, Industry interaction and market research projects
--	--

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Textbook: 1. Marketing Management – A South Asian Perspective’ by Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha (Pearson) 2. Marketing Management – Global Perspective, Indian Context’ by S. Ramaswamy and S. 3. Marketing Management’ by Rajan Saxena (McGraw-Hill) 4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGrawHill Education Publishers, 2015 5. Artificial intelligence for marketing: practical applications, John Wiley & Sons by J. Sterne				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global a Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PS01	PS02	PS03	PS04
C01	3	1	-	-	-	-	-	-	-	-	1	2	1	-	-
C02	3	2	1	1	1	-	-	-	1	-	2	2	2	1	-
C03	3	3	2	2	1	2	-	2	1	1	2	3	2	1	2
C04	2	3	2	2	2	2	-	2	1	2	2	2	2	2	2
C05	2	3	3	2	2	2	1	3	2	2	2	2	3	2	3
C06	2	3	3	3	2	3	3	3	2	2	3	3	3	3	3
Avg	2.50	2.50	1.83	1.66	1.33	1.50	0.66	1.66	1.16	1.16	2.00	2.33	2.17	1.50	1.66

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrixe-to-SDG Matrix

This course aligns with 6 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops marketing knowledge, analytical thinking, strategic decision-making abilities, and AI-enabled business understanding through practical and conceptual learning.
SDG 8: Decent Work & Economic Growth	3	Enhances managerial and marketing competencies required for business growth, customer relationship management, entrepreneurship, and competitive market practices.
SDG 9: Industry, Innovation & Infrastructure	3	Encourages innovation in marketing strategies through AI integration, digital marketing tools, and data-driven customer insights.
SDG 12: Responsible Consumption & Production	2	Supports sustainable marketing practices, ethical branding, responsible consumer communication, and environmentally conscious product decisions.
SDG 16: Peace, Justice & Strong Institutions	2	Strengthens ethical decision-making, responsible advertising practices, transparency, and socially responsible marketing behavior.
SDG 17: Partnerships for the Goals	1	Encourages collaboration among businesses, consumers, digital platforms, and stakeholders for sustainable and technology-driven marketing ecosystems.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2026-27
Branch:		Semester:	I

2. Course Details

S. No	Attribute	Details
1	Course Title	Managerial Economics
2	Course Code	
3	Credits	3
4	Contact (Learning) Hours per Week (L-T-P-SL))	3-0-0-3
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 45 hrs T: 00hrs P: 00 hrs SL: 45 hrs Total: 90 hrs Credits: 3
5	Course Type	Theory
6	Course Objective	To provide comprehensive understanding of managerial economics and its application in business decision-making by developing analytical skills related to demand and supply analysis, production and cost structures, market dynamics, macroeconomic variables, and the emerging role of Artificial Intelligence in managerial and economic decision-making.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the fundamental concepts, principles, and scope of managerial economics and their relevance in managerial decision-making. CO2: Apply demand and supply analysis, elasticity concepts, and consumer behavior theories for business and market decision-making. CO3: Analyze production functions, cost structures, revenue concepts, and pricing decisions under different market structures. CO4: Evaluate macroeconomic variables, monetary and fiscal policies, and their impact on business and managerial decisions. CO5: Assess the role of Artificial Intelligence in economic analysis, forecasting, and managerial decision-making processes. CO6: Integrate economic principles, market analysis, macroeconomic indicators, and AI-driven insights to support strategic business decision-making in dynamic economic environments.
8	Course Description	This course provides an understanding of managerial economics and its application in business decision-making. It covers economic principles, demand and supply analysis, consumer behavior, production, pricing, market structures, macroeconomic concepts, and the role of Artificial Intelligence in economic analysis, while developing students' analytical and managerial decision-making skills.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Basic Concepts of Managerial Economics (9-0-9 = 18 hrs)		
Objective	To familiarize students with the basic concepts, principles, and scope of managerial economics and their application in business decision-making.		
A	Definition, Nature, Scope and Methods of Economics, Microeconomics and Macroeconomics, Role of Managerial Economics in Business Decisions.	CO1, CO2	PPTs, Case Studies, Economic Data Sources, Smart Board, Numerical Exercises
B	Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Time Perspective, Equi-Marginal Principle.		
C	Cardinal and Ordinal Utility, Budget Line, Indifference Curve, Law of Diminishing Marginal Utility, Consumer Equilibrium, Case Studies.		
Unit 2:	Demand and Supply Analysis (9-0-9 = 18 hrs)		
Objective	To develop understanding of demand and supply forces, elasticity concepts, and forecasting techniques for managerial decision-making.		
A	Theory of Demand, Types of Demand, Determinants of Demand, Demand Function, Demand Schedule, Demand Curve, Law of Demand and Exceptions.	CO2, CO3	Numerical Problem Solving, Excel, Demand Forecasting Tools, Case Analysis, Graphical Illustrations
B	Elasticity of Demand and Supply, Price Elasticity, Income Elasticity, Cross Elasticity and their Managerial Applications.		
C	Demand Forecasting: Meaning, Significance and Methods, Price Determination under Demand and Supply Forces, Case Studies and Numerical Exercises.		
Unit 3:	Production and Cost Analysis (9-0-9 = 18 hrs)		
Objective	To provide understanding regarding production functions, laws of production, cost concepts, and revenue analysis for managerial decisions.		
A	Production Function, Types of Production Functions, Law of Diminishing Returns, Law of Returns to Scale.	CO3, CO4	Numerical Exercises, Economic Models, Graphical Analysis, Excel, Case Discussions
B	Concept and Types of Costs, Short-run and Long-run Cost-output Relationships.		
C	Average Revenue, Marginal Revenue, Estimation of Revenue, Cost and Revenue Analysis through Case Studies.		
Unit 4:	Market Structure and Macroeconomic Environment (9-0-9 = 18 hrs)		
Objective	To understand various market structures and macroeconomic variables influencing business and managerial decision-making.		
A	Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Price Determination and Pricing Strategies under Different Market Structures.	CO4, CO5	Economic Data, Graphical Models, Case Studies, RBI Reports, Policy Analysis Tools
B	National Income, Methods of Measurement, Balance of Payments, Inflation, Unemployment, Fiscal Deficit, IIP.		
C	Repo and Reverse Repo Rates, Monetary Policy, Fiscal Policy and their Applications in Business Decisions.		
Unit 5:	AI in Managerial Economics (9-0-9 = 18 hrs)		
Objective	To examine the role of Artificial Intelligence in economic analysis, forecasting, and managerial decision-making.		
A	Introduction to AI in Managerial Economics, AI-generated Insights and Data-driven Decision-Making.	CO5, CO6	Economic Analytics Platforms, Research Articles, Case Studies, Predictive Analytics Software
B	Use of AI in Economic Forecasting, Trend Analysis, and Business Predictions using Large Datasets.		
C	Impact of AI on Global Economic Environment, Emerging		

	Trends and Case Studies related to AI Applications in Economics.		
--	--	--	--

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 45 hrs)	TW: Term work includes assignments, numerical exercises, case studies, economic analysis reports, presentations, quizzes, demand forecasting exercises, market analysis activities, and discussions on AI applications in managerial economics. SL: Self-learning through economic reports, RBI publications, online economic databases, MOOCs, research articles, AI-based analytics resources, policy reports, and practical exercises related to economic forecasting and managerial decision-making.															
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)												
Quiz*	Assignment	Attendance														
20%	10%	5%	15%	50%												
References	Textbook: 1.D. N. Dwivedi — <i>Managerial Economics, 8th Edition, Vikas Publishing House.</i> 2.Varshney and Maheshwari — <i>Managerial Economics, Sultan Chand and Sons.</i>															

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility <i>Integrating Knowledge</i>	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global a Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	-	-	1	1	-	1	-	1	1	2	-	1	1
C02	3	3	-	-	-	1	-	2	-	2	1	3	-	-	1
C03	3	3	-	-	1	1	-	2	-	2	1	3	-	-	1
C04	3	3	1	1	2	1	1	2	1	2	1	3	1	2	1
C05	2	2	1	-	1	2	-	3	-	2	1	2	1	1	2
C06	3	3	1	1	2	2	1	3	1	3	2	3	2	2	3
Avg	2.83	2.67	1.00	1.00	1.40	1.33	1.00	2.17	1.00	2.00	1.17	2.67	1.33	1.50	1.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix DG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops analytical, quantitative, and decision-making skills related to managerial economics, market analysis, and business strategy formulation.
SDG 8: Decent Work & Economic Growth	3	Enhances understanding of economic systems, market functioning, production, pricing, and macroeconomic policies that support sustainable economic growth and managerial effectiveness.
SDG 9: Industry, Innovation & Infrastructure	2	Encourages the use of economic analysis, forecasting techniques, and AI-driven insights for innovation and strategic business development.
SDG 12: Responsible Consumption & Production	2	Promotes efficient resource allocation, cost optimization, and rational managerial decision-making through economic principles and analytical approaches.
SDG 16: Peace, Justice & Strong Institutions	1	Enhances understanding of policy frameworks, fiscal and monetary systems, and ethical decision-making in economic and business environments.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2026-27
Branch:	--	Semester:	I

2. Course Details

S. No	Attribute	Details
1	Course Title	Business Statistics for Managers
2	Course Code	----
3	Credits	3
4	Contact (Learning) Hours per Week (L-T-P-SL))	3-0-0-3
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 45 hrs T: 00 hrs P: 00hrs SL: 45 hrs Total: 90 hrs Credits: 3
5	Course Type	Theory(Core)
6	Course Objective	The course aims to develop students' understanding of statistical techniques and their applications in business decision-making. It enables learners to analyze, interpret, and present business data using descriptive statistics, correlation, regression, probability, and time series analysis for effective managerial decision-making and forecasting.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, scope, and applications of statistics and apply measures of central tendency in business situations. CO2: Analyze business data using measures of dispersion, skewness, kurtosis, and graphical data presentation techniques. CO3: Apply correlation and regression techniques to study relationships among business variables and support managerial decision-making. CO4: Evaluate business problems using probability concepts and probability distributions for decision-making under uncertainty. CO5: Analyze and forecast business trends using time series analysis and moving average methods. CO6: Integrate statistical tools and analytical techniques for interpreting business data and solving real-life managerial problems.
8	Course Description	This course provides fundamental knowledge of statistical methods used in business and management decision-making. It covers descriptive statistics, measures of central tendency and dispersion, correlation and regression analysis, probability distributions, and time series analysis. The course emphasizes practical applications through caselets, graphical representation, and business-

		oriented problem-solving techniques to help students interpret and analyze data effectively.
--	--	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Descriptive Statistics (9-0-0-9= 18 hrs)		
Objective	To familiarize students with the basic concepts of statistics and develop understanding of measures of central tendency for analyzing business data.		
A	Introduction to Statistics: Definition, Nature and Scope of Statistics, Functions and Importance of Statistics in Business and Management, Types of Data and Classification of Data, Introduction to Descriptive Statistics	CO 1, CO 6	MS Excel Google Sheets Business Data Sets
B	Measures of Central Tendency: Arithmetic Mean, Median, Mode, Geometric Mean, Harmonic Mean, Applications of Central Tendency in Business Decision-Making		
C	Caselet- Statistical Analysis of Consumer Buying and Spending Behaviour on Pet Products		
Unit 2:	Measures of Dispersion and Data Visualization (9-0-0-9= 18 hrs)		
Objective	To enable students to measure variability in data and interpret graphical representation techniques for business analysis.		
A	Measures of Dispersion: Range, Quartile Deviation Interquartile Range, Variance, Standard Deviation Coefficient of Variation, Comparative Analysis using Dispersion Measures	CO 2, CO 6	MS Excel Google Sheets SPSS Software Business Data Sets
B	Measures of Skewness and Kurtosis: Concept and Interpretation, Graphical Representation only Data Visualization Techniques: Stem-and-Leaf Plot Box-and-Whisker Plot, Histogram and Frequency Distribution Curves		
C	Caselet: Branded Jewellery: Is There a Demand?- Variability in consumer demand and spending patterns. Caselet: Online Food Delivery Platforms- Analysis of delivery time consistency and customer ratings.		
Unit 3:	Correlation Analysis and Regression Analysis (9-0-0-9= 18 hrs)		
Objective	To develop analytical skills for identifying relationships among business variables using correlation and regression techniques.		
A	Correlation Analysis: Meaning and Types of Correlation, Applications of Correlation in Business Decision-Making, Scatter Diagram, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, When ranks are given, When ranks are not given	CO 3, CO 6	MS Excel Google Sheets SPSS Software Business Data Sets
B	Regression Analysis: Concept of Regression, Applications of Regression in Business Forecasting, Simple Linear Regression, Method of Least Squares, Regression Coefficients, Relationship between Regression and Correlation Coefficients		
C	Caselet: Correlation Between Online Reviews and Product Sales in E-commerce Caselet: Regression Analysis of Demand and Price of Organic Products		
Unit 4:	Probability and Probability Distributions (9-0-0-9= 18 hrs)		
Objective	To introduce probability concepts and probability distributions for solving business problems involving uncertainty and risk.		
A	Probability: Definition and Importance of Probability,	CO 4, CO 6	MS Excel

	Addition Theorem of Probability, Multiplication Theorem of Probability, Conditional Probability, Business Applications of Probability		Statistical Software
B	Probability Distributions: Discrete Probability Distributions, Binomial Distribution, Poisson Distribution, Continuous Probability Distribution		
C	Normal Distribution, Properties and Applications of Normal Curve		
C	Caselet- Cameras and Photo Films Industry: Rapid Growth after Liberalization- Probability-based analysis of market growth and demand uncertainty. Caselet- Quality Control in Manufacturing Units- Defect analysis using Binomial and Poisson distributions.		
Unit 5:	Time Series Analysis (9-0-0-9= 18 hrs)		
Objective	To develop understanding of trend analysis and forecasting techniques using time series data for business planning.		
A	Introduction to Time Series: Meaning and Utility of Time Series, Components of Time Series Trend, Seasonal Variations, Cyclical Variations Irregular Variations		
B	Trend Analysis: Moving Average Method, Odd Moving Average, Even Moving Average, Applications of Time Series: Sales Forecasting, Demand Forecasting, Production Planning, Business Trend Analysis	CO 5, CO 6	MS Excel Trend Line Graphs Time Series Charts Business Forecasting Data
C	Caselet- Seasonal Sales Analysis of Apparel Industry: Studying festive and seasonal demand patterns. Caselet- Airline Passenger Traffic Forecasting: Application of time series in transportation planning.		

4. Course Evaluation& References

Team Work and Self-Learning (in Hours) (SL: 45 hrs)	TW: Term work (includes assignments, micro projects, business data collection and analysis for assignment, Case study analysis and report preparation, numerical problem-solving practice, any other student activities etc.) SL: Self Learning, MOOCs, online educational resources etc. Example Self-Learning beyond Class Room, Developing Industry-based mini projects in a team, Data interpretation using Excel/SPSS Self-Learning from online content, Case Study, Industry Work/Visit																			
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.					CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)																
Quiz*	Assignment	Attendance																		
20%	10%	5%	15%	50%																
References	Textbook: 1. Levin & Rubin, Statistics for Business (Prentice Hall of India, N. Delhi) Other References: 1.Anderson, Quantitative Methods in Business (Thomson Learning, Bombay),2018 2.R.S Bhardwaj, Business Statistics (Excel, N. Delhi)																			

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	1	1	1	1	-	2	-	1	2	3	1	-	1
C02	2	2	-	-	-	1	1	3	-	2	2	3	-	1	1
C03	3	3	-	1	1	2	-	3	-	2	2	3	1	-	2
C04	2	3	1	-	1	1	1	3	1	2	2	3	1	1	1
C05	3	3	-	1	2	2	1	3	-	2	2	3	1	2	2
C06	3	3	1	2	1	2	1	3	1	3	3	3	2	1	3
Avg	2.67	2.67	0.50	0.83	1.00	1.50	0.67	2.83	0.33	2.00	2.17	3.00	1.00	0.83	1.67

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	The course develops analytical, quantitative, and problem-solving skills through statistics, probability, regression, and forecasting techniques. It enhances students' data literacy and decision-making capabilities essential for higher education and professional growth.
SDG 8: Decent Work & Economic Growth	3	Statistical tools such as business forecasting, demand analysis, correlation, regression, and time series analysis support informed managerial decisions, productivity improvement, market analysis, and economic planning relevant to business growth and employment generation.
SDG 9: Industry, Innovation & Infrastructure	2	The course supports industrial and business applications through data analysis, quality control techniques, forecasting models, and probability distributions that help improve operational efficiency, innovation, and evidence-based industrial decision-making.
SDG 12: Responsible Consumption & Production	2	Casestudies encourage students to analyze consumption trends, demand variability, and efficient resource utilization, promoting responsible business and production practices.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2026–27
Branch:		Semester:	I

2. Course Details

S. No	Attribute	Details
1	Course Title	Business Law and Regulatory Framework
2	Course Code	
3	Credits	3
4	Contact (Learning) Hours per Week (L-T-P-SL)	3-0-0-3
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 45 hrs T: 00hrs P: 00 hrs SL: 45 hrs Total: 90 hrs Credits: 3
5	Course Type	Theory
6	Course Objective	To provide comprehensive understanding of business laws governing organizations in India and globally and develop legal awareness required for effective business decision-making, regulatory compliance, corporate governance, ethical business conduct, and risk management in dynamic business environments.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the legal procedures, regulations, and governing laws related to formation and functioning of different business entities. CO2: Analyze the role of corporate governance, SEBI regulations, ethical business practices, and ESG compliance in organizational management. CO3: Apply legal principles related to contracts, sales transactions, and international business agreements for resolving business issues. CO4: Evaluate the impact of consumer protection laws, competition laws, and e-commerce regulations on business operations. CO5: Assess the significance of intellectual property rights, technology agreements, cybersecurity, and data privacy laws in safeguarding business interests. CO6: Integrate legal knowledge, regulatory frameworks, ethical principles, and compliance requirements to develop legally sound solutions for business problems.

8	Course Description	This course provides an understanding of business laws, corporate governance, contracts, consumer protection, competition law, intellectual property rights, and legal issues in digital business environments. It also focuses on ethical practices, ESG compliance, cybersecurity, and regulatory frameworks while developing students' legal and analytical skills for responsible business management and compliance.
---	---------------------------	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Understanding Business Entities (9-0-0-9 = 18 hrs)		
Objective	To familiarize students with different forms of business entities, legal procedures for registration, corporate functioning, and regulatory compliance requirements in India.		
A	Importance of Business Entities, Selection of Appropriate Business Structure, Sole Proprietorship, Partnership, LLP, Companies, Cooperative Societies and Trusts.	CO1	Bare Acts, Case Studies, Corporate Registration Documents, MCA Portal, PPTs,
B	Legal Procedures for Registration, MOA, AOA, Partnership Deed, LLP Agreement, Licensing and Regulatory Compliance including GST, PAN, TAN, MSME.		
C	Role of Directors, Rights of Shareholders, Winding Up and Insolvency under Insolvency and Bankruptcy Code 2016.		
Unit 2:	Corporate Governance, Ethics and Sustainability Compliance (9-0-0-9 = 18 hrs)		
Objective	To develop understanding regarding corporate governance practices, ethical business conduct, ESG compliance, and regulatory mechanisms in corporate management.		
A	Importance of Corporate Governance, Role of SEBI in Corporate Governance, Sarbanes-Oxley Act (SOX), 2002.	CO2	SEBI Guidelines, ESG Reports, Corporate Governance Case Studies, Compliance Frameworks, Research Articles
B	Insider Trading, Whistle Blower Policy, Ethical Issues in Corporate Management.		
C	Corporate Social Responsibility, Sustainability Reporting, ESG Compliance and Governance Standards.		
Unit 3:	Business Transactions (9-0-0-9 = 18 hrs)		
Objective	To provide understanding regarding legal principles governing contracts, sales transactions, and international business agreements.		
A	Essentials of a Valid Contract, Discharge of Contract, Breach of Contract and Remedies, Blockchain and Smart Contracts.	CO3	Contract Drafts, Legal Case Studies, Practical Business Scenarios
B	Contract of Sale, Conditions and Warranties, Rights of Buyers and Sellers under the Sale of Goods Act 1930.		
C	Contracts for International Sale of Goods, Application of Incoterms in International Trade.		
Unit 4:	Conduct of Business (9-0-0-9 = 18 hrs)		
Objective	To examine laws relating to consumer protection, competition, and e-commerce and their impact on modern business practices.		
A	Consumer Protection Act 2019 – Salient Features and Consumer Rights.	CO4, CO6	Consumer Case Studies, Competition Commission Reports, E-commerce Policies,
B	Competition Act 2002 – Salient Features and Anti-competitive Practices.		
C	Legal Issues related to E-commerce, Online Transactions and Digital Business Practices.		
Unit 5:	IPR and Emerging Legal Challenges (9-0-0-9 = 18 hrs)		
Objective	To develop understanding regarding intellectual property rights, technology agreements, cybersecurity, and emerging legal challenges in digital business environments.		
A	Copyright, Trademark, Patent, Geographical Indications and their Business Relevance.	CO5, CO6	IPR Case Studies, Cyber Law Reports, Data

B	Licensing, Franchising, Technology Transfer Agreements and Legal Compliance.		<i>Privacy Frameworks, , Research Articles</i>
C	Cybersecurity, Cybercrime, Legal Implications of AI and Automation, Data Privacy and Global Data Protection Regulations.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 45 hrs)	TW: Term work includes legal case analysis, contract drafting exercises, presentations, assignments, quizzes, regulatory compliance studies, corporate governance discussions, and practical analysis of business law scenarios and emerging legal challenges. SL: Self-learning through Bare Acts, MCA and SEBI portals, legal databases, case laws, research articles, policy reports, ESG frameworks, cybersecurity guidelines, and online resources related to business laws and corporate compliance.				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Textbook: 1.Daniel Albuquerque — Legal Aspects of Business: Text, Jurisprudence and Cases, Oxford University Press.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility <i>engineering Knowledge</i>	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global a Sustainable Business Competence <i>Innovation, Entrepreneurship and Continuous Development</i>	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	2	1	-	-	-	-	-	1	1	1	2	1	-	1
C02	3	3	3	1	1	-	2	-	2	1	1	2	3	2	1
C03	3	3	1	-	2	1	-	-	1	2	1	3	1	1	1
C04	3	3	2	-	1	1	-	-	2	2	1	3	2	1	1
C05	2	2	2	-	2	1	1	1	1	2	1	2	2	2	2
C06	3	3	3	1	2	2	1	1	2	3	2	3	3	2	2
Avg	2.83	2.67	2.00	1.00	1.50	1.25	1.50	1.00	1.50	1.83	1.17	2.50	2.00	1.60	1.33

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops legal awareness, analytical thinking, ethical reasoning, and regulatory understanding required for responsible business management and decision-making.
SDG 8: Decent Work & Economic Growth	2	Enhances understanding of legal frameworks governing business entities, contracts, corporate governance, and commercial transactions supporting sustainable business growth.
SDG 9: Industry, Innovation & Infrastructure	1	Supports understanding of legal aspects related to digital business, e-commerce, technology transfer, and innovation-driven business environments.
SDG 12: Responsible Consumption & Production	2	Promotes ethical business conduct, corporate governance, ESG compliance, and responsible organizational practices through legal and regulatory mechanisms.
SDG 16: Peace, Justice & Strong Institutions	3	Strengthens understanding of laws, corporate compliance, consumer rights, transparency, accountability, and governance systems essential for strong institutions and justice.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2026–27
Branch:	MBA	Semester:	I

2. Course Details

S. No	Attribute	Details
1	Course Title	Fundamentals of Computer Applications and Python
2	Course Code	
3	Credits	3
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-2-3
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 30 hrs SL: 30 hrs Total: 90 hrs Credits:
5	Course Type	Core (Theory + Practical)
6	Course Objective	To develop understanding of computer applications, digital productivity tools, Python programming, data handling, automation, business analytics, and decision support systems for modern business environments.
7	Course Outcomes (COs)	After successful completion of this course, the students will be able to: CO1: Explain the fundamentals of computer systems, operating systems, business applications, and digital productivity tools. CO2: Apply Python programming concepts including variables, operators, decision-making, loops, and functions. CO3: Develop Python programs using data structures, file handling, and modular programming techniques. CO4: Analyze, visualize, and interpret business data using Python libraries and analytical tools. CO5: Examine cybersecurity, ethical computing, data privacy, and digital governance issues. CO6: Utilize Python-based analytical and automation tools for business problem-solving and decision-making.
8	Course Description	This course focuses on computer applications and Python programming for managerial and business environments. It covers computer fundamentals, office productivity tools, Python programming, data structures, file handling, business analytics, data visualization, automation, cybersecurity, and emerging applications of artificial intelligence. The course emphasizes practical learning, computational thinking, analytical skills, and data-driven decision-making.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Fundamentals of Computer Applications (6-0-6-6 = 18hrs)		
Objective	To familiarize students with computer systems, business applications, and digital productivity tools.		
A	Computer Fundamentals: Basics of Computers: Characteristics, generations, types of computers (analogue, digital, hybrid, micro, mini, mainframe, supercomputers) Hardware, Software, Operating Systems and Networks.	CO1, CO5 CO 6	Lectures, PPT Presentations,
B	Business Applications of Information Technology		
C	MS Office, Cloud Computing and Digital Collaboration Tools		
Unit 2:	Python Programming Fundamentals (6-0-6-6 = 18hrs)		
Objective	To understand Python programming concepts and problem-solving techniques.		
A	Python Environment, Variables, Data Types and Operators	CO2, CO3, CO6	Demonstrations Assignments
B	Conditional Statements and Looping Structures		
C	Functions, Modules and Exception Handling		
Unit 3:	Data Structures and File Handling in Python (6-0-6-6 = 18hrs)		
Objective	To develop skills for managing and processing business data.		
A	Lists, Tuples, Dictionaries and Sets	CO3, CO4, CO6	Lab Exercises
B	String Processing and File Operations		
C	Business Applications using Data Structures		
Unit 4:	Data Analytics and Visualization using Python (6-0-6-6 = 18hrs)		
Objective	To analyse and visualize business data for managerial decision-making.		
A	Introduction to NumPy and Pandas	CO4, CO5 CO6	Dashboard Exercises,
B	Data Cleaning, Processing and Analysis		
C	Data Visualization using Matplotlib and Business Dashboards		
Unit 5:	Automation, AI and Emerging Technologies (6-0-6-6 = 18hrs)		
Objective	To explore advanced business applications of Python and emerging digital technologies		
A	Business Process Automation using Python	CO5, CO6	Assignments, Industry Discussions,
B	Cybersecurity, Data Privacy and Ethical Computing		
C	Artificial Intelligence, Machine Learning and Future Trends		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Team Work (TW) • Python Programming Projects • Business Data Analysis Exercises • Dashboard Development • Automation-Based Assignments • Group Presentations • Case Study Analysis
	Self-Learning (SL) • Python MOOCs and Online Certifications • Research Papers and Journals • Kaggle Practice Datasets • Analytics and AI Tutorials • Industry Reports and Case Studies

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
*Five Quizzes of 4 marks each.					
References	Text Books: Chaffey, D., & Ellis-Chadwick, F. (2019). Digital Marketing. Pearson Education.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	2	1	1	2	2	-	2	1	1	2	3	1	1	2
C02	3	3	1	1	2	2	-	2	1	2	2	3	1	1	2
C03	3	3	1	2	2	3	-	2	1	2	2	3	1	1	3
C04	2	3	1	2	2	3	1	2	1	2	2	3	2	1	3
C05	2	2	3	1	2	2	2	1	3	2	3	2	2	2	2
C06	3	3	2	2	2	3	1	2	2	2	3	3	2	2	3
AVG	2.67	2.67	1.50	1.50	2.00	2.50	1.50	1.83	1.50	1.83	2.33	2.83	1.50	1.33	2.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix-

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education SDG 4	2	Develops digital literacy, computational thinking, programming skills, data analytics capabilities, and lifelong learning competencies essential for the digital economy.
SDG 8: Decent Work & Economic Growth	3	Enhances employability through Python programming, automation, business analytics, and digital skills required in modern organizations and entrepreneurial ventures.
SDG 9: Industry, Innovation & Infrastructure	3	Focuses on digital technologies, software development, automation, data analytics, artificial intelligence, and innovation-driven business solutions.
SDG 12: Responsible Consumption & Production	2	Encourages efficient utilization of computing resources, responsible data management, and sustainable digital practices.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2026–27
Branch:	MBA	Semester:	I

2. Course Details

S. No	Attribute	Details
1	Course Title	Managerial Communication
2	Course Code	
3	Credits	3
4	Contact (Learning) Hours per Week (L-T-P-SL))	3-0-0-3
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 45 hrs T: 00hrs P: 00 hrs SL: 45 hrs Total: 90 hrs Credits: 3
5	Course Type	Theory
6	Course Objective	This course is designed to enable learners on a comprehensive view of communication, its scope, and importance in business. To understand the role of communication in establishing a professional environment at workplace and outside the organisation. This course will enable budding managers and future leaders to leverage communication as powerful tool to succeed.
7	Course Outcomes (COs)	After successful completion of this course, the students will be able to: CO1:To understand and application of Managerial Communication in Business environment CO2:To Demonstrate and learn the sub-skills of writing, listening and speaking and be able to deliver effectively in all time contexts. CO3:To apply communication skills to elevate pitch, self-branding and during presentation CO4: To assess and analyse different forms of communication techniques to Make effective internal and external business correspondence CO5: To exhibit and demonstrate the contemporary issues and rules of Communication. CO6: Design, implement, and demonstrate managerial qualities of communication skill in handling to solve real-world problems effectively.
8	Course Description	This course provides a comprehensive understanding to different communication models and their application in a business context. It helps to analyse audience by tailoring messages for various internal and external stakeholders. This course will train learners to design and crafting clear, concise, and persuasive messages. It will also train to develop and deliver impactful presentations. This course will have the

		interpersonal communication by enhancing listening, feedback, and conflict resolution skills. This course aims to foster effective collaboration and group dynamics.
--	--	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Managerial and Corporate Communication (9-0-0-9 = 18 hrs)		
Objective	The primary objective of an Introduction to Managerial and Corporate Communication course is to equip students with the skills to effectively manage, coordinate, and deliver information within and outside an organization to achieve strategic goals, improve productivity, and build a positive reputation with stakeholder		
A	Several contextual definitions of Communication, Importance, Purpose, Types of communication Flow of Communication	CO1, CO3 CO5	Jasper AI (Marketing communication, blogs, social media, and business content generation) Copy.ai (Copywriting and promotional communication)
B	Process of Communication and Barriers of Communication		
C	7Cs of Communication		
Unit 2:	Verbal Communication (9-0-0-9 = 18 hrs)		
Objective	Verbal communication is to exchange information, ideas, and emotions accurately through spoken or written words, ensuring the receiver understands the message. Key aims include fostering clarity, enabling immediate feedback, accelerating decision-making, improving collaboration, and establishing, maintaining, or deepening interpersonal relationships		
A	What is oral Communication–Principles of Successful oral communication	CO2, CO4	Canva , QuillBot Grammarly
B	Listening–Barriers to effective listening, Strategies for effective listening		
C	Presentation skills: What is a presentation–Elements of presentation–Designing a presentation		
Unit 3:	Written Communication (9-0-0-9 = 18 hrs)		
Objective	The primary objective of written communication is to convey information, ideas, instructions, or emotions clearly and accurately to a recipient in a lasting format. It aims to ensure understanding, provide permanent records for future reference, maintain accountability, and facilitate efficient, professional collaboration across distances		
A	Principles of effective writing, the 3X3 writing process for business communication: Pre writing–Writing–Revising	CO2, CO4, CO5, CO6	ChatGPT& Perplexity
B	Business Correspondence (Business Letters) & Email writing in organizations		
C	Writing managerial and corporate Documents Report Writing for SIP or Project		
Unit 4:	Business Etiquette & Non-verbal communication (9-0-0-9 = 18 hrs)		
Objective	The primary objective of business etiquette and non-verbal communication is to foster a professional, respectful, and efficient work environment, facilitating productive relationships and positive first impressions. These skills enhance credibility, build trust, and ensure clear, effective communication to avoid misunderstandings in professional settings		
A	Introduction to Business Etiquettes: meaning and importance	CO3, CO4, CO5	Linux Environment, Competitive coding platforms, Virtual Labs, whiteboards, online
B	Professional behaviours in organizations Role of etiquette in career growth		

C	Professional Appearance and Grooming Dress codes (formal, business casual) Personal hygiene and presentation Body language and posture		<i>compilers, GitHub</i>
Unit 5:	Persuasive communication (9-0-0-9 = 18 hrs)		
Objective	The primary objective of persuasive communication is to influence, shape, or change an audience's attitudes, beliefs, values, or behaviors. It goes beyond merely informing, aiming to convince the audience to adopt a specific viewpoint, support a vision, or take a deliberate action.		
A	Persuasive communication in management Negotiation and persuasion skills in business Persuasive strategies used in marketing and advertising	C01, C03, C04, C05, C06	<i>Duolingo ELSA Speak Speak AI Cambly Cake App</i>
B	Role of storytelling in business persuasion Persuasive presentations in the workplace Influence of persuasive communication on consumer behaviour		
C	Sales communication and persuasion techniques Persuasive communication in conflict resolution		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 45 hrs)	TW: Term work (includes assignments, seminars, micro projects, industrial visits, any other student activities etc.) SL: Self Learning, MOOCs, spoken tutorials, online educational resources etc.(If Provided in curriculum structure.) Example Self-Learning beyond Class Room, Developing a mini project in a team, Self-Learning from online content, Case Study, Industry Work/Visit				
Mode of Examination	Weightage Distribution:				
	CA		Mid Term Assessment (MTA)	End Term Examination (ETE)	
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
Textbook References	Text Book: 1.Business Communication: Skill, Concepts and Applications–P.D. Chaturvedi, Mukesh Chaturvedi Pearson Education. 2.Meenakshi Raman & Prakash Singh, “Business Communication”, 2012, OUP. 3.Koneru, A., “Professional Communication”, 2008, Tata McGraw Hill				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making:	Business Ethics & Values	Business Ethics & Values	: Global Perspective:	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-Long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	2	1	-	-	-	-	-	-	-	-	2	2	1	-	-
C02			-	-	-	-	-	-		-	2	2	2	-	-
C03		2	2	-	2	-	-	-	2	-	2	3	2	2	-
C04	2		2	-	2	-	-	-	-	-	2	2	3	2	-
C05	2		2	2	2	-	-	-	-	-	2	2	3	2	2
C06	2	2	2	2	3	-	-	2	2	1	3	3	3	3	1
Avg	1.33	0.84	1.33	0.67	1.50	0.00	0.00	0.67	0.67	0.17	2.17	2.33	2.33	2.25	1.5

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops communication literacy, ethical information exchange, transparency, and organizational effectiveness.
SDG 8: Decent Work & Economic Growth	3	Enhances employability, workplace collaboration, leadership communication, and professional competence.
SDG 16: Peace, Justice and Strong Institutions	3	Promotes professional documentation, accountability, informed decision-making, and organizational governance.
SDG 9 – Industry, Innovation and Infrastructure	2	Strengthens leadership, ethical persuasion, conflict management, customer engagement, and innovation communication.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-28
Program:	MBA	Current Academic Year:	2026-27
Branch:	-	Semester:	I

2. Course Details

S. No	Attribute	Details
1.	Course Title	French Language
2.	Course Code	
3.	Credits	1
4.	Contact (Learning) Hours per Week) (L-T-P-SL))	1-0-0-1
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 15 hrs T: 00hrs P: 00 hrs SL: 15 hrs Total: 30 hrs Credits: 1
5.	Course Type	Core
6.	Course Objective	The objective of this course is to familiarize students with the basic elements of the French language, importance of learning French language, basic grammar and pronunciations. The course covers listening, speaking, reading, and writing in French, enabling students to engage in simple conversations and introduce themselves.
7.	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recognize and recall basic French sounds and common vocabulary related to greetings, introductions, and everyday terms. CO2: Understand the meaning and usage of familiar everyday expressions and basic phrases in French. CO3: Apply the rules of French articles and identify classroom vocabulary using structures such as C'est / Ce sont / Qu'est-ce que c'est ? CO4: Use and apply basic French verb conjugations including être, avoir, parler, finir, and attendre. CO5: Construct simple sentences and short descriptions in French using appropriate vocabulary and grammar. CO6: Develop basic listening, speaking, reading, and writing skills in French to communicate effectively in simple real-life situations using the language concepts learned throughout the course.
8.	Course Description	This course introduces students to the basics of the French language including greetings, introductions, numbers, articles, vocabulary, pronouns, and verb conjugations.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Présentation et importance de langue -1 (3 -0-0-3 = 6 hrs)		
Objective	To recognize and recall basic French sounds and common vocabulary related to greetings, introductions, and everyday terms.		
A	Introduction to French language	CO1, CO1, CO1	Environment, Interaction board, sticky notes, AI apps, Labs
B	L'importance d'apprendre la langue français (Importance of learning French)		
C	L'alphabet en français (alphabet)		
Unit 2:	Saluez et présentez en français (3-0-0-3 = 6 hrs)		
Objective	To understand the meaning and usage of familiar everyday expressions and basic phrases in French.		
A	Les salutations (Salutations/greetings)	CO1, CO1	Environment, Interaction board, sticky notes, AI apps, Labs
B	Se presenter (self introduction)		
C	Les nombres de 0 à 50 (Numbers (0-50))		
Unit 3:	Utilisation des articles (3-0-0-3 = 6 hrs)		
Objective	To apply the rules of French articles and identify classroom vocabulary using structures such as C'est / Ce sont / Qu'est-ce que c'est ?		
A	Les accents en français (accents)	CO1, CO2, CO1,	Environment, Interaction board, sticky notes, AI apps, Labs
B	Les articles indefinis (Indefinite articles)		
C	Les vocabulaires de salle de classe		
Unit 4:	Utilisation des articles et pronoms (3-0-0-3 = 6 hrs)		
Objective	To use and apply basic French verb conjugations including être, avoir, parler, finir, and attendre.		
A	Les articles defines (Definite articles)	CO2, CO3, CO1	Environment, Interaction board, sticky notes, AI apps, Labs
B	Les pronoms sujets (Subject pronouns)		
C	Les voyelles et lettres silencieuses		
Unit 5:	Conjugaison des verbes (2-0-0-2 = 4 hrs)		
Objective	To construct simple sentences and short descriptions in French using appropriate vocabulary and grammar.		
A	Conjugaison du verbe "Etre" au présent	CO3, CO4,	Environment, Interaction board, sticky notes, AI apps, Labs
B	Conjugaison du verbe "Avoir" au présent		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL:15 hrs)	TW: Term work (includes assignments, seminars, micro projects, industrial visits, any other student activities etc.) SL: Self Learning, MOOCs, spoken tutorials, online educational resources etc.(If Provided in curriculum structure.) Example Self-Learning beyond Class Room, Developing a mini project in a team, Self-Learning from online content, Case Study, Industry Work/Visit				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Viva Voce	Assignment	Attendance		
	20%	10%	5%	15%	50%
*Note: In place of Quiz, Viva Voce is conducted					

References	Textbook: 1.Meenal Tiwari, Langers International, Le nouvel Esprit-1 Reference Book: 2.G. Mauger, Hachette Paris, Cours de Langue et de Civilisation Françaises-1
-------------------	--

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge	Strategic Decision Making:	Business Ethics & Values	Business Ethics & Values	Global Perspective:	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-Long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business	Entrepreneurship, Innovation, and Continuous
	PO1	PO2	PO 3	PO 4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PSO 1	PSO2	PSO3	PSO 4
C01	2	1	-	-	2	-	-	-	1	-	2	2	1	-	-
C02	2	2	-	-	3	-	-	-	1	-	2	2	2	-	-
C03	2	2	1	-	2	-	-	-	2	-	2	3	2	1	-
C04	2	2	2	-	3	-	-	-	2	-	2	3	2	1	-
C05	2	2	2	1	3	-	-	1	2	-	2	3	3	2	1
C06	3	2	2	2	3	1	-	2	2	1	3	3	3	3	2
Avg	2.17	1.83	1.40	1.50	2.67	1.00	0.00	1.50	1.67	1.00	2.17	2.67	2.17	1.75	1.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Promotes multilingual education, communication skills, and lifelong learning through the development of listening, speaking, reading, and writing abilities in French. Enhances students' cognitive, cultural, and interpersonal competencies.
SDG 8: Decent Work & Economic Growth	3	Develops foreign language proficiency and communication skills that improve employment opportunities, professional interaction, tourism, hospitality, international business, and global career prospects.
SDG 17: Partnerships for goals	3	Encourages intercultural understanding, inclusivity, and equal participation in global communication by enabling learners from diverse backgrounds to access international languages and cultures.
SDG 3: Good Health and Well-being:	2	Strengthens global communication and international collaboration by fostering cross-cultural interaction, language exchange, and global citizenship through French language learning.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

SEMESTER: II

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2026–27
Branch:	MBA	Semester:	II

2. Course Details

S. No	Attribute	Details
1	Course Title	Human Resource Management
2	Course Code	----
3	Credits	3
4	Contact (Learning) Hours per Week (L-T-P-SL))	3-0-0-3
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 45 hrs T: 00hrs P: 00 hrs SL: 45 hrs Total: 90 hrs Credits: 3
5	Course Type	Theory
7	Course Objective	To provide students with comprehensive knowledge of human resource management concepts, practices, and contemporary issues related to acquisition, development, compensation, employee relations, health, safety, and emerging HR trends in organizations.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall fundamental concepts, functions, and significance of human resource management. CO2: Explain and understand HR planning, job analysis, recruitment, and selection processes in organizations. CO3: Apply training, development, and performance appraisal techniques for employee growth. CO4: Analyze compensation management systems and employee relations practices. CO5: Evaluate workplace health, safety measures, and contemporary HR challenges. CO6: Design, strategic HR solutions for organizational effectiveness incorporating global and emerging HR practices.
8	Course Description	Human Resource Management focuses on the strategic management of people within organizations. The course introduces learners to fundamental HR concepts, manpower planning, recruitment, training, compensation systems, industrial relations, employee welfare, workplace safety, and modern issues such as outsourcing and work-life balance. It equips students with practical and analytical understanding of managing human capital effectively in dynamic business environments.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Human Resource Management (9-0-0-9= 18 hrs)		
Objective	To understand the basic concepts, scope, functions, and strategic role of HRM in organizations.		
A	HRM Concepts, Nature, Scope, Objectives and Importance of HRM	CO1, CO2	PPTs, Smart Board, Case Studies, Videos
B	Functions of HRM, Roles of HR Manager, HRM vs HRD		
C	Challenges of HRM, Global Perspective of HRM		
Unit 2:	Acquiring Human Resources (9-0-0-9= 18 hrs)		
Objective	To understand manpower planning, job analysis, recruitment, and selection process.		
A	Meaning of Job Analysis, Concept of HRP, Importance of HRP	CO2, CO3	PPTs, Smart Board, Business, Case Discussions
B	Process of HRP, Factors influencing HRP		
C	Recruitment – Sources, Selection Process, Recent Trends in Recruitment		
Unit 3:	Employee Training & Development (9-0-0-9= 18 hrs)		
Objective	To understand employee training systems, performance appraisal, and career development..		
A	Meaning and Importance of Training, Types and Methods of Training	CO3, CO4	PPTs, Smart Board, Business, Case Discussions
B	Performance Appraisal – Concept and Objectives		
C	Traditional and Modern Methods, Career Development, Promotions and Transfers		
Unit 4:	Compensation Management and Employee Relations (9-0-0-9= 18 hrs)		
Objective	To understand compensation systems and employee relation mechanisms.		
A	Job Evaluation – Methods	CO4, CO5	PPTs, Smart Board, Business, Case Discussions
B	Compensation Management, Components and Structure of Compensation		
C	Incentive Plans – Types, Industrial Relations – Concept and Importance		
Unit 5:	Health & Safety and Current Issues in HRM (9-0-0-9= 18 hrs)		
Objective	To understand employee welfare, safety measures, and emerging HR trends.		
A	Measures to Promote Employee Health, Purpose of Employee Safety	CO5, CO6	PPTs, Smart Board, Business, Case Discussions
B	Accident Causes & Prevention, Effective Safety Management		
C	Human Resource Outsourcing, Work-life Balance		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 45 hrs)	TW: Term work (includes assignments, seminars, industrial visits, any other student activities etc.) SL: Self Learning, MOOCs, spoken tutorials, online educational resources etc Example Self-Learning beyond Classroom, Developing a mini project/ group presentation, Self-Learning from online content, Case Study, Industry Work/Visit				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
*Five Quizzes of 4 marks each.					

References	Textbook:
	1.K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition 2.Rao. P.L, Comprehensive human Resource management, Excel Books, new Delhi, 2006. 3. C.. B. Mamoria, S.V. Gankar, Human resource management, Himalaya Publishing House, Mumbai, 2006. 4. Gary Dessler, Biju Varkey, Human Resource Management Pearson Education, Delhi, 2009. 5. Subba Rao, P., Personal and Human resource Management, Himalaya Publishing House, Mumbai, 2004. 6. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO 2	PSO3	PSO4
C01	3	1	-	-	-	-	-	-	-	-	1	2	1	-	-
C02	3	2	1	1	-	-	-	-	1	-	2	2	2	-	-
C03	3	3	2	2	1	1	-	-	1	-	2	3	2	1	2
C04	2	3	2	3	1	2	-	-	1	-	2	2	3	1	2
C05	2	3	3	2	2	2	2	1	2	1	2	2	3	3	2
C06	2	3	3	3	2	3	3	2	2	2	3	3	3	3	3
Avg	2.50	2.50	1.83	1.83	1.00	1.33	0.83	0.50	1.16	0.50	2.00	2.33	2.33	1.33	1.83

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 6 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 3: Good Health & Well-being	3	Covers workplace health, safety, employee welfare
SDG 4: Quality Education	3	Develops HR knowledge and management skills
SDG 5: Gender Equality	2	Supports equal employment opportunities and inclusive HR practices
SDG 8: Decent Work & Economic Growth	3	Focuses on employment, productivity, labour management
SDG 10: Reduced Inequalities	2	Addresses fair compensation and employee relations
SDG 16: Peace, Justice & Strong Institutions	2	Promotes industrial harmony and ethical HR practices

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2026-27
Branch:		Semester:	II

2. Course Details

S. No	Attribute	Details
1	Course Title	Financial Management
2	Course Code	----
3	Credits	3
4	Contact (Learning Hours per Week) (L-T-P-SL))	3-0-0-3
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 45 hrs T: 00hrs P: 00 hrs SL: 45 hrs Total: 90 hrs Credits: 3
5	Course Type	Theory
6	Course Objective	To provide comprehensive understanding of financial management concepts and techniques required for effective financial decision-making in organizations. The course aims to develop analytical skills related to time value of money, cost of capital, capital budgeting, capital structure, dividend decisions, and financial analysis for maximizing organizational value and achieving financial sustainability.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the fundamental concepts, objectives, and functions of financial management along with the application of time value of money. CO2: Apply cost of capital concepts and financial analysis techniques for evaluating financing decisions and selecting appropriate sources of capital. CO3: Analyze capital budgeting proposals and investment decisions using various appraisal techniques and financial models. CO4: Evaluate capital structure theories, leverage concepts, and dividend decision models for effective managerial decision-making. CO5: Assess the impact of financial policies, financing patterns, and investment decisions on organizational performance and shareholder wealth maximization. CO6: Integrate financial management concepts, investment analysis, capital structure decisions, and dividend policies to support strategic financial planning and managerial decision-making.
8	Course Description	This course provides comprehensive understanding of financial management concepts, financial decision-making, and financial analysis techniques used in business organizations. It covers fundamental finance functions, time value of money, cost of capital, capital budgeting techniques, capital structure theories,

		leverage analysis, and dividend decision models. The course also focuses on investment appraisal methods, financing decisions, and wealth maximization approaches for effective managerial decision-making. Students will develop analytical and problem-solving skills required for financial planning, evaluation of investment alternatives, and strategic financial management in organizations.
--	--	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Financial Management (9-0-0-9 = 18 hrs)		
Objective	To familiarize students with the basic concepts, objectives, and functions of financial management along with the application of time value of money in financial decision-making.		
A	Meaning, Nature, Scope and Objectives of Financial Management, Profit Maximization and Wealth Maximization Approaches.	CO1, CO2	Financial Calculators, Excel, PPTs, Numerical Exercises, Case Studies, Financial Reports
B	Investment Decision, Financing Decision, Dividend Decision, Responsibilities of Financial Manager, Relationship with other Functional Areas.		
C	Discounted Cash Flow Concept, Annuity, Perpetuity and Practical Applications of Time Value of Money.		
Unit 2:	Cost of Capital (9-0-0-9 = 18 hrs)		
Objective	To develop understanding regarding concepts, components, and measurement of cost of capital for financial decision-making.		
A	Concept, Importance, Assumptions and Types of Cost of Capital.	CO2, CO3	Numerical Problem Solving, Financial Models, Excel, Cost of Capital Templates, Case Analysis
B	Cost of Debt Capital, Cost of Preference Share Capital, Cost of Equity Share Capital, Cost of Retained Earnings.		
C	Computation and Applications of Weighted Average Cost of Capital in Financial Decisions.		
Unit 3:	Capital Budgeting (9-0-0-9 = 18 hrs)		
Objective	To provide understanding regarding capital budgeting decisions and investment appraisal techniques for evaluating long-term investment proposals.		
A	Meaning, Need, Importance and Process of Capital Budgeting, Capital Expenditure Decisions.	CO3, CO4	Financial Calculators, Excel Models, Capital Budgeting Templates, Numerical Exercises, Case Studies
B	Pay-back Period Method, Discounted Pay-back Period, Net Present Value, Profitability Index, Benefit-Cost Ratio, Internal Rate of Return.		
C	Comparison of NPV and IRR, Capital Rationing, Factors Affecting Capital Expenditure Decisions.		
Unit 4:	Capital Structure and Leverage (9-0-0-9 = 18 hrs)		
Objective	To develop understanding regarding capital structure theories, leverage concepts, and financing decisions in organizations.		
A	Concept, Essentials and Factors Affecting Optimum Capital Structure, Designing Capital Structure.	CO4, CO5	Financial Analysis Tools, Excel, Leverage Analysis Templates, Numerical Exercises, Case Discussions
B	Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Approach.		
C	Operating Leverage, Financial Leverage, Combined Leverage, Importance and Limitations of Leverage.		
Unit 5:	Dividend Decisions ((9-0-0-9 = 18 hrs)		
Objective	To understand dividend policies, dividend theories, and their impact on shareholder wealth and organizational financial decisions.		
A	Meaning and Importance of Dividend Decisions, Factors Affecting Dividend Policy, Forms and Types of Dividend Policies.	CO5, CO6	Dividend Models, Financial Reports, Case Studies, Excel, Ratio Analysis Tools
B	Walter Model, Gordon Model and MM Theory of Dividend.		

C	Impact of Dividend Policies on Shareholder Wealth and Financial Planning.		
----------	---	--	--

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 45 hrs)	TW: Term work includes numerical problem-solving exercises, capital budgeting analysis, cost of capital computations, financial statement interpretation, case studies, presentations, quizzes, and practical applications related to financial decision-making and investment analysis. SL: Self-learning through financial reports, annual reports, online finance tools, research articles, MOOCs, financial calculators, Excel-based financial models, and practice exercises related to investment decisions, leverage analysis, and dividend policies.															
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)												
Quiz*	Assignment	Attendance														
20%	10%	5%	15%	50%												
References	Textbook: 1.R.P. Rustagi — Basic Financial Management, Sultan Chand & Sons. 2.M.Y. Khan & P.K. Jain — Financial Management, McGraw Hill Education. 3.I.M. Pandey — Essentials of Financial Management, Pearson Education.															

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PS01	PSO 2	PSO3	PSO4
C01	3	2	-	-	-	-	-	2	-	1	1	2	-	-	1
C02	3	3	-	-	-	1	-	3	-	2	1	3	-	-	1
C03	3	3	-	-	-	1	-	3	-	2	1	3	-	-	2
C04	3	3	-	-	-	1	-	2	-	2	1	3	-	-	2
C05	3	3	1	1	1	1	-	2	1	2	1	3	1	1	2
C06	3	3	1	1	1	2	-	3	1	3	2	3	2	1	3
Avg	3.00	2.83	1.00	1.00	1.00	1.20	-	2.50	1.00	2.00	1.17	2.83	1.50	1.00	1.83

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops financial literacy, analytical skills, and managerial decision-making capabilities related to investment, financing, and corporate financial management.
SDG 8: Decent Work & Economic Growth	3	Enhances competencies in financial planning, investment appraisal, capital budgeting, and financial analysis essential for sustainable organizational growth and employability.
SDG 9: Industry, Innovation & Infrastructure	2	Encourages strategic financial planning, efficient capital allocation, and adoption of modern financial techniques supporting organizational innovation and growth.
SDG 12: Responsible Consumption & Production	2	Promotes efficient utilization of financial resources, responsible investment decisions, and sustainable financial management practices in organizations.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2026-27
Branch:	MBA	Semester:	II

2. Course Details

S. No	Attribute	Details
1	Course Title	Research Methodology
2	Course Code	----
3	Credits	3
4	Contact (Learning) Hours per Week (L-T-P-SL))	3-0-0-3
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 45 hrs T: 00hrs P: 00 hrs SL: 45 hrs Total: 90 hrs Credits: 3
5	Course Type	Theory
6	Course Objective	The course aims to provide students with an understanding of the fundamental concepts and processes of research methodology. It helps in developing skills to identify research problems, design studies, and collect relevant data. The course also focuses on basic statistical analysis and interpretation of data. In addition, it enables students to prepare structured and ethical research reports for effective decision-making.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the basic concepts, types, and significance of research methodology in business and management. CO2: Identify and formulate research problems, objectives, and hypotheses, and develop suitable research designs. CO3: Apply appropriate methods for data collection and measurement using primary and secondary sources. CO4: Analyze and process data using sampling techniques and basic statistical tools. CO5: Interpret research data and apply hypothesis testing techniques for decision-making. CO6: Integrate the entire research process to design, conduct, analyze, and present a complete research study while ensuring ethical standards in research.
8	Course Description	This course introduces students to the fundamental concepts and techniques of research in business and management. It covers the complete research process, including identification of research problems, formulation of objectives and hypotheses, research design, data collection, sampling methods, and data processing. The course also emphasizes basic statistical tools for data analysis, interpretation of results, and hypothesis testing. In addition, it develops skills

		required for writing structured research reports and promotes ethical practices in conducting research for effective decision-making.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Research Methodology (9-0-0-9= 18 hrs)		
Objective	To provide students with a clear understanding of the basic concepts, meaning, objectives, and significance of research, along with different types of research and the overall research process.		
A	Meaning, Objectives, Significance of Research	CO1, CO6	PPT, Case study method
B	Types Of Research; Research Process;		
C	Criteria Of Good Research; Problems in Research; Role of Research in Business Decisions		
Unit 2:	Research Problem and Research Design (9-0-0-9= 18 hrs)		
Objective	To enable students to understand the process of identifying and formulating a research problem, conducting a literature review, and developing research objectives and hypotheses. The unit also aims to provide knowledge of different types of research designs.		
A	Research problem identification, Literature Review,	CO2, CO6,	PPT, Case study method, Literature Review Exercises
B	Hypotheses-Meaning, Characteristics and Types		
C	Research designs-Importance and Type		
Unit 3:	Data Collection and Measurement (9-0-0-9= 18 hrs)		
Objective	To enable students to understand the different types of data and methods of data collection used in research. The unit also aims to develop skills in designing questionnaires, applying scaling techniques and understanding measurement in research.		
A	Types Of Data: Nominal, Ordinal, Interval & Ratio.	CO3, CO6	PPTs, Case Studies, Questionnaire Design exercises.
B	Methods Of Data Collection; Questionnaire, Interview, Observation, Schedule;		
C	Scaling Techniques and Measurement, Questionnaire Design		
Unit 4:	Sampling and Data Processing (9-0-0-9= 18 hrs)		
Objective	To enable students to understand the basic concepts of sampling and different sampling techniques used in research. The unit also aims to develop skills in sample size determination, data processing activities such as editing, coding, classification, and tabulation, along with basic application of SPSS and Excel for data analysis.		
A	Sampling Concepts; Probability and Non-Probability Sampling; Sample Size;	CO4, CO6	PPTs, SPSS Demonstration, Excel, Case Study.
B	Data Processing; Editing, Coding, Classification, Tabulation		
C	SPSS & Excel Basics		
Unit 5:	Data Analysis, Interpretation and Report Writing (9-0-0-9= 18 hrs)		
Objective	To enable students to understand basic statistical tools for data analysis and apply them for interpreting research data. The unit also aims to develop skills in hypothesis testing and research interpretation, along with the ability to write structured research reports while following ethical research practices.		
A	Statistical Tools Correlation, Regression Hypothesis Testing -Chi-Square,	CO5, CO6	PPTs, SPSS Demonstration, Excel
B	Interpretation, Report Writing-Significance, Steps of Report Writing, Layout of Research Report		
C	Ethics in Research, Bibliography, Appendices.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 45 hrs)	TW: Team Work activities include assignments, seminars, group discussions, and case study presentations. Students will work in groups to develop mini research proposals, identify research problems, and design questionnaires for data collection. Activities such as group presentations on sampling techniques, research designs, data collection methods, and statistical tools will also be conducted to enhance collaborative learning, analytical thinking, and communication skills. SL: Self-Learning activities (SL) include studying beyond the classroom through reference books, research articles, journals, newspapers, and magazines. Students will independently explore topics such as research design, data collection techniques, sampling methods, hypothesis formulation, and statistical analysis tools. They will also practice using online databases, SPSS/Excel tutorials.															
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)												
Quiz*	Assignment	Attendance														
20%	10%	5%	15%	50%												
References	Textbooks: 1.Business Research Methods, Donald R. Cooper and Pamela S. Schindler, McGraw-Hill Education Reference Books: 1.Research Methodology by C.R Kothari 2.Malhotra N.K: Marketing Research – An Applied Orientation, Pearson Education, New Delhi															

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	1	1	-	1	-	-	-	-	1	2	2	1	1	1
C02	3	3	1	1	1	1	-	-	-	2	2	3	1	2	2
C03	2	2	2	1	1	1	-	2	1	1	2	2	2	2	1
C04	2	2	1	1	1	1	-	3	1	2	2	3	2	2	1
C05	2	3	2	1	1	1	-	3	1	3	2	3	2	2	2
C06	2	3	3	2	1	2	1	3	2	3	3	3	3	3	3
Avg	2.33	2.33	1.67	1.2	1	1.2	1	2.75	1.25	2	2.16	2.67	1.83	2	1.67

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 6 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	The course directly develops core research competencies such as problem identification, data collection, analysis, and report writing, thereby strengthening quality higher education outcomes.
SDG 8: Decent Work and Economic Growth	2	Research methodology equips students with analytical and decision-making skills required for solving real-world business problems and improving organizational efficiency.
SDG 9: Industry, Innovation and Infrastructure	2	The course supports innovation through data-driven decision-making, use of statistical tools, and structured research approaches in business contexts.
SDG 12: Responsible Consumption and Production	3	The syllabus strongly emphasizes research ethics, integrity, and responsible handling of data, ensuring sustainable and ethical research practices.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2026-27
Branch:	MBA	Semester:	II

2. Course Details

S. No	Attribute	Details
1	Course Title	Global Business Environment
2	Course Code	----
3	Credits	3
4	Contact (Learning) Hours per Week (L-T-P-SL))	3-0-0-3
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 45 hrs T: 00hrs P: 00 hrs SL: 45 hrs Total: 90 hrs Credits: 3
5	Course Type	Theory
6	Course Objective	The course aims to develop an understanding of the global business environment and the impact of globalization on international trade. It familiarizes students with major theories and practices of international business and trade. The course also helps students analyze various environmental factors influencing global business operations and strategies. Further, it creates awareness about contemporary issues and challenges in the global business environment.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concept, scope, and significance of the global business environment and globalization. CO2: Analyze various theories of international trade and their relevance in global business practices. CO3: Evaluate the impact of economic, political, legal, socio-cultural, and technological factors on international business. CO4: Identify and assess different international business strategies and market entry modes. CO5: Examine the role of international institutions and regional trade agreements in global business operations. CO6: Analyze contemporary issues and challenges in global business, including digitalization, sustainability, and global competition.
8	Course Description	This course provides an overview of the global business environment and the impact of globalization on international trade and business operations. It examines major theories of international trade, environmental forces influencing global business, and various international business strategies and market entry modes. The course also explores the role of international institutions, regional trade agreements, and contemporary issues such as digitalization, sustainability, ethics, and global competition in shaping international business practices.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Global Business Environment (9-0-0-9= 18 hrs)		
Objective	To provide students with a clear understanding of the concept, nature, and scope of the global business environment and globalization, along with its key drivers, benefits, and challenges.		
A	Meaning, nature, and scope of global business environment; globalization and its dimensions;	CO1, CO2, CO5	PPT, Case study method, Group discussions
B	Drivers of globalization; benefits and challenges of globalization, international business environment		
C	Major trends in global business, Role of multinational corporations (MNCs) in the global economy.		
Unit 2:	Theories of International Trade (9-0-0-9= 18 hrs)		
Objective	To enable students to understand and explain classical and modern theories of international trade and their relevance in global business. The unit aims to help students analyze the concepts of balance of trade and balance of payments, along with the functioning of the foreign exchange market and different exchange rate systems in international trade.		
A	Classical and modern theories of international trade – Mercantilism, Absolute Cost Advantage Theory, Comparative Cost Advantage Theory,	CO2, CO3, CO4	PPT, Case study method, Group discussions <i>Smart Board,</i>
B	Heckscher-Ohlin Theory, Product Life Cycle Theory, and Porter’s Diamond Theory;		
C	Balance of Trade and Balance of Payments; foreign exchange market		
Unit 3:	Environmental Forces Affecting Global Business (9-0-0-9= 18 hrs)		
Objective	To enable students to understand and analyze the various environmental forces—economic, political, legal, socio-cultural, technological, and ecological—that influence international business. The unit also aims to help students examine global trade barriers, regional economic integration, and the role of international institutions such as the WTO, IMF, and World Bank in shaping global trade practices.		
A	Economic environment, political environment, legal environment, socio-cultural environment, technological environment, and ecological environment affecting international business	CO3, CO5, CO6	PPTs, Smart Board, Case Studies, Group Discussions, Videos
B	Global Trade Barriers; Regional Economic Integration		
C	Role of WTO, IMF, and World Bank in international trade		
Unit 4:	International Business Strategy (9-0-0-9= 18 hrs)		
Objective	To enable students to understand various international business entry strategies such as exporting, licensing, franchising, joint ventures, strategic alliances, and foreign direct investment (FDI). The unit also aims to help students analyze global sourcing and outsourcing practices, factors influencing global strategies, and risk management in international operations.		
A	International business entry strategies – exporting, licensing, franchising, joint ventures, strategic alliances,	CO3, CO4, CO6	PPTs, Case Study, Video
B	foreign direct investment (FDI); Global sourcing and outsourcing		
C	Factors influencing international business strategy; Risk management in global operations		
Unit 5:	Contemporary Issues in Global Business (9-0-0-9= 18 hrs)		
Objective	To enable students to understand emerging and contemporary issues in global business such as digitalization, e-commerce, global supply chain management, sustainability, CSR, ethical concerns, and the impact of geopolitical changes and pandemics on international business operations.		
A	Digitalization And E-Commerce in Global Business;	CO5, CO6	PPTs, Case Studies, Group Discussion,Videos
B	Global Supply Chain Management; Ethical Issues in Global Trade;		
C	Emerging Markets and Global Competition; Impact of Geopolitical Changes and Pandemics on International		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 45 hrs)	TW: Team Work (TW) activities include assignments, seminars, group discussions, case study presentations, Students will work in groups to analyze multinational corporations, international trade policies, and contemporary global issues. Activities such as group presentations on trade theories, role of WTO/IMF, and global market trends will also be conducted to enhance collaborative learning and communication skills. SL: Self-Learning (SL) activities include studying beyond the classroom through reference books, research articles, Newspapers and Magazines Students will independently explore topics such as globalization trends, international trade theories, foreign exchange markets, and global supply chains.															
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)												
Quiz*	Assignment	Attendance														
20%	10%	5%	15%	50%												
References	Textbooks: 1. International Business, McGraw-Hill Education, 11th Edition, 2017. 2. International Business, Pearson Education, 8th Edition, 2016. 3. International Business Environment, Himalaya Publishing House, 6th Edition, 2019. Reference Books: 1. International Business: Competing in the Global Marketplace, McGraw-Hill Education, 13th Edition, 2021. 2. International Economics: Theory and Policy, Pearson Education, 10th Edition, 2015.															

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PS01	PSO 2	PSO3	PSO4
C01	3	1	-	-	2	-	-	-	-	-	2	3	1	2	-
C02	3	2	1	-	3	-	-	-	-	-	2	3	2	2	-
C03	3	3	2	1	3	1	2	1	2	-	2	3	3	3	2
C04	2	3	2	3	3	2	2	1	1	-	2	2	3	3	2
C05	2	2	2	2	3	1	1	1	2	1	2	2	2	3	2
C06	2	3	3	2	3	3	3	2	2	2	3	3	3	3	3
Avg	2.50	2.33	1.83	1.67	2.83	1.50	1.67	1.00	1.17	0.83	2.17	2.67	2.33	2.67	2.25

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 8: Decent Work and Economic Growth	3	The course develops knowledge of globalization, trade mechanisms, and business strategies that promote sustainable economic growth and productive employment across countries.
SDG 9: Industry, Innovation and Infrastructure –	2	The syllabus emphasizes innovation, digital transformation, and global business strategies that strengthen industrial growth and infrastructure development.
SDG 12: Responsible Consumption and Production	3	The course highlights sustainable business practices, ethical trade, and CSR, promoting responsible production and consumption in global business.
SDG 13: Climate Action	2	Students analyze ecological/environmental factors and global sustainability challenges impacting international business decisions.
SDG 17: Partnerships for the Goals	3	The course explains global institutions and trade partnerships that enhance international cooperation and achievement of global development goals.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2026-27
Branch:	--	Semester:	II

2. Course Details

S. No	Attribute	Details
1	Course Title	Production & Operations Management
2	Course Code	----
3	Credits	03
4	Contact (Learning) Hours per Week (L-T-P-SL)	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 45 hrs T: 00 hrs P: 00 hrs SL: 45 hrs Total: 90 hrs Credits: 3
5	Course Type	Theory (Core)
6	Course Objective	The course aims to develop understanding of the concepts, principles, and techniques of Production and Operations Management (POM) for effective planning, organizing, and control of production and service operations. It focuses on operational decision-making, problem-solving, resource utilization, inventory and quality management, and project management techniques in manufacturing and service organizations.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the fundamental concepts, functions, and significance of production and operations management in manufacturing and service organizations. CO2: Analyze and apply techniques related to facility location, facility layout, and capacity planning for effective resource utilization. CO3: Apply inventory management models and material planning techniques for efficient operations and supply management. CO4: Use project management techniques such as CPM and PERT for project scheduling, monitoring, and decision-making. CO5: Evaluate quality management tools and statistical quality control techniques for continuous operational improvement. CO6: Integrate production and operations management concepts to solve real-world business and operational problems effectively.
8	Course Description	This course provides an in-depth understanding of Production and Operations Management concepts and their practical applications in business organizations. Students will learn techniques related to production planning, facility management, inventory control, project management, and quality management. The course also emphasizes the use of analytical tools and problem-solving approaches to improve operational efficiency and productivity in both

		manufacturing and service sectors.
--	--	------------------------------------

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Production and Operations Management (9-0-0-9 = 18 hrs)		
Objective	To develop understanding of the concepts, functions, and importance of Production and Operations Management in manufacturing and service organizations.		
A	Meaning, Nature, and Scope of Production and Operations Management, Role and Importance of Operations Management in Organizations, Functions and Activities of Operations Management	CO1, CO6	PPTs, Case Discussion, Videos, Smart Board Teaching
B	Product and Service Design Concepts, New Product Development Process, Prototyping, Concurrent Design and Design for Manufacturing and Assembly, Service Design		
C	Types of Processes, Types of Production Systems and Their Selection, Cellular Manufacturing		
Unit 2:	Facility Location, Layout, and Capacity Planning (9-0-0-9 = 18 hrs)		
Objective	To familiarize students with facility planning decisions and techniques for effective capacity utilization and operational efficiency.		
A	Facility Location, Factors Affecting Facility Location Decisions, Site Selection Decisions, Point Rating Method, Centre of Gravity Method	CO2, CO6	PPTs, Case Discussion, Videos, Smart Board Teaching
B	Facility Layout, Meaning and Objectives of Facility Layout, Types of Facility Layouts for Different Production Systems		
C	Capacity Planning, Concept and Importance of Capacity Planning, Issues in Capacity Planning, Capacity and Process Analysis in Manufacturing and Service Organizations		
Unit 3:	Materials Management (9-0-0-9 = 18 hrs)		
Objective	To develop understanding of inventory management and material planning techniques for efficient operational control.		
A	Inventory Management, Meaning and Importance of Inventory Management, Economic Order Quantity (EOQ) and EOQ Models, Classification of Inventory Control Techniques	CO3, CO6	PPTs, Case Discussion, Videos, Smart Board Teaching
B	Materials Management Aggregate Planning, Purchase Management: Concept, Objectives, and Functions		
C	Material Planning Systems, Material Requirement Planning, Bill of Materials, Just-in-Time System		
Unit 4:	Project Management (9-0-0-9 = 18 hrs)		
Objective	To provide understanding of project planning, scheduling, and control techniques used in operations management.		
A	Introduction to Project Management, Concept and Characteristics of Projects, Importance of Project Management	CO4, CO6	PPTs, Case Discussion, Videos, Smart Board Teaching
B	Critical Path Method, Network Construction, Critical Path Analysis, Applications of CPM		
C	Program Evaluation and Review Technique, PERT Network Analysis, Time Estimation and Probability Concepts, Applications of PERT		
Unit 5:	Quality Management and Quality Control Techniques (9-0-0-9 = 18 hrs)		
Objective	To develop knowledge of quality management principles and statistical quality control techniques		

	for operational improvement.		
A	Quality Management Concepts, Basic Quality Concepts, Total Quality Management , Continuous Improvement (Kaizen), Seven Tools of Quality, 5S Technique, Six Sigma, Introduction to ISO 9000	CO 5, CO 6	<i>PPTs, Case Discussion, Videos, Smart Board Teaching</i>
B	Statistical Quality Control Techniques, Acceptance Sampling, Statistical Process Control (SPC), $\bar{X}$ (X-bar) Chart, R Chart, P Chart, C Chart		
C	Quality Circles, Concept and Features of Quality Circles, Applications and Benefits of Quality Circles in Organizations		

4. Course Evaluation& References

Team Work and Self-Learning (in Hours) (SL: 45 hrs)	TW: Industry work/visit to observe plant layout and capacity utilization, mini project on facility location selection, Solving EOQ and inventory-related numerical problems using spreadsheets team discussion on operations management functions (includes assignments, micro projects, business data collection and analysis for assignment, Case study analysis and report preparation, numerical problem-solving practice, any other student activities etc.) SL: Self-Learning from online content and videos on production systems, case study on manufacturing and service organizations inventory control techniques, self learning from MOOCs and online tutorials Example Production Process Exploration, study of production and operations processes by visiting organizations Developing a mini project in a team using CPM/PERT techniques, self-learning through project scheduling software demonstrations and online content Industry visit for observing quality practices, self-learning from online quality management resources, case study on Six Sigma, Kaizen, and quality circles Developing Industry-based mini projects in a team, Data interpretation using Excel/SPSS industrial visit report, presentations, assignments, seminars																			
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.					CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)																
Quiz*	Assignment	Attendance																		
20%	10%	5%	15%	50%																
References	Textbook: 1. K. Aswathappa & K. Shridhara Bhat, <i>Production and Operations Management</i>, 3rd Edition, Himalaya Publishing House. Other References: 1. S. N. Chary, <i>Production and Operations Management</i>, 7th Edition, McGraw Hill Education. 2. Elwood S. Buffa & Rakesh K. Sarin, <i>Modern Production and Operations Management</i>, 8th Edition, Wiley India.																			

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global a Sustainable Business Competence	Innovation, Entrepreneurship and Continuous
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	1	1	1	1	-	2	1	1	2	3	1	-	1
C02	3	3	-	1	1	2	1	3	-	2	2	3	1	1	2
C03	3	3	-	1	-	2	1	3	-	2	2	3	1	1	2
C04	2	3	-	2	-	2	-	3	-	2	2	3	2	-	2
C05	2	3	2	1	1	2	3	3	2	2	2	2	2	3	2
C06	3	3	1	2	1	3	2	3	1	3	3	3	2	2	3
Avg	2.67	2.83	0.67	1.33	0.67	2.00	1.17	2.83	0.67	2.00	2.17	2.83	1.50	1.17	2.00

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	The course develops analytical, technical, and managerial skills related to production, operations, quality management, and problem-solving through practical applications and industry-based learning.
SDG 8: Decent Work & Economic Growth	3	Production and Operations Management improves productivity, operational efficiency, project management, and resource utilization, contributing to sustainable economic growth and organizational performance.
SDG 9: Industry, Innovation & Infrastructure	3	The course emphasizes process improvement, quality management, facility planning, inventory systems, and innovation in manufacturing and service operations.
SDG 12: Responsible Consumption & Production	2	Concepts such as inventory control, lean systems, Just-in-Time (JIT), quality control, and waste reduction promote efficient and sustainable production practices.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2026–27
Branch:	--	Semester:	II

2. Course Details

S. No	Attribute	Details
1	Course Title	Operations Research
2	Course Code	-----
3	Credits	03
4	Contact (Learning) Hours per Week (L-T-P-SL))	3-0-0-3
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 45 hrs T: 00 hrs P: 00 hrs SL: 45 hrs Total: 90 hrs Credits: 3
5	Course Type	Theory (Core)
6	Course Objective	To provide students with a comprehensive understanding of Operations Research techniques and decision-making models used in business and industry. The course aims to develop analytical and problem-solving skills through mathematical models and optimization techniques for effective managerial decision-making.
7	Course Outcomes (COs)	After successful completion of this course, the students will be able to: CO1: Understand the fundamentals, scope, and applications of Operations Research and decision-making techniques. CO2: Formulate and solve Linear Programming Problems (LPP) using graphical and simplex methods. CO3: Analyze and solve transportation problems using various optimization methods. CO4: Solve assignment problems and optimize resource allocation using assignment techniques. CO5: Analyze and solve sequencing problems and optimize processing schedules using sequencing techniques and Johnson's Rule. CO6: Develop analytical, logical, and quantitative decision-making abilities using OR tools and techniques.
8	Course Description	This course introduces students to the fundamentals of Operations Research and its role in managerial decision-making. It covers optimization techniques including Linear Programming, Transportation Models, and Assignment Problems. Students will learn

		mathematical modeling and analytical approaches for solving business problems related to allocation, scheduling, transportation, and resource optimization. The course emphasizes practical applications and decision-making through numerical problem-solving and case-based learning.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Operations Research and Decision Making (9-0-0-9 = 18 hrs)		
Objective	To understand the fundamentals, scope, importance, and applications of Operations Research in managerial decision-making.		
A	Introduction to Operations Research: Meaning, nature, scope, objectives, limitations, and applications of OR	CO1, CO6	Smart Board, Industry Examples, Case Discussions
B	Decision Making Concepts: Types of decision-making environments, Decision Tree		
C	OR Models and Business Applications: Models, phases of OR study, role of OR in business and industry		
Unit 2:	Linear Programming Problem (9-0-0-9 = 18 hrs)		
Objective	To formulate and solve Linear Programming Problems using graphical and simplex methods.		
A	Introduction to LPP: Formulation of Linear Programming Models, assumptions and applications	CO2, CO6	Smart Board, Numerical Problems, Excel Solver
B	Solution of LPP using Graphical Method: Feasible region, optimal solution, multiple solutions, infeasible and unbounded solutions		
C	Solution using Simplex Method: Maximization and minimization problems, slack and surplus variables		
Unit 3:	Transportation Problems (9-0-0-9 = 18 hrs)		
Objective	To understand and solve transportation problems using optimization techniques.		
A	Transportation Model: Structure, assumptions, formulation, balanced and unbalanced transportation problems	CO3, CO6	Smart Board, Numerical Problems, Excel Solver
B	Initial Basic Feasible Solutions: North-West Corner Method, Least Cost Method, Vogel's Approximation Method		
C	Optimal Solution Method: MODI Method and Practical Applications of Transportation Problems in business and industry		
Unit 4:	Assignment Problems (9-0-0-9 = 18 hrs)		
Objective	To solve assignment problems for optimal allocation of resources and tasks.		
A	Introduction to Assignment Problems: Concept, assumptions, formulation, balanced and unbalanced assignment problems	CO4, CO6	Smart Board, Numerical Problems, Case Discussions
B	Hungarian Method: Minimization and maximization assignment problems		
C	Practical Applications of Assignment Problems in business and industry		
Unit 5:	Sequencing Models (9-0-0-9 = 18 hrs)		
Objective	To understand sequencing techniques for optimal scheduling and minimizing processing time in operations.		
A	Introduction to Sequencing Problems: Concept, assumptions, objectives, and applications of sequencing models	CO 5, CO 6	Smart Board, Numerical Problems, Case Discussions

B	Processing of n Jobs through 2 Machines: Johnson's Rule and numerical problems		
C	Processing of n Jobs through 3 Machines and Practical Applications of sequencing in operations management		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 45hrs)	Team Work and Self-Learning - Solving numerical case studies related to LPP, transportation, and assignment problems. - Industry-based mini projects and presentations. - Self-learning through online learning platforms, research articles, case studies, and business applications. - Practice using Microsoft Excel Solver, TORA, and other OR software tutorials for solving Linear Programming, Transportation, Assignment, and Sequencing problems using computational tools.																		
Mode of Examination	Weightage Distribution: <table border="1"> <thead> <tr> <th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr> <tr> <th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr> </thead> <tbody> <tr> <td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr> </tbody> </table> *Five Quizzes of 4 marks each.				CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)															
Quiz*	Assignment	Attendance																	
20%	10%	5%	15%	50%															
References	Textbooks: - Sharma, J.K. – Operations Research: Theory and Applications, Macmillan Publishers India Ltd. - Taha, H.A. – Operations Research: An Introduction, Pearson Education - Vohra, N.D. – Quantitative Techniques in Management, Tata McGraw Hill Education. Other References: - Gupta, P.K. & Hira, D.S. – Operations Research, S. Chand Publications. - Hillier, F.S. & Lieberman, G.J. – Introduction to Operations Research, McGraw Hill Education. - Anderson, D.R., Sweeney, D.J. & Williams, T.A. – Quantitative Methods for Business, Cengage Learning.																		

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PSO1	PSO2	PSO3	PSO4
C01	3	2	-	-	1	1	-	2	-	1	1	3	-	-	1
C02	3	3	-	-	-	2	1	3	-	2	1	3	-	1	2
C03	3	3	-	-	1	2	1	3	-	2	1	3	-	1	2
C04	3	3	-	1	-	2	-	3	-	2	1	3	1	-	2
C05	2	3	-	1	-	2	-	3	-	2	1	3	1	-	2
C06	3	3	1	1	1	3	1	3	1	3	2	3	1	1	3
Avg	2.8	2.8	1.0	1.0	1.0	2.00	1	2.8	1.0	2.0	1.16	3.0	1.00	1.00	2.0

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal& Description	Mapping	Justification
SDG 4 – Quality Education	3	The course develops analytical, quantitative, and problem-solving skills through Operations Research techniques, enhancing quality management education and practical learning.
SDG 9 – Industry, Innovation and Infrastructure	3	The course promotes optimization models, decision-making tools, and innovative approaches for industrial planning, logistics, and operational improvements.
SDG 12 – Responsible Consumption and Production	2	Optimization techniques help minimize wastage, improve scheduling efficiency, and ensure effective utilization of organizational resources.
SDG 13 – Climate Action	1	Efficient transportation and operational planning indirectly reduce fuel consumption, operational waste, and environmental impact.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-28
Program:	MBA	Current Academic Year:	2026-27
Branch:		Semester:	II

2. Course Details

S. No	Attribute	Details
1	Course Title	Design & Creative Thinking
2	Course Code	MBA
3	Credits	3
4	Contact (Learning) Hours per Week) (L-T-P-SL))	3-0-0-3
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 45 hrs T: 00hrs P: 00 hrs SL: 45 hrs Total: 90 hrs Credits: 3
5	Course Type	Theory
6	Course Objective	To develop a comprehensive understanding of Creative Thinking and Design Thinking as complementary approaches to innovation, problem-solving, and value creation. The course aims to equip students with the ability to think creatively, identify opportunities, understand stakeholder needs, generate innovative ideas, and apply design thinking methodologies to address complex business and organizational challenges. It also fosters creativity, collaboration, critical thinking, and innovation leadership for sustainable growth and organizational transformation.
7	Course Outcomes (COs)	After successful completion of this course, the students will be able to: CO1: Understand the concepts, principles, frameworks, and strategic significance of Design Thinking in innovation, organizational problem-solving, and value creation. CO2: Explain the Design Thinking process, human-centred design principles, empathy techniques, and collaborative approaches used for identifying opportunities and solving complex business problems.. CO3: Apply Design Thinking tools, ideation techniques, innovation heuristics, and stakeholder-centric approaches to generate creative and feasible solutions CO4: Analyse user needs, organizational challenges, cognitive biases, and alternative solutions using Design Thinking frameworks and analytical techniques.. CO5: Evaluate prototypes, innovation opportunities, business solutions, and decision alternatives based on desirability, feasibility, viability, and organizational

		impact. CO6: Design innovative products, services, business processes, and strategic solutions by integrating Design Thinking methodologies and innovation management practices.
8	Course Description	This course provides a comprehensive understanding of Creative Thinking and Design Thinking as systematic approaches to innovation, problem-solving, and value creation. It focuses on creativity, ideation, empathy, prototyping, experimentation, and innovation management to develop strategic, customer-centric, and sustainable solutions for business and organizational challenges. The course fosters critical thinking, collaboration, and innovation leadership in dynamic environments.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Foundations of Design Thinking and Innovation (9-0-0-9= 18 hrs)		
Objective	To develop an understanding of Design Thinking principles and their role in innovation, value creation, and organizational problem-solving		
A	What is Different About Design Thinking? Evolution and Significance of Design Thinking	CO1, CO2	PPTs, Whiteboard, Harvard Business Cases, Innovation Videos, Group Discussions
B	Design Thinking Skills and Principles; Human-Centered Innovation		
C	Design Thinking Teams, Workshops, Meetings, Exercises and Case-Based Discussions		
Unit 2:	Empathy, Observation and Problem Discovery (9-0-0-9= 18 hrs)		
Objective	To develop the ability to identify stakeholder needs and uncover opportunities through empathy and observation.		
A	Listening and Empathizing Techniques	CO2, CO3	Empathy Interviews, Observation Exercises, Stakeholder Mapping Activities
B	Observation: Structured Open-Ended Approach		
C	Problem Discovery, User Insights and Opportunity Identification		
Unit 3:	Ideation and Creative Solution Development (9-0-0-9= 18hrs)		
Objective	To apply creative thinking and ideation techniques for generating innovative solutions.		
A	Design Thinking Frameworks and Ideation Tools	CO3, CO4	Brainstorming Workshops, Ideation Labs, Innovation Exercises
B	Brainstorming, Innovation Heuristics and Behaviour Models		
C	Overcoming Cognitive Fixedness and Creativity Barriers		
Unit 4:	Design Thinking Tools, Visualization and Prototyping (9-0-0-9= 18 hrs)		
Objective	To utilize visualization tools and prototyping techniques for concept development and solution refinement.		
A	Empathy Maps, Affinity Diagrams and Mind Maps	CO4 CO5 CO6	Design Thinking Canvas, Mapping Tools, Prototype Exercises
B	Journey Maps and Combining Ideas into Innovation Concepts		
C	Storytelling, Scenario Planning and Prototyping Techniques		
Unit 5:	Strategic Innovation and Organizational Transformation (12-0-0-12= 24hrs)		
Objective	To leverage Design Thinking for innovation management, organizational transformation, and sustainable value creation.		
A	Evaluation Tools and Innovation Assessment Frameworks	CO5, CO6	Innovation Projects, Design Sprints, Business Simulations, Industry
B	Perspective Taking, Bias Reduction and Communication		

	for Innovation		Case Studies
C	Sustaining a Culture of Innovation and Design-Led Organizational Transformation		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 45 hrs)	TW: Term work includes creativity exercises, brainstorming sessions, Empathy Map creation, Prototype creation SL: Self-learning through MOOCs, online tutorials, TED Talks, design thinking resources, innovation management literature, business case repositories, research articles, creativity tools, entrepreneurship platforms, industry reports, webinars, and independent exploration of design thinking and creative thinking practices. Example Self-learning beyond the classroom through analysing innovation case studies, participating in brainstorming and ideation exercises, conducting empathy interviews, developing empathy maps and journey maps, creating prototypes, evaluating innovative business solutions, undertaking team-based design projects, exploring organizational innovation practices, and engaging in design thinking, creative thinking, and entrepreneurial learning activities.																			
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.					CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)																
Quiz*	Assignment	Attendance																		
20%	10%	5%	15%	50%																
References	Text Books: 1.Maurício Vianna, Ysmar Vianna, Isabel K. Adler, Brenda Lucena, Beatriz Russo, “Design thinking: Business Innovation” MJV Press, 2011 2.Burgelman, Christensen, and Wheelwright, “Strategic Management of Technology and Innovation”5th Edition, McGraw Hill Publications, 2017																			

5. C5. CO-PO and CO-PSO Mapping Matrixd CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge &	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO 2	PSO3	PSO4
C01	2	2	-	-	-	1	1	1	-	-	-	1	-	-	1
C02	2	3	1	-	1	1	2	1	-	1	1	2	1	-	2
C03	1	3	1	-	1	1	2	2	1	2	1	3	1	-	3
C04	1	3	1	-	1	1	2	2	1	3	1	3	1	1	3
C05	1	3	1	1	1	1	3	2	1	3	2	3	2	1	3
C06	1	3	1	1	2	1	3	3	1	3	3	3	3	2	3
Avg	1.33	2.03	1.00	1.00	1.17	1.00	2.17	2.50	1.00	2.40	1.60	2.50	1.60	1.33	2.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops creativity, critical thinking, innovation, design thinking, problem-solving, and lifelong learning competencies essential for managerial and leadership development.
SDG 9: Industry, Innovation & Infrastructure	3	Promotes innovation, ideation, prototyping, experimentation, and design-led approaches for developing products, services, and business solutions.
SDG 8: Decent Work & Economic Growth	2	Enhances entrepreneurial thinking, innovation capability, opportunity recognition, and value creation skills that support organizational growth and competitiveness.
SDG 17: Partnerships for the Goals	2	Encourages collaboration, teamwork, stakeholder engagement, co-creation, and interdisciplinary problem-solving through design thinking projects and workshops
SDG 12: Responsible Consumption and Production	1	Encourages thoughtful problem-solving, responsible innovation, and value creation through user-centric and resource-conscious solution development.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2026-27
Branch:	MBA	Semester:	II

2. Course Details

S. No	Attribute	Details
1.	Course Title	Verbal Ability and Personality Development-1
2.	Course Code	
3.	Credits	2
4.	Contact (Learning) Hours per Week (L-T-P-SL))	1-0-2-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 15 hrs T: 00hrs P: 30 hrs SL: 15 hrs Total: 60 hrs Credits: 2
5.	Course Type	Practical
6.	Course Objective	The course aims to develop students' verbal ability, communication competence, and personality traits required for academic, professional, and corporate success. It focuses on improving grammar, vocabulary, speaking skills, confidence, interpersonal communication, and professional readiness through practical and activity-based learning.
7.	Course Outcomes (COs)	After successful completion of this course, the students will be able to: CO1: Understand the fundamentals of communication and apply effective verbal and non-verbal communication skills in academic and professional contexts. CO2: Develop grammatical accuracy and sentence construction skills for effective spoken and written English communication. CO3: Enhance vocabulary, reading comprehension, and verbal reasoning abilities for competitive and professional environments. CO4: Demonstrate confidence in public speaking, presentations, group discussions, and interpersonal interactions. CO5: Develop positive personality traits, leadership qualities, time management, teamwork, and professional etiquette. CO6: Apply communication and corporate readiness skills in resume writing, interviews, workplace communication, and career development activities.
8.	Course Description	This course is designed to strengthen students' verbal communication, language proficiency, and personality development skills essential for managerial and professional success. The course provides practical exposure to grammar, vocabulary enhancement, speaking skills, public communication, confidence

		building, corporate etiquette, resume writing, and interview preparation. Through interactive activities, presentations, role plays, movies, case discussions, and group exercises, students develop professional behaviour, leadership abilities, and effective workplace communication skills.
--	--	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Fundamentals of Communication (6-0-10-6 = 12hrs)		
Objective	Students will understand the basics of communication and improve confidence in interaction.		
A	Meaning and process of communication Types of communication-Verbal, Non-verbal, Written Visual	CO1, CO4, CO5	ChatGPT, ,Microsoft Co-pilot Microsoft Gemini
B	Barriers to communication		
C	Effective communication skills		
Unit 2:	Grammar and Sentence Building(6-0-0-6 = 12 hrs)		
Objective	Students will develop accuracy in spoken and written English.		
A	Parts of speech, Tenses	CO2, CO3	Quill Bot, Grammarly Duolingo
B	Subject-verb agreement, Articles and prepositions		
C	Sentence structure ,Common grammatical errors		
Unit 3:	Verbal Ability and Language Proficiency (6-0-0-6 = 12 hrs)		
Objective	Strengthen verbal aptitude and language accuracy. Improve vocabulary and grammar usage.		
A	Vocabulary enhancement Synonyms, antonyms, idioms, and phrases	CO1, CO2, CO3	ChatGPT, Kahoot Vocabulary.com
B	Error detection Reading comprehension		
C	Para jumbles and verbal reasoning, Business vocabulary and terminology		
Unit 4:	Speaking Skills and Personality Development (6-0-0-6 = 12 hrs)		
Objective	Students will gain confidence and develop professional behavior.		
A	Self-Introduction and Stage Fear	CO4, CO5, CO6	Canva AI , Oral, Speechify
B	Confidence building Public speaking basics		
C	Body language and grooming Voice modulation Positive attitude and self-motivation Time management Goal setting		
Unit 5:	Professional and Corporate Readiness (6-0-0-6 = 12 hrs)		
Objective	To prepare students or employees to function effectively in a professional workplace and corporate environment. It focuses on developing the knowledge, skills, attitude, and behavior required for career success.		
A	Resume writing basics, Email writing	CO1, CO5, CO6	Resume.io, ChatGPT LinkedIn AI Tools
B	Interview etiquette, Group discussion techniques		
C	Workplace manners, Teamwork and leadership basics		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 15 hrs)	TW (Term Work): Term Work includes assignments, presentations, group discussions, seminars, role plays, mock interviews, classroom activities, and other practical tasks conducted during the semester for continuous evaluation of students. SL (Self-Learning):
--	---

	Self-Learning includes independent learning through online courses, AI tools, educational videos, communication practice apps, reading materials, case studies, and other digital learning resources beyond the classroom.	
Mode of Examination	Weightage Distribution:	
	CA	ESE
	70%	30%
References	Textbook: 1. Word Power Made Easy — by Norman Lewis 2. How to Win Friends and Influence People — by Dale Carnegie 3. The 7 Habits of Highly Effective People — by Stephen R. Covey 4. You Can Win — by Shiv Kherra	

5. C5. CO-PO and CO-PSO Mapping Matrixd CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	1	1	1	-	-	-	1	1	-	2	2	2	-	3
C02	2	1	1	1	-	-	-	2	1	-	2	2	1	-	2
C03	2	2	1	1	1	-	-	2	1	1	2	2	1	1	2
C04	1	1	2	3	-	1	1	1	2	-	2	1	3	1	1
C05	2	2	2	2	1	1	1	1	2	-	2	2	2	1	2
C06	2	2	2	2	1	2	1	2	2	1	3	2	2	1	2
Avg	2.00	1.50	1.50	1.67	0.50	0.66	0.50	1.50	1.50	0.33	2.16	1.83	1.83	0.66	2.00

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 3 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	The course strengthens communication skills, verbal ability, personality development, and professional competencies through practical learning activities
SDG 8: Decent Work & Economic Growth	3	The course enhances employability by developing industry-relevant communication skills, professional etiquette, interview readiness, teamwork, leadership, and corporate behavior.
SDG 3: Good Health and Well-being:	2	The course contributes to students' emotional well-being and self-confidence through personality development, stress management, positive attitude building, self-motivation, and effective communication practices that support healthy professional and social interactions.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2026-27
Branch:		Semester:	II

2. Course Details

S. No	Attribute	Details
1	Course Title	SPSS for Business Research and Data Analysis
2	Course Code	----
3	Credits	0
4	Contact (Learning) Hours per Week (L-T-P-C)	0-1-1-0
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instructions (L) + Tutorial(T) + Lab Instructions (P) + Self Learning (SL) L: 00 hrs T: 15hrs P: 15 hrs SL: 30 hrs Total: 60 hrs Credits: 0
5	Course Type	Value Added Course
6	Course Objective	To provide practical knowledge of IBM SPSS for data management, statistical analysis, hypothesis testing, and business research. The course aims to develop analytical skills required for interpreting data, drawing meaningful conclusions, and supporting managerial decision-making through statistical techniques and research methodologies.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the fundamentals of business research, statistics, and the SPSS environment. CO2: Import, code, manage, and prepare datasets for statistical analysis using SPSS. CO3: Apply descriptive statistical techniques to summarize and interpret business data. CO4: Perform hypothesis testing and inferential statistical analysis using SPSS. CO5: Evaluate relationships among variables using correlation, regression, and advanced analytical techniques. CO6: Design and interpret statistical reports for business research and managerial decision-making.
8	Course Description	This course provides hands-on training in IBM SPSS for business research and data analysis. Students will learn data entry, coding, cleaning, descriptive statistics, hypothesis testing, correlation, regression, and interpretation of outputs. The course emphasizes practical application of statistical techniques to solve business

		problems and support evidence-based decision-making through research and analytics.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to SPSS and Research Fundamentals (3-0-3-6 = 12 hrs)		
Objective	To familiarize students with SPSS software, research concepts, data types, variables, and statistical foundations.		
A	Introduction to Business Research, Statistics and SPSS Environment	CO1	IBM SPSS, Excel, Sample Research Datasets
B	Types of Data, Variables, Measurement Scales		
C	Data Entry, Coding and Dataset Creation in SPSS		
Unit 2:	Data Management and Descriptive Statistics (3-0-3-6 = 12 hrs)		
Objective	To develop skills in data preparation, transformation, and descriptive analysis.		
A	Data Cleaning, Editing and Transformation	CO2, CO3	IBM SPSS, Business Survey Data
B	Frequency Distribution and Cross Tabulation		
C	Measures of Central Tendency and Dispersion		
Unit 3:	Data Visualization and Hypothesis Testing (3-0-3-6 = 12 hrs)		
Objective	To apply visualization and hypothesis testing techniques for business data analysis.		
A	IBM SPSS, Research Datasets	CO3, CO4	Tableau Desktop, Business Datasets
B	Hypothesis Testing Concepts		
C	t-Test, Chi-Square Test and ANOVA		
Unit 4:	Correlation and Regression Analysis (3-0-3-6 = 12 hrs)		
Objective	To analyze relationships among variables and predict outcomes using regression models.		
A	Correlation Analysis	CO5	IBM SPSS, Survey Data
B	Simple Linear Regression		
C	Multiple Regression and Interpretation of Results		
Unit 5:	Business Research Applications and Reporting (3-0-3-6 = 12 hrs)		
Objective	To enable students to conduct research projects and prepare analytical reports using SPSS outputs.		
A	Research Project Design and Data Analysis	CO5, CO6	IBM SPSS, Research Datasets
B	Interpretation of Statistical Outputs		
C	Report Writing and Presentation of Findings		

4. Course Evaluation & References

Self-Learning (SL: 30 hrs)	1. Statistical Analysis Exercises using SPSS Students will perform statistical analysis using real-world business datasets and survey data. Activities: Data Entry and Coding Descriptive Statistical Analysis Hypothesis Testing Correlation and Regression Analysis Time Allocation: 15 hrs Evaluation: Accuracy of Analysis, Interpretation of Results, Application of Statistical Techniques 2. Business Research Mini Project Students will conduct a research study using SPSS and prepare an analytical report. Activities:
-----------------------------------	--

	• Questionnaire Data Analysis • Statistical Testing • Interpretation of Findings • Research Report Preparation Time Allocation: 15 hrs Evaluation: Research Design, Statistical Analysis, Interpretation, Report Presentation
Mode of Examination	***SUBJECT TO DISCRETION OF THE RESOURCE PERSON***
References	Text Books: 1. Andy Field — Discovering Statistics Using IBM SPSS Statistics. 2. Darren George & Paul Mallery — IBM SPSS Statistics Step by Step: A Simple Guide and Reference. 3. Kothari, C.R. & Garg, G. — Research Methodology: Methods and Techniques.

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P01 1	PS01	PSO 2	PSO 3	PSO4
C01	2	2	1	–	1	1	–	2	–	2	1	2	1	1	1
C02	2	3	1	–	1	1	–	3	–	3	1	3	1	1	2
C03	2	3	1	1	1	1	–	3	–	3	1	3	1	1	1
C04	2	3	1	1	1	1	–	3	–	3	2	3	1	1	1
C05	3	3	1	1	2	2	1	3	1	3	2	3	2	2	2
C06	3	3	2	2	2	2	1	3	1	3	2	3	2	2	2
Avg	2.33	2.83	1.17	1.25	1.33	1.33	1.00	2.83	1.00	2.83	1.50	2.83	1.33	1.33	1.5

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops statistical literacy, research competency, data analysis skills, and evidence-based decision-making capabilities essential for higher education and professional development
SDG 8: Decent Work & Economic Growth	3	Enhances employability through industry-relevant analytical and research skills widely used in business, consulting, finance, marketing, and academic research.
SDG 9: Industry, Innovation & Infrastructure	3	Promotes the use of statistical software and analytical tools to support innovation, organizational efficiency, and data-driven business processes.
SDG 12: Responsible Consumption & Production	2	Supports informed decision-making through data analysis, enabling efficient resource utilization, performance monitoring, and sustainable operational practices.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2026-27
Branch:		Semester:	II

2. Course Details

S. No	Attribute	Details
1	Course Title	Community Connect
2	Course Code	
3	Credits	01
4	Contact (Learning) Hours per Week (L-T-P-SL)	0-0-2-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Self Learning (SL) L: 00 hrs T: 00 hrs P: 15 hrs SL: 15 hrs Total: 30 hrs Credits: 01
5	Course Type	Community Connect Course
6	Course Objective	To develop social responsibility, community engagement, leadership, teamwork, and problem-solving abilities through participation in community-based activities and social impact initiatives addressing real-life societal needs.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the importance of community engagement and social responsibility in societal development CO2: Analyze community issues and identify opportunities for social intervention and improvement. CO3: Apply communication, teamwork, leadership, and problem-solving skills in community-based activities. CO4: Participate in planning, execution, and management of community engagement projects. CO5: Evaluate the outcomes and impact of community initiatives through reflection and reporting. CO6: Demonstrate ethical values, social responsibility, and commitment towards community welfare and sustainable development.
8	Course Description	This course provides experiential learning opportunities through community engagement activities, field interactions, social initiatives, and outreach programmes. Students participate in identifying community issues, planning interventions, executing projects, and assessing their social impact while

	developing leadership, teamwork, and social responsibility.
--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Community Engagement and Social Responsibility (0-0-3-3 = 6 hrs)		
Objective	To familiarize students with the concepts and significance of community engagement and social responsibility.		
A	Concept, Scope and Importance of Community Engagement	CO1, CO6	Group Discussions, Case Studies
B	Social Responsibility and Ethical Citizenship		
C	Community Development and Sustainable Development Goals		
Unit 2:	Community Issues and Need Assessment (0-0-3-3 = 6 hrs)		
Objective	To understand community needs and methods of identifying social issues.		
A	Identification of Community Problems and Social Issues	CO2, CO6	Field Observation, Surveys, Assignments
B	Stakeholder Analysis and Community Participation		
C	Need Assessment Techniques and Community Interaction		
Unit 3:	Community-Based Activities and Project Planning (0-0-3-3 = 6 hrs)		
Objective	To develop skills required for planning and implementing community initiatives.		
A	Planning Community Outreach Activities	CO3, CO4, CO6	Workshops, Group Activities, Project Planning Exercises
B	Teamwork, Leadership and Volunteer Management		
C	Resource Mobilization and Community Participation		
Unit 4:	Implementation of Community Projects (0-0-3-3 = 6 hrs)		
Objective	To provide practical exposure in execution and monitoring of community engagement projects.		
A	Execution of Community Development Activities	CO4, CO5, CO6	Field Projects, Community Interaction, Presentations
B	Monitoring and Documentation of Activities		
C	Problem Solving and Community Coordination		
Unit 5:	Impact Assessment and Reflection (0-0-3-3 = 6 hrs)		
Objective	To evaluate community initiatives and reflect upon learning outcomes.		
A	Evaluation of Community Impact and Outcomes	CO5, CO6	Reflection Reports, Presentations, Group Discussions
B	Preparation of Reports and Presentations		
C	Reflection on Learning, Ethics and Social Responsibility		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Community visits, field surveys, awareness campaigns, outreach programmes, NGO interaction, social impact projects, project planning, implementation and presentations. SL: Reflection reports, documentation, self-learning from community practices, social development reports, case studies, online resources, and community engagement literature.				
Mode of Examination	Weightage Distribution: <table> <tr> <td>CA</td><td>ESE</td></tr> <tr> <td>70%</td><td>30%</td></tr> </table>	CA	ESE	70%	30%
CA	ESE				
70%	30%				

References	Text Books: 1. Community Engagement in Higher Education – W. McIlrath & I. Lyons. 2. Social Responsibility and Sustainable Development – David Crowther & Güler Aras. 3. Community Development: Theory and Practice – Gary Craig, Marjorie Mayo, Keith Popple. 4. Sustainable Development Goals and Community Participation – United Nations Publications. 5. Community Organization and Social Action – Siddiqui H.Y. Other References: 6. Reports, Government Publications, NGO Documentation, and Community Development Resources.
-------------------	---

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility Strategic Decision Making	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	1	-	2	-	-	-	2	-	3	-	1	1	2	2	1
C02	2	2	-	-	1	2	3	1	2	2	-	3	1	3	2
C03	1	1	1	3	-	1	-	-	2	-	1	1	3	-	1
C04	2	3	1	3	-	2	1	1	2	1	1	3	3	1	2
C05	1	2	1	1	-	-	2	2	2	3	2	2	1	2	2
C06	-	-	3	2	-	-	3	-	3	-	1	1	3	3	1
AVG	1.4	2.00	1.60	2.25	1.00	1.67	2.2	1.33	2.33	2.00	1.2	2.00	2.17	2.2	1.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 3 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Promotes responsible citizenship, awareness of sustainability, and community participation.
SDG 10: Reduced Inequalities,	3	Focuses on identifying social issues, reducing inequalities, and understanding community needs.
SDG 11: Sustainable Cities and Communities,	3	Involves practical interventions to improve community welfare and sustainable development.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

Semester III

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Branch:		Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Strategic Management
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Core)
6	Course Objective	This course introduces key concepts in business strategy and analytical models that shape competitive dynamics. It aims to develop students understanding of strategic thinking while equipping them with the skills to leverage AI for informed decision-making, innovation, and gaining a competitive edge.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and describe the fundamental concepts, importance, process, and components of strategic management including vision, mission, and objectives. CO2: Explain and understand strategic management frameworks and tools such as PESTEL Analysis, Porter's Five Forces Model, SWOT Analysis, VRIO Framework, and Value Chain Analysis. CO3: Develop and apply strategic management tools and techniques to analyze business environments and formulate appropriate business and corporate strategies. CO4: Analyze organizational situations using strategic models such as BCG Matrix, McKinsey 7S Framework, Balanced Scorecard, and Benchmarking for effective strategic decision-making. CO5: Evaluate strategic alternatives, change management approaches in VUCA environments, and ethical implications of Artificial Intelligence in strategic management. CO6: Design, innovative and sustainable strategic plans integrating AI applications, competitive strategies, and organizational capabilities for long-term business growth and competitive advantage.
8	Course Description	This course provides a comprehensive understanding of strategic

		management concepts, processes, and practices essential for organizational success in dynamic business environments. The course also explores the role of Artificial Intelligence (AI) in strategic decision-making, business transformation, ethical considerations, and sustainable competitive advantage. It aims to develop analytical, strategic thinking, and decision-making skills among students for effective business management.
--	--	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Strategic Management (6-0-0-6 = 12 hrs)		
Objective	To understand the fundamentals of strategic management, strategic intent, vision, mission, objectives, and the strategic management process used in organizations.		
A	Introduction to Strategic Management: Meaning, Nature, Importance, and Scope of Strategic Management	CO1, CO2	PPTs, Whiteboard, Case Studies, Videos
B	Strategic Intent: Vision, Mission, Objectives		
C	Strategic Management Process and Strategic Decision-Making		
Unit 2:	Environment Analysis and Diagnosis(6-0-0-6 = 12 hrs)		
Objective	To analyze the internal and external business environment using strategic frameworks such as PESTEL, Porter’s Five Forces, VRIO, SWOT, and Value Chain Analysis for identifying opportunities and challenges.		
A	Understanding the Macro Environment: PESTEL Analysis and Porter’s Five Forces Model	CO2, CO3	PPTs, Smart Board Business Case Discussions
B	Understanding the Micro Environment: VRIO Framework and SWOT Analysis		
C	Value Chain Analysis and Environmental Diagnosis		
Unit 3:	Strategy Formulation (6-0-0-6 = 12 hrs)		
Objective	To understand and formulate business and corporate strategies including growth, stability, retrenchment, and competitive strategies for achieving organizational goals and competitive advantage		
A	Business Strategies: Cost Leadership, Differentiation, and Focus Strategies	CO3, CO4	PPTs, Smart Board Business Case Discussions
B	Corporate Strategies: Growth Strategies and Stability Strategies		
C	Retrenchment Strategies and BCG Matrix		
Unit 4:	Strategy Implementation and Control (6-0-0-6 = 12 hrs)		
Objective	To examine strategic implementation and control mechanisms using McKinsey 7S Framework, Balanced Scorecard, Benchmarking, and change management approaches in VUCA environments.		
A	McKinsey 7S Framework and Strategic Alignment	CO4, CO5	Role Plays, Smart Board, Case Studies, PPTs
B	Balanced Scorecard and Benchmarking Techniques		
C	Management of Change through VUCA		
Unit 5:	Artificial Intelligence and Strategic Management (6-0-0-6 = 12 hrs)		
Objective	To explore the role, applications, benefits, and ethical considerations of Artificial Intelligence (AI) in strategic management and business decision-making.		
A	Role and Benefits of Artificial Intelligence in Strategic Management	CO5, CO6	Research Articles, Group Discussion, PPTs
B	Applications of Artificial Intelligence in Strategic Management		
C	Ethical Considerations of Artificial Intelligence in Business		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work (includes assignments, seminars, industrial visits, any other student activities etc.) SL: Self Learning, MOOCs, spoken tutorials, online educational resources etc.(If provided in curriculum structure.) Example Self-Learning beyond Class Room, Group Presentation, Self-Learning from online content, Case Study,															
Mode of Examination	<table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><td></td><td></td></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)												
Quiz*	Assignment	Attendance														
20%	10%	5%	15%	50%												
References	Textbook: 1. Azhar Kazmi, Strategic Management and Business Policy, McGraw Hill. 2.Wheelen, L. Thomas and Hunger, David J.; Concepts in Strategic Management and Business Policy Pearson Education 3. Gerry Jonhson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, Pearson Education, 7th Edition. 4. R. Srinivasan, Strategic Management: The Indian Context, Phi Learning ,6th edition															

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Strategic Decision Making	Business Ethics & Values	Leadership & Team	Global Perspective	Innovative & Entrepreneurial	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management	Applied Managerial Problem Solving	Sectoral Sustainability	Innovation, Entrepreneurship and Continuous	
	P01	P02	P03	PO 4	PO 5	PO 6	P07	P08	P09	P010	P011	PSO 1	PS02	PSO 3	PS04
C01	3	2	-	-	1	-	-	-	-	-	1	2	1	-	-
C02	3	3	1	1	2	-	-	1	-	1	2	3	2	1	1
C03	3	3	2	2	2	2	-	2	1	1	2	3	3	2	2
C04	2	3	2	2	2	2	1	2	1	2	2	3	3	2	2
C05	2	3	3	2	2	2	2	2	2	2	2	2	3	3	2
C06	2	3	3	3	2	3	3	3	2	2	3	3	3	3	3
Avg	2.50	2.83	2.20	2.0	1.8	2.2	2.00	2.0	1.4	1.60	2.0	2.67	2.50	2.2	2.0

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 7 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops strategic thinking, analytical abilities, managerial decision-making, and problem-solving competencies through strategic management frameworks and business analysis tools.
SDG 8: Decent Work & Economic Growth	3	Enhances strategic planning and business growth capabilities required for organizational competitiveness, innovation, and sustainable economic development.
SDG 9: Industry, Innovation & Infrastructure	3	Encourages innovation and digital transformation through AI integration, strategic analysis, and competitive business strategies.
SDG 12: Responsible Consumption & Production	2	Promotes sustainable strategic planning, ethical business decisions, and responsible organizational practices.
SDG 13: Climate Action	2	Encourages organizations to consider environmental factors and sustainability in strategic decision-making processes.
SDG 16: Peace, Justice & Strong Institutions	2	Strengthens ethical governance, transparency, accountability, and responsible strategic leadership in organizations.
SDG 17: Partnerships for the Goals	1	Supports collaboration, benchmarking, and strategic alliances for organizational and sustainable development.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Branch:	MBA	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	AI-Driven Entrepreneurship and Innovation Management
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL)	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory
6	Course Objective	To develop entrepreneurial competencies and an understanding of Artificial Intelligence (AI) applications in business, enabling students to identify entrepreneurial opportunities, prepare business plans, leverage AI-driven technologies for decision-making, and create innovative, sustainable, and technology-enabled business ventures.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall the fundamental concepts of entrepreneurship, innovation, and Artificial Intelligence in business. CO2: Explain entrepreneurial processes, business planning, entrepreneurial support systems, and AI technologies. CO3: Apply entrepreneurial skills and AI tools for business opportunity identification and venture development. CO4: Analyse AI applications in marketing, finance, HR, and business intelligence for organizational decision-making. CO5: Evaluate entrepreneurial financing options, government support mechanisms, and ethical implications of AI adoption. CO6: Design innovative and sustainable AI-enabled business models and entrepreneurial ventures.
8	Course Description	This course integrates entrepreneurship development with Artificial Intelligence (AI) applications in business. It provides students with knowledge of entrepreneurial concepts, venture creation, financing, government support mechanisms, and business planning while exploring AI technologies and their

		applications in marketing, finance, human resource management, and business intelligence. The course emphasizes innovation, digital transformation, ethical considerations, and emerging entrepreneurial opportunities in the AI-driven business environment.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Entrepreneurship and AI Foundations (6-0-0-6 = 12)		
Objective	To understand entrepreneurship concepts and the fundamentals of AI in business.		
A	Entrepreneurship: Meaning, Importance, Types of Entrepreneurs,	CO1, CO2	PPTs, Videos, Case Studies
B	Entrepreneurship vs Intrapreneurship, Entrepreneurial Development Cycle,		
C	Definition, Scope of AI in Business		
Unit 2:	Entrepreneurial Skills and AI Applications (6-0-0-6=12)		
Objective	To develop entrepreneurial competencies and understand AI applications across business functions.		
A	Entrepreneurial Skills: Leadership, Communication, Teamwork, Creativity	CO3, CO4	PPTs, Videos, Case Studies, Activities, Demonstration
B	AI in Marketing and Customer Analytics		
C	AI in Finance and HR: Forecasting, Fraud Detection, Talent Acquisition		
Unit 3:	Entrepreneurial Finance and AI-driven Decision Making (6-0-0-6=12)		
Objective	To understand entrepreneurial financing and AI-supported business intelligence.		
A	Sources of Finance, Venture Capital, Capital Structure	CO3, CO4, CO5	PPTs, Videos, Case Studies, Excel, BI Tools
B	Financial Institutions: SIDBI, IFCI and Support Agencies		
C	AI for Business Intelligence,		
Unit 4:	Entrepreneurial Ecosystem, Governance and Ethics (6-0-0-6=12)		
Objective	To understand entrepreneurship support systems and ethical dimensions of AI.		
A	Government Policies, MSMEs, Incentives and Entrepreneurial Development Agencies	CO4, CO5	PPTs, Videos, Case Studies, Group Discussion
B	Ethics, Privacy, Security and Regulatory Issues in AI		
C	Social Responsibility, Sustainability and Global Perspectives of AI		
Unit 5:	Business Planning and AI-enabled Ventures (6-0-0-6=12)		
Objective	To develop business plans and AI-enabled entrepreneurial solutions.		
A	Business Idea Generation and Business Plan Preparation	CO5, CO6	PPTs, Videos, Case Studies Research Articles, Activities
B	AI Implementation Strategies		
C	Emerging Trends: Social Entrepreneurship, Women Entrepreneurship, Agripreneurship and AI Startups		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work (includes assignments, seminars,, industrial visits, any other student activities etc.) Mini Project, Group discussions SL: Self-learning through MOOCs, online tutorials, research papers, and industry reports
--	---

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Textbook: 1. Khanka, S.S. – <i>Entrepreneurial Development</i> , S. Chand and Company. 2. Desai, Vasant – <i>Dynamics of Entrepreneurial Development and Management</i> , Himalaya Publishing House 3. Sharda, R., Delen, D., & Turban, E. (2024). <i>Business Intelligence</i> , Ethem Alpaydin — Introduction to Machine Learning — MIT Press 4. Stuart Russell & Peter Norvig — <i>Artificial Intelligence: A Modern Approach</i> — Pearson Education				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	2	1	1	-	-	-	1	1	-	2	2	1	-	1
C02	3	2	1	2	-	1	-	2	1	-	2	2	2	1	1
C03	3	3	1	2	-	2	-	2	1	-	2	3	2	1	2
C04	2	3	2	3	1	2	1	3	1	1	2	3	2	2	2
C05	2	3	3	3	2	2	2	2	2	1	2	2	3	3	2
C06	2	3	3	3	2	3	3	3	2	2	3	3	3	3	3
Avg	2.50	2.67	1.83	2.33	1.67	2.00	2.00	2.17	1.33	1.33	2.17	2.50	2.17	2.00	1.83

Note: Row averages are computed over non-zero entries only

6. Course-to-SDG Matrix

This course aligns with 7 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops entrepreneurial, digital, and AI competencies
SDG 8: Decent Work & Economic Growth	3	Promotes entrepreneurship, innovation, and employment generation
SDG 9: Industry, Innovation and Infrastructure	3	Supports AI-driven innovation and technology-enabled ventures
SDG 10: Reduced Inequalities	2	Encourages inclusive entrepreneurship and startup opportunities
SDG 12: Responsible Consumption and Production	2	Promotes sustainable and resource-efficient business models
SDG 16: Peace, Justice & Strong Institutions	2	Strengthens ethical leadership, effective communication, collaboration, and harmonious workplace culture.
SDG 17: Partnerships for the Goals	2	Supports entrepreneurial ecosystems, incubators, and institutional collaboration

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Branch:	MBA	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Summer Training Project Report
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	0-0-4-2
4.1	Teaching & Learning Scheme (hrs in semester)	Practical/Project Work (P) + Self Learning (SL) P: 30 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Practical / Viva-Voce / Project Work
6	Course Objective	The objective of this course is to provide practical exposure to students through industrial training and project work. It aims to help students apply theoretical concepts in real organizational settings, understand business operations, develop analytical and problem-solving skills, and prepare a structured project report based on their internship experience.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Understand organizational structure, functions, and work environment through practical exposure CO2: Apply management concepts and analytical tools in solving organizational problems. CO3: Develop professional communication, teamwork, and interpersonal skills CO4: Conduct project-based study and prepare a systematic project report. CO5: Analyze organizational practices and provide suitable recommendations. CO6: Demonstrate presentation and viva-voce skills effectively.

8	Course Description	Students are required to undergo a 6-to-8-week summer internship in any industry/organization as per department norms and prepare a project report under faculty supervision. The course focuses on experiential learning, organizational analysis, practical application of management concepts, data collection and interpretation, report writing, and presentation of findings. The project report will be evaluated through report assessment and viva-voce examination.
---	---------------------------	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Unit 1: Internship Orientation and Organizational Study (0-0-6-6 = 12 hrs)		
Objective	To familiarize students with internship objectives, organizational environment, and project planning.		
A	Introduction to Summer Internship Programme and Organizational Expectations	CO1, CO3	Orientation Sessions, Faculty Mentoring, Industry Interaction
B	Organizational Structure, Departments and Functional Analysis		
C	Identification of Project Topic, Objectives and Scope of Study		
Unit 2:	Data Collection and Industry Exposure (0-0-6-6 = 12 hrs)		
Objective	To develop practical understanding through organizational exposure and project-related data collection.		
A	Primary and Secondary Data Collection Methods	CO1, CO2, CO4	Industry Observation, Data Collection Activities, Organizational Survey
B	Interaction with Organizational Personnel and Functional Study		
C	Recording, Compilation and Interpretation of Data		
Unit 3:	Project Analysis and Application of Management Concepts (0-0-6-6 = 12 hrs)		
Objective	To apply management theories and analytical tools for project analysis and problem-solving		
A	Analysis of Organizational Processes and Business Problems	CO2, CO4, CO5	Case Analysis, Analytical Exercises, Project Discussions
B	Application of Management Concepts and Research Techniques		
C	Findings, Interpretation and Recommendations		
Unit 4:	Project Report Preparation and Documentation (0-0-6-6 = 12 hrs)		
Objective	To develop report writing, documentation, presentation, and professional communication skills		
A	Structure and Format of Project Report	CO4, CO5, CO6	Report Writing Workshops, Presentation Practice,
B	Documentation, Referencing, Citation, and Report Submission		
C	Preparation of Executive Summary and Conclusions		
Unit 5:	Presentation, Viva-Voce, and Professional Development(0-0-6-6 = 12 hrs)		
Objective	To enhance communication skills, professional ethics, and reflective learning from the internship experience.		
A	Presentation Skills and Use of Presentation Tools	CO3, CO5, CO6	Presentation Practice, Mock Viva, Reflective
B	Viva-Voce Preparation, Project Defense, and Evaluation		

C	Professional Ethics, Workplace Learning, and Career Planning	Learning Sessions, Faculty Mentoring
----------	--	---

4. Course Evaluation & References

Team Work and Practical Learning (in Hours) TW + P : (30 hrs)	TW/P: Internship activities, organizational study, presentations, project discussions, report preparation, faculty mentoring sessions, organizational analysis, data interpretation, viva preparation, and project presentation activities. Example: Industry Internship, Organizational Study, Project Work, Data Collection & Analysis, Report Preparation, Presentation Practice, and Viva-Voce Preparation.	
Mode of Examination	Weightage Distribution:	
	CA	ETE
	70%	30%
References	Text Book: 1. Business Research Methods – C.R. Kothari & Gaurav Garg, New Age International. 2. Research Methodology – R. Paneerselvam, PHI Learning. 3. Effective Technical Communication – M. Ashraf Rizvi, McGraw Hill. 4. Business Communication – Lesikar & Flatley, McGraw Hill. 5. Project and Internship Guidelines issued by SSBS/MBA Department.	

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	2	1	2	1	1	-	1	1	1	2	3	2	1	1
C02	3	3	1	2	1	2	-	2	1	2	2	3	2	1	2
C03	2	2	2	3	1	1	-	1	2	1	2	2	3	1	1
C04	3	3	1	2	1	2	-	2	1	3	2	3	2	1	2
C05	3	3	2	2	1	1	1	2	2	2	2	3	3	2	2
C06	2	2	1	3	1	1	-	1	1	1	2	2	3	1	1
AVG	2.67	2.50	1.33	2.33	1.00	1.50	1	1.50	1.33	1.67	2.00	2.67	2.50	1.17	1.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Enhances experiential learning, professional competencies, and practical managerial understanding.
SDG 8: Decent Work & Economic Growth	3	Develops employability, workplace readiness, and industry exposure among students.
SDG 9: Industry, Innovation & Infrastructure	2	Encourages practical understanding of organizational systems, innovation, and industrial practices.
SDG 17: Responsible Consumption and Production	2	Strengthens industry-academia collaboration through internship engagement and organizational interaction.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Branch:	MBA	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Verbal Ability & Personality Development-II
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL)	1-0-2-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 15 hrs T: 00hrs P: 30 hrs SL: 15 hrs Total: 60hrs Credits: 2
5	Course Type	Practical
6	Course Objective	The course aims to enhance MBA students' communication, leadership, teamwork, and professional skills. It prepares them for group discussions, interviews, presentations, and corporate interactions while improving confidence, employability, problem-solving, and overall corporate readiness through practical training.
7	Course Outcomes (COs)	After successful completion of the course, students will be able to: CO1: Demonstrate effective verbal and non-verbal communication in professional situations. CO2: Prepare professional resumes, LinkedIn profiles, and corporate communication documents. CO3: Participate confidently in Group Discussions, presentations, and team-based activities. CO4: Apply leadership, interpersonal, and emotional intelligence skills in workplace scenarios. CO5: Perform effectively in HR, technical, telephonic, and virtual interviews. CO6: Exhibit professional behaviour, corporate etiquette, and career readiness skills.
8	Course Description	This course focuses on improving students' verbal communication, language proficiency, and personality development skills required for professional and managerial success. It provides practical training in speaking skills, corporate etiquette, resume writing, interview preparation, and workplace communication through interactive activities, presentations, role plays, and group exercises,

		helping students build confidence, leadership qualities, and professional behaviour.
--	--	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Corporate Communication & Self-Presentation(3-0-6-3 = 12 hrs)		
Objective	The course aims to develop effective verbal and non-verbal communication skills, professional speaking abilities, and confidence in workplace interactions. It also familiarizes students with corporate etiquette, professional behavior, and communication practices required for success in academic and corporate environments.		
A	Corporate Communication, Self-Introduction Techniques	CO1, CO4, CO6	ChatGPT Perplexity Google Gemini
B	Professional Speaking Skills, Verbal & Non-Verbal Communication		
C	Email Writing & Business Etiquette, Confidence Building Activities ,Professional Grooming & Workplace Behaviour		
Unit 2:	Resume Building & LinkedIn Optimization(3-0-6-3 = 12 hrs)		
Objective	The course aims to train students in preparing ATS-friendly resumes, writing effective cover letters, and building a professional digital presence through LinkedIn. It also enhances networking, personal branding, and employability skills to prepare students for placement and recruitment processes.		
A	ATS-Friendly Resume Writing, Cover Letter Writing	CO2, CO6	Canva AI LinkedIn AI Assistant ChatGPT
B	Resume Tailoring According to JD, LinkedIn Profile Development		
C	Professional Networking Skills, Digital Presence & Personal Branding		
Unit 3:	Group Discussion & Leadership Skills (3-0-6-3 = 12 hrs)		
Objective	The course aims to develop leadership, teamwork, analytical thinking, and structured discussion skills among students. It enhances confidence in public speaking, collaborative communication, critical thinking, and decision-making through various group discussion strategies and interactive activities.		
A	Types of Group Discussions, GD Entry & Exit Strategies Leadership & Teamwork	CO1, CO3, CO4	Gamma AI Crystal Knows Miro AI
B	Current Affairs Discussions, Business Case-Based GD Critical Thinking & Problem Solving		
C	Conflict Resolution Techniques		
Unit 4:	Interview Skills & Corporate Readiness (3-0-6-3 = 12 hrs)		
Objective	The course aims to prepare students for HR, technical, situational, virtual, and telephonic interviews by developing confidence, professional grooming, and corporate etiquette. It also enhances behavioural interview skills, employability, and overall workplace readiness for successful career opportunities.		
A	HR Interview Preparation, STAR Method for Interview Responses	CO3 CO5, CO6	Final Round AI ChatGPT AI Mock Interview Platforms
B	Technical & Situational Interviews Telephonic & Virtual Interview Skills		
C	Salary Negotiation Basics, Corporate Attire & Professional Ethics Stress Interview Handling		
Unit 5:	Personality Development & Employability Skills (3-0-6-3 = 12 hrs)		
Objective	The course aims to develop emotional intelligence, self-management, professional ethics, and workplace adaptability among students. It also enhances time management, stress management, decision-making, and goal-setting abilities to support professional growth and long-term career success.		
A	Personality Development & Employability Skills	CO4, CO5,	Motion AI

B	Time Management, Decision Making Skills, Workplace Ethics	CO6	Crystal Knows Wysa AI
C	Emotional Intelligence, Adaptability & Professionalism Stress Management		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 15 hrs)	TW: Term work includes assignments, presentations, group discussions, mock interviews, resume preparation, role plays, seminars, and student activities. SL: Self-learning includes MOOCs, AI-based learning platforms, spoken tutorials, LinkedIn Learning, online communication resources, interview practice platforms, and case studies. Example * AI-based mock interview practice * Group Discussion preparation using current affairs * Case study analysis and presentation * Watching TED Talks and corporate communication videos				
Mode of Examination	Weightage Distribution: <table border="1"> <thead> <tr> <th>CA</th><th>ETE</th></tr> </thead> <tbody> <tr> <td>70%</td><td>30%</td></tr> </tbody> </table>	CA	ETE	70%	30%
CA	ETE				
70%	30%				
References	Textbook 1. Business Communication Today – Bovee & Thill 2. Personality Development and Soft Skills – Barun Mitra 3. The 7 Habits of Highly Effective People – Stephen Covey 4. Who Moved My Cheese? – Spencer Johnson				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PSO 3	PSO4
C01	3	1	1	2	–	–	–	1	1	–	2	2	2	–	3
C02	2	2	1	1	1	1	–	2	1	–	2	2	1	1	2
C03	2	3	1	2	1	1	–	2	1	1	2	2	2	1	2
C04	2	2	2	3	1	1	1	1	2	–	2	1	3	1	2
C05	2	2	3	2	1	2	1	1	2	1	2	2	3	2	2
C06	3	2	2	2	1	3	1	2	2	1	3	2	2	2	3
AVG	2.33	2.00	1.67	2.00	0.83	1.33	0.5	1.50	1.50	0.5	2.16	1.83	2.16	1.16	2.33

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops foundational communication skills, self-presentation, and professional behavior through structured learning, improving academic and workplace communication competence.
SDG 8: Decent Work & Economic Growth	3	Builds corporate communication, etiquette, and workplace readiness skills essential for employability and career development in professional environments.
SDG 9: Industry, Innovation & Infrastructure	3	Promotes use of digital platforms and AI tools for professional branding and career development in a technology-driven environment.
SDG 3: Good Health and Well-being:	2	Supports emotional intelligence, stress management, and self-awareness, contributing to mental well-being and balanced personality development.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Marketing	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Sales and Distribution Management
2	Course Code	
3	Credits	02
4	Contact (Learning) Hours per Week (L-T-P-SL)	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Specialization)
6	Course Objective	The objective of this course is to provide students with comprehensive knowledge of sales and distribution management practices, sales force management, channel design, logistics, and supply chain systems. The course aims to develop analytical, strategic, ethical, and digital competencies required for managing modern sales and distribution operations in dynamic business environments.
7	Course Outcomes (COs)	After successful completion of this course, the students will be able to: CO1: Explain the concepts, evolution, strategies, and emerging trends in sales and distribution management. CO2: Analyze sales planning processes including forecasting, budgeting, quota setting, and sales organization structures. CO3: Apply sales force management practices related to recruitment, training, motivation, evaluation, and territory management. CO4: Evaluate distribution channel structures, channel management practices, and international distribution systems. CO5: Examine logistics, supply chain management, reverse logistics, and omni-channel distribution strategies. CO6: Develop strategic, ethical, analytical, and digital perspectives for solving real-world sales and distribution management problems.
8	Course Description	This course provides an in-depth understanding of sales and distribution management functions in modern organizations. It covers sales planning, sales force management, channel design, retailing, wholesaling, logistics, and supply chain management. The course also emphasizes emerging digital trends, e-

		distribution, omni-channel strategies, sustainability, and global distribution practices. Through case studies, industry examples, and practical applications, students will develop strategic and managerial competencies required in contemporary business environments.
--	--	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Sales Management (6-0-0-6 = 12 hrs)		
Objective	To understand the fundamentals, evolution, strategies, and relationship between sales and distribution management.		
A	Evolution of Sales Management, Nature and Importance, Roles, Types and Skills of Sales Managers, Difference between Sales and Marketing	CO1, CO6	PPTs, Case Studies, Videos, Articles, Role Plays
B	Sales Objectives, Different Sales Strategies and Tactics, Emerging Trends, Linking Sales and Distribution Management		
C	Sales Knowledge and Sales Related Marketing Policies, Transactional and Relationship Selling		
Unit 2:	Sales Planning & Organization (6-0-0-6 = 12 hrs)		
Objective	To develop understanding of sales planning, forecasting, budgeting, and sales organization structures.		
A	Selling Process, Marketing and Personal Selling Strategies	CO2, C 6	PPTs, Case Analysis , Numerical Problems, Excel Exercises
B	Sales Forecasting, Market Demand and Methods of Forecasting, Sales Budget and Sales Quotas		
C	Concepts of Sales Organization, Types of Sales Organization Structures		
Unit 3:	Sales Force Management (6-0-0-6 = 12 hrs)		
Objective	To understand recruitment, training, motivation, evaluation, and digital transformation in sales force management.		
A	Recruitment, Selection, Training and Development, Motivation and Compensation, Evaluating and Controlling Sales Force Performance	CO3, CO6	PPTs, HR Simulations, Case Analysis
B	Sales Force Audit, Sales Territory Management, Sales in Digital Era		
C	Retailer as Salesman, Trading/Retail Formats, E-Tailing, Wholesale Functions & Classification, Distributors, Dealers/Stockists		
Unit 4:	Distribution Management (6-0-0-6 = 12 hrs)		
Objective	To examine distribution systems, channel design, channel relationships, and international distribution practices.		
A	Definition, Need for Distribution Management, Marketing Intermediaries: Types, Roles and Functions	CO4, CO6	PPTs, Case Studies, Articles
B	Distribution Channels – Designing Distribution Channel Structure, Channel Participants, Flow and Functions, Service Channels, Vertical Integration, Channel Management, Power & Conflict		
C	E-Distribution, International Sales and Distribution Management		
Unit 5:	Market Logistics and Supply Chain Management (6-0-0-6 = 12 hrs)		
Objective	To understand logistics, sustainable SCM, reverse logistics, and omni-channel strategies in modern		

	businesses.		
A	Introduction to SCM, Green and Sustainable SCM, Logistic Management, Channel Design Factors, Training, Motivating & Evaluating Channel Members, Inbound and Outbound Logistics	CO5, CO6	<i>PPTs, Case Studies, Articles</i>
B	Benefits & Issues Related to SCM		
C	Reverse Logistics, Role of E-Channels and Omni Channel Strategies		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	Team Work and Self-Learning Activities: • Case study analysis on sales and channel management • Review of retail and e-commerce business models • Sales forecasting exercises using secondary data • Industry assignments on supply chain and logistics practices • Presentations on emerging trends in sales and distribution • Research articles review on omni-channel and digital distribution systems				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Textbooks: Panda, Tapan K. & Sahadev, Sunil — Sales and Distribution Management, Oxford University Press. Still, Cundiff & Govoni — Sales Management: Decisions, Strategies and Cases, Pearson. Other References: Stern, L.W., El-Ansary, A.I. & Coughlan, A.T. — Marketing Channels, PHI. Kotler, Philip & Keller, Kevin Lane — Marketing Management, Pearson. Rosenbloom, Bert — Marketing Channels: A Management View, Cengage.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PSO1	PSO2	PSO3	PSO 4
C01	3	2	1	1	1	2	1	2	1	1	2	3	1	1	2
C02	3	3	1	1	1	2	1	3	1	2	2	3	1	1	2
C03	2	2	2	3	1	2	1	2	2	1	2	2	3	1	2
C04	3	3	2	2	3	2	2	2	1	1	2	3	2	3	2
C05	2	2	1	1	2	2	3	2	2	2	2	2	1	3	2
C06	3	3	2	2	2	3	2	3	2	2	3	3	2	2	3
Avg	2.7	2.5	1.5	1.7	1.7	2.2	1.7	2.3	1.5	1.5	2.2	2.7	1.7	1.8	2.2

6. Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal& Description	Mapping	Justification
SDG 4: Quality Education	3	Develops managerial, analytical, and professional competencies in sales and distribution management.
SDG 8: Decent Work and Economic Growth	3	Enhances employability, leadership, sales management, and entrepreneurial capabilities.
SDG 9: Industry, Innovation and Infrastructure	2	Promotes digital sales systems, e-commerce, logistics, and omni-channel innovations
SDG 12: Responsible Consumption and Production	2	Covers green SCM, sustainable logistics, and reverse logistics practices.
SDG 17: Partnerships for the Goals	1	Encourages collaboration among channel members, distributors, and supply chain partners.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Marketing	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Integrated Marketing Communication
2	Course Code	
3	Credits	02
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Specialization)
6	Course Objective	The objective of this course is to develop an understanding of Integrated Marketing Communication (IMC) concepts, communication tools, creative strategies, ethical practices, and evaluation techniques used in modern marketing communication. The course also aims to familiarize students with digital communication trends, AI-driven advertising practices, and strategic communication planning for effective brand management.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, models, tools, and planning process of Integrated Marketing Communication. CO2: Analyze advertising, sales promotion, and direct marketing strategies in integrated communication programs CO3: Evaluate the role of public relations, publicity, personal selling, and sponsorship in IMC CO4: Apply creative strategies, communication appeals, and positioning approaches in marketing communication campaigns CO5: Examine ethical issues, evaluation methods, and AI applications in marketing communication CO6: Develop strategic, analytical, digital, and socially responsible communication perspectives for modern business environments
8	Course Description	This course focuses on the strategic role of Integrated Marketing Communication (IMC) in creating effective brand communication. It covers advertising, sales

		promotion, direct marketing, public relations, sponsorship, creativity, ethics, and communication evaluation techniques. The course also addresses emerging digital communication trends, social media integration, AI in advertising, and ethical concerns in marketing communication practices. Practical exposure through campaigns, case studies, and communication analysis helps students develop industry-relevant communication competencies.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Understanding Integrated Marketing Communication (6-0-0-6 = 12 hrs)		
Objective	To understand the concepts, communication models, objectives, and planning process of IMC.		
A	Introduction: Meaning, Features, Evolution, Reasons for Growth of IMC, Promotional Tools for IMC, IMC Planning Process/Model, Social Media and IMC	CO1, CO6	PPTs, Case Studies, Videos, Research Papers
B	Communication Response Models: Basic Model of Communication, AIDA, Hierarchy of Effects, Innovation Adoption Model, Alternative Response Hierarchy Models, Levels of Audience Aggregation		
C	Establishing Objectives and Budgeting for Promotional Programs: Determining IMC Objectives, Marketing vs Sales vs Communication Objectives, DAGMAR, Problems in Setting Objectives, Budget Approaches		
Unit 2:	Elements of IMC – I (6-0-0-6 = 12 hrs)		
Objective	To analyze advertising, sales promotion, and direct marketing as major IMC tools.		
A	Advertising: Meaning, Features, Evolution, Limitations, Classification, Green Advertising, Pro Bono Advertising, Rural Advertising, ASCI, Door darshan Code	CO2, CO6	PPTs, Case Analysis , Videos, Research Papers, Campaign Reviews
B	Sales Promotion: Meaning, Reasons for Growth, Limitations, Sales Promotion Abuse, Techniques for Consumers, Dealers and Sales Force		
C	Direct Marketing: Meaning, Role in IMC, Advantages and Disadvantages, Direct Marketing Techniques		
Unit 3:	Elements of IMC – II (6-0-0-6 = 12 hrs)		
Objective	To evaluate public relations, publicity, sponsorship, and personal selling in integrated communication strategies.		
A	Public Relations and Publicity: Meaning, MPR, Importance, Advantages and Disadvantages, PR Process and Tools, Publicity Meaning, Sources and Importance	CO 3, CO 6	PPTs, Case Analysis , Videos, Research Papers
B	Personal Selling: Meaning, Types of Salespersons, Responsibilities and Skills Required for Effective Selling		
C	Sponsorship: Meaning, Criteria, Limitations, Event Sponsorship, Cause Sponsorship, Ambush Marketing – Concept and Impact		
Unit 4:	Creative Aspects in Marketing Communication (6-0-0-6 = 12 hrs)		
Objective	To understand creativity, appeals, positioning, and ethical dimensions in marketing communication.		
A	Creativity in Marketing Communication: Concept, Importance, Visualization Techniques, Buying Motives, Selling Points, Appeals, USP	CO4, CO5, CO 6	PPTs, Case Studies, Research Papers
B	Ethics in Marketing Communication: Targeting Vulnerable Groups, Stereotyping, Portrayal of Women,		

	Unethical Practices, Social and Cultural Consequences		
C	Evaluation in Marketing Communication: IMC Evaluation Process, Advertising Effectiveness Tests, Copy Testing, Behavioural Evaluation, , QR Codes, Facebook Likes, Internet Responses, Redemption Rates		
Unit 5:	AI and Emerging Trends in Marketing Communication (6-0-0-6 = 12 hrs)		
Objective	To examine AI-driven communication tools and emerging digital trends in advertising and promotion.		
A	Role of Artificial Intelligence in Advertising and Marketing Communication	C05, C06	<i>PPTs, Case Studies, Research Papers, AI Tools Demonstration</i>
B	AI-based Consumer Analytics, Chatbots, Personalized Advertising, Programmatic Advertising, Predictive Marketing		
C	Emerging Trends in IMC: Influencer Marketing, Omni-channel Communication, Interactive Media, Data-driven Campaigns		

4. Course Evaluation& References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	Team Work and Self-Learning Activities: • Analysis of advertising and IMC campaigns • Social media campaign evaluation • Creative advertisement design exercises • Case studies on ethical issues in marketing communication • AI tools exploration for digital advertising • Presentation on emerging IMC trends and influencer marketing				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Textbooks: 1. Belch, George E. & Belch, Michael A. — Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw Hill. 2. Clow, Kenneth & Baack, Donald — Integrated Advertising, Promotion and Marketing Communications, Pearson. References: 1. Duncan, Tom — Principles of Advertising and IMC, McGraw Hill. 2. Kotler, Philip & Keller, Kevin Lane — Marketing Management, Pearson. 3. Sharma, Kavita Singh — Advertising: Planning and Decision Making, Taxmann.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Skills	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PS01	PS02	PS03	PSO 4
C01	3	2	1	1	2	2	1	2	1	1	2	3	1	1	2
C02	3	3	1	1	2	2	1	2	1	2	2	3	1	1	2
C03	2	2	2	3	1	2	1	1	2	1	2	2	3	1	2
C04	2	3	3	2	2	3	1	2	2	1	2	3	3	1	3
C05	2	2	3	1	2	3	2	3	3	2	2	2	3	2	3
C06	3	3	2	2	2	3	2	3	2	2	3	3	2	2	3
Avg	2.5	2.5	2.0	1.7	1.8	2.5	1.3	2.2	1.8	1.5	2.2	2.7	2.2	1.3	2.5

6. Course-to-SDG Matrix

This course aligns with 6 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal& Description	Mapping	Justification
SDG 4: Quality Education	3	Enhances communication, analytical, creative, and digital competencies among management students.
SDG 5: Gender Equality	2	Discusses portrayal of women, stereotyping, and ethical communication practices.
SDG 8: Decent Work and Economic Growth	2	Develops professional communication and strategic marketing competencies.
SDG 9: Industry, Innovation and Infrastructure	3	Covers AI-driven advertising, digital communication, and emerging marketing technologies.
SDG 12: Responsible Consumption and Production	2	Promotes ethical advertising and socially responsible communication practices.
SDG 16: Peace, Justice and Strong Institutions	1	Encourages ethical communication, transparency, and responsible promotional practices.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Marketing	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Digital marketing
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	To develop understanding of technology platform businesses, digital ecosystems, platform-based strategies, network effects, innovation, and competitive advantage in the digital economy.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, evolution, and significance of digital marketing in contemporary business. CO2: Analyze digital consumer behavior and customer journey across online platforms. CO3: Design and manage digital marketing campaigns using multiple digital channels. CO4: Apply digital analytics tools and metrics for marketing performance evaluation. CO5: Examine ethical, legal, and privacy concerns in digital marketing. CO6: Develop integrated digital marketing strategies for sustainable business growth.
8	Course Description	This course focuses on the strategic use of digital technologies for marketing. It covers search engine marketing, social media marketing, content marketing, mobile marketing, digital advertising, web analytics, AI-driven marketing, and emerging trends. The course emphasizes practical applications, campaign design, customer engagement, and data-driven decision-making.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Digital Marketing (6-0-0-6= 12 hrs)		
Objective	To familiarize students with digital marketing fundamentals and digital transformation in marketing.		
A	Meaning, Scope, Nature and Importance of Digital Marketing	CO1, CO2 CO6	Lectures, PPT Presentations, Case Studies, Group Discussions, Case studies
B	Evolution of Marketing: Traditional to Digital marketing		
C	Digital Consumer Behaviour and Customer Journey Mapping		
Unit 2:	Search Engine and Content Marketing (6-0-0-6= 12 hrs)		
Objective	To understand customer acquisition through search and content-driven strategies.		
A	Search Engine Optimization (SEO): On-page and Off-page Techniques	CO2, CO3, CO6	Demonstrations Assignments Campaign Analysis, Assignments, Presentations,
B	Search Engine Marketing (SEM) and Pay-Per-Click Advertising		
C	Content Marketing Strategy, Blogging, Storytelling and Influencer Marketing		
Unit 3:	Social Media and Digital Advertising (6-0-0-6= 12 hrs)		
Objective	To develop competency in managing social media and online advertising campaigns.		
A	Social Media Marketing Strategy and Platform Selection	CO3, CO4, CO6	Case Analysis Group Activities, Group Activities
B	Facebook, Instagram, LinkedIn, YouTube and X Marketing		
C	Display Advertising, Programmatic Advertising and Retargeting		
Unit 4:	Marketing Analytics and Performance Measurement (6-0-0-6= 12 hrs)		
Objective	To analyse marketing performance using data and analytics tools.		
A	Web Analytics and Marketing Metrics	CO4, CO5 CO6	Case Analysis Group Activities Analytics Labs Dashboard Exercises
B	Google Analytics, Marketing Dashboards and KPI Tracking		
C	Customer Acquisition Cost (CAC), Conversion Rate and ROI Measurement		
Unit 5:	Emerging Trends and Ethical Issues in Digital Marketing (6-0-0-6= 12 hrs)		
Objective	To examine future developments and ethical concerns in digital marketing.		
A	AI, Automation and Personalization in Marketing	CO5, CO6	Audio-Visual Learning Resources Assignments, Industry Discussions,
B	Privacy, Data Protection, Cybersecurity and Ethical Marketing		
C	Future Trends: Voice Search, Metaverse Marketing, Social Commerce and Omnichannel Strategies		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Team Work (TW) - Digital campaign design projects - Social media strategy development - Website and SEO audits - Group presentations - Case study analysis
	Self-Learning (SL)

	• HubSpot Digital Marketing Courses • Research papers and journals • Industry reports from Gartner, McKinsey, Statista • Digital marketing blogs and webinars															
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)												
Quiz*	Assignment	Attendance														
20%	10%	5%	15%	50%												
References	Text Books: 1.Chaffey, D., & Ellis-Chadwick, F. (2019). Digital Marketing. Pearson Education. 2.Ryan, D. (2016). Understanding Digital Marketing. Kogan Page. 3.Wedel, M. & Kannan, P. K. (2016). Marketing Analytics: Strategic Models and Metrics. Springer. Reference Books: 1.Tuten, T. L., & Solomon, M. R. (2017). Social Media Marketing. Sage. 2.Kumar, V.(2018). Customer Relationship Management: Concepts and Technologies. Wiley. 3.Charlesworth, A.(2018).Digital Marketing: A Practical Approach. Routledge.															

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility Strategic Decision Making	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	1	1	2	2	-	2	1	1	2	3	1	1	2
C02	3	3	1	1	2	2	-	2	1	2	2	3	1	1	2
C03	3	3	1	2	2	3	-	2	1	2	2	3	1	1	3
C04	2	3	1	2	2	3	1	2	1	2	2	3	2	1	3
C05	2	2	3	1	2	2	2	1	3	2	3	2	2	2	2
C06	3	3	2	2	2	3	1	2	2	2	3	3	2	2	3
AVG	2.67	2.67	1.50	1.50	2.00	2.50	1.50	1.83	1.50	1.83	2.33	2.83	1.50	1.33	2.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix-

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	2	Develops digital literacy, marketing analytics skills, and understanding of emerging digital technologies, enhancing lifelong learning and professional competencies.
SDG 8: Decent Work & Economic Growth	3	Promotes digital entrepreneurship, employment opportunities, e-commerce growth, and innovation-driven economic development through digital marketing practices.
SDG 9: Industry, Innovation & Infrastructure	3	Focuses on digital technologies, marketing automation, AI-driven marketing, digital platforms, and innovation in business communication and customer engagement.
SDG12: Responsible Consumption & Production	2	Encourages ethical advertising, responsible use of consumer data, sustainable digital campaigns, and informed consumer decision-making.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Marketing	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Consumer Behavior
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	This course aims to provide understanding of consumer behavior concepts, consumer decision-making process, psychological and socio-cultural influences on buying behavior, and application of consumer insights in marketing strategies. The course also develops analytical understanding of consumer motivation, perception, attitude, learning, personality, and contemporary trends influencing consumer markets.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, importance, and applications of consumer behavior in marketing. CO2: Analyze the consumer decision-making process and factors influencing buying behavior. CO3: Evaluate the role of psychological factors such as motivation, perception, learning, personality, and attitude in consumer behavior. CO4: Examine socio-cultural and group influences on consumer behavior. CO5: Assess contemporary issues, digital influences, and ethical concerns in consumer behavior. CO6: Apply consumer behavior concepts for designing effective marketing strategies and business decisions.
8	Course Description	This course provides comprehensive knowledge of consumer behavior and its significance in marketing decision-making. It focuses on understanding individual and group consumer behavior, consumer motivation, perception, personality, attitudes, learning, lifestyle, culture, family influences, social class,

and reference groups. The course also examines organizational buying behavior, digital consumer behavior, online buying patterns, ethical concerns, and emerging trends affecting modern consumers. Emphasis is placed on applying consumer insights for effective market segmentation, targeting, positioning, branding, and customer relationship management.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Consumer Behaviour (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with the concepts, importance, scope, and models of consumer behaviour and consumer decision-making process.		
A	Meaning, Nature, Scope and Importance of Consumer Behavior; Consumer Roles; Applications of Consumer Behavior	CO1, CO6	Lectures and PPT Presentations Case Studies Group Discussions
B	Consumer Decision-Making Process; Types of Buying Behaviour		
C	Models of Consumer Behaviour; Emerging Trends in Consumer Behaviour		
Unit 2:	Individual Determinants of Consumer Behaviour (6-0-0-6 = 12 hrs)		
Objective	To develop understanding of psychological factors affecting consumer behaviour and buying decisions.		
A	Consumer Motivation: Needs, Goals, Motives, Motivation Theories	CO2, CO3, CO6	Assignments and Presentations, Psychological Analysis Exercises, Real-life Consumer Behaviour Examples
B	Consumer Perception: Meaning, Process, Perceptual Selection and Interpretation		
C	Learning, Personality, Self-Concept and Consumer Attitude Formation and Change		
Unit 3:	Socio-Cultural Influences on Consumer Behaviour (6-0-0-6 = 12 hrs)		
Objective	To analyze the impact of social and cultural factors on consumer buying behaviour and market response.		
A	Culture, Subculture and Cross-Cultural Consumer Behaviour	CO4, CO6	Lectures and PPT Presentations, Case Studies on Consumer Markets, Group Discussions, Consumer Profiling Activities
B	Social Class and Lifestyle Analysis		
C	Family, Reference Groups, Opinion Leaders and Social Influences on Consumer Behaviour		
Unit 4:	Consumer Decision and Organizational Buying Behaviour (6-0-0-6 = 12 hrs)		
Objective	To understand consumer decision-making applications and organizational buying behaviour in marketing contexts		
A	Consumer Decision Rules and Purchase Behavior	CO2, CO4, CO6	Lectures and PPT Presentations, Case Analysis, Market Research Activities, Buyer Behaviour Simulations
B	Post-Purchase Behavior, Customer Satisfaction and Consumer Complaints		
C	Organizational Buying Behavior: Characteristics, Buying Process and Buying Centre		
Unit 5:	Contemporary Issues and Trends in Consumer Behaviour (6-0-0-6 = 12 hrs)		
Objective	To examine emerging trends, digital transformation, ethics, and future challenges in consumer behavior.		
A	Online Consumer Behavior and Digital Consumerism	CO5, CO6	Audio-Visual Learning Resources, Assignments and Presentations,
B	Green Consumerism, Ethical Consumption and Consumer Protection		

C	Neuromarketing, Artificial Intelligence in Consumer Behavior and Future Trends	<i>Digital Marketing Case Studies</i>
----------	--	---------------------------------------

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Term work (includes assignments, seminars, case studies, presentations, consumer surveys, market analysis exercises, group activities, and other student activities etc.) SL: Self Learning, MOOCs, research papers, journals, online educational resources, consumer reports, industry examples etc. Example: Self-Learning beyond Classroom, Consumer Observation Projects, Online Consumer Behavior Analysis, Case Study, Industry Visit, Seminar on Emerging Consumer Trends.															
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)												
Quiz*	Assignment	Attendance														
20%	10%	5%	15%	50%												
References	Text Books: 1. Consumer Behaviour – Leon G. Schiffman & Joseph L. Wisenblit, Pearson Education. 2. Consumer Behaviour – Suja R. Nair, Himalaya Publishing House. 3. Consumer Behaviour: Buying, Having and Being – Michael R. Solomon, Pearson Education. Reference Books: 1.Consumer Behaviour in Indian Perspective – Suja Nair, Himalaya Publishing House. 2.Consumer Behaviour – Satish K. Batra & S.H.H. Kazmi, Excel Books. 3.Consumer Behaviour – David Loudon & Albert Della Bitta, McGraw Hill. 4. Consumer Behaviour and Marketing Strategy – J. Paul Peter & Jerry C. Olson, McGraw Hill.															

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops analytical understanding of consumer behavior, marketing strategies, and decision-making skills.
SDG 8: Decent Work & Economic Growth	3	Enhances understanding of consumer markets, business growth, and customer-centric organizational practices.
SDG 9: Industry, Innovation & Infrastructure	2	Encourages digital consumer analysis, innovation in marketing practices, and AI-driven consumer insights.
SDG 12: Responsible Consumption & Production	2	Promotes ethical consumerism, green marketing, and responsible consumption behavior.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Human Resources	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Talent Management
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	To develop understanding of talent management strategies, talent acquisition, employee development, succession planning, retention practices, and talent optimization for organizational effectiveness.
7	Course Outcomes (COs)	After successful completion of this course, the students will be able to: CO1: Explain the concepts, scope, and significance of Talent Management in organizations. CO2: Analyze talent acquisition, talent identification, and workforce planning practices. CO3: Apply talent development and employee engagement strategies for organizational effectiveness. CO4: Examine succession planning, leadership development, and talent retention practices. CO5: Evaluate contemporary issues, challenges, and emerging trends in Talent Management. CO6: Evaluate talent management practices for enhancing organizational performance and sustaining competitive advantage.
8	Course Description	This course focuses on attracting, developing, retaining, and managing talent in organizations. It covers talent acquisition, workforce planning, competency mapping, succession planning, leadership development, employee engagement, retention strategies, and emerging trends in talent management. The course emphasizes strategic talent practices for organizational growth and sustainability.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Unit 1: Introduction to Talent Management (3-0-1-2 = 6 hrs)		
Objective	To familiarize students with the concepts, importance, and strategic role of Talent Management.		
A	Meaning, Nature, Scope and Importance of Talent Management	CO1, CO6	Lectures, PPT Presentations, Case Studies, Group Discussions
B	Strategic Talent Management and Organizational Competitiveness		
C	Talent Management Framework and Processes		
Unit 2:	Talent Acquisition and Workforce Planning (3-0-1-2 = 6 hrs)		
Objective	To understand talent acquisition processes and workforce planning practices		
A	Talent Acquisition and Recruitment Strategies	CO2, CO6	Assignments, Presentations, Industry Examples
B	Workforce Planning and Talent Forecasting		
C	Competency Mapping and Talent Identification		
Unit 3:	Talent Development and Employee Engagement (3-0-1-2 = 6 hrs)		
Objective	To develop understanding of employee development and engagement initiatives.		
A	Learning and Development Strategies	CO3, CO6	Workshops, Case Analysis, Talent Development Exercises
B	Coaching, Mentoring and Career Development		
C	Employee Engagement and Performance Enhancement		
Unit 4:	Succession Planning and Talent Retention (3-0-1-2 = 6 hrs)		
Objective	To analyse succession planning and retention strategies for organizational sustainability.		
A	Succession Planning and Leadership Pipeline Development	CO4,CO6	Case Studies, Group Activities, Leadership Simulations
B	High-Potential Employee Management		
C	Talent Retention and Employer Branding		
Unit 5:	Emerging Trends and Challenges in Talent Management (3-0-1-2 = 6 hrs)		
Objective	To examine contemporary issues and future trends in Talent Management.		
A	Challenges in Talent Management	CO5, CO6	Research Assignments, Industry Discussions, Audio-Visual Learning Resources
B	Technology and AI in Talent Management		
C	Future Trends in Talent Analytics and Global Talent Management		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Talent acquisition exercises, competency mapping activities, case studies, presentations, succession planning projects, group discussions, and talent management simulations. SL: MOOCs, research papers, journals, HR reports, industry case studies, online resources, and self-learning activities related to talent management practices.				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Text Books:				

- 1.Talent Management – Stephen Taylor, Kogan Page.
- 2.The Talent Management Handbook – Lance A. Berger & Dorothy R. Berger, McGraw Hill.
- 3.Strategic Talent Management – Ravi Raman, Sage Publications.
- 4.Talent Management Systems – Allan Schweyer, Wiley Publications.
- 5.Human Resource Management – Gary Dessler, Pearson Education.
- 6.Effective Talent Management – Mark Wilcox, Chartered Institute of Personnel and Development.

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	1	1	1	1	-	1	1	1	2	3	2	1	1
C02	3	3	1	1	1	1	-	2	1	2	2	3	2	1	1
C03	3	3	1	2	1	2	-	2	1	2	2	3	2	1	2
C04	2	3	1	3	1	2	-	1	1	2	2	2	3	1	2
C05	2	2	2	2	1	2	1	2	2	2	3	2	2	2	2
C06	3	3	2	3	1	2	1	2	2	2	3	3	3	2	2
AVG	2.67	2.67	1.33	2.00	1.00	1.67	1.00	1.67	1.33	1.83	2.33	2.67	2.33	1.33	1.67

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix-

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
Quality Education	3	Promotes continuous learning, employee development, and competency enhancement.
Decent Work & Economic Growth	3	Supports talent development, employee engagement, leadership development, and productive employment
Gender Equality	2	Encourages equitable talent development and equal opportunities for career growth.
Reduced Inequalities	2	Promotes inclusive talent practices and fair access to development opportunities.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Human Resource	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	HR Analytics
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week) (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial (T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	To develop understanding of HR analytics concepts, workforce data analysis, HR metrics, predictive analytics, and data-driven decision-making for effective human resource management.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, scope, importance, and applications of HR Analytics in organizations. CO2: Analyze workforce data using HR metrics and analytical tools for managerial decision-making. CO3: Apply HR analytics techniques for recruitment, performance management, retention, and employee engagement. CO4. Examine predictive analytics and data visualization techniques in HR management. CO5: Evaluate ethical, legal, and technological issues related to HR analytics and workforce data management. .CO6: Evaluate HR analytics practices for improving organizational performance and strategic HR decisions.
8	Course Description	This course focuses on the use of data analytics and quantitative techniques in human resource management. It covers HR metrics, workforce analytics, predictive analytics, employee performance analysis, retention analytics, data visualization, and strategic HR decision-making. The course emphasizes analytical thinking and data-driven HR practices in modern organizations.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to HR Analytics (3-0-1-2 = 6 hrs)		
Objective	To familiarize students with the concepts, scope, and significance of HR Analytics in organizations.		
A	Meaning, Nature, Scope and Importance of HR Analytics	CO1, CO6	<i>Lectures and PPT Presentations Case Studies Group Discussions</i>
B	HR Metrics and Workforce Data		
C	Role of Analytics in Strategic HRM		
Unit 2:	Workforce Analytics and HR Metrics (3-0-1-2 = 6 hrs)		
Objective	To understand workforce analytics and the application of HR metrics in decision-making		
A	Employee Productivity and Performance Analytics	CO2, CO3, CO6	<i>Assignments and Presentations, Analytics Exercises, Industry Examples</i>
B	Recruitment and Talent Acquisition Analytics		
C	Employee Retention and Attrition Analysis		
Unit 3:	Predictive Analytics and Data Visualization in HR (3-0-1-2 = 6 hrs)		
Objective	To develop understanding of predictive analytics and data visualization tools in HR management.		
A	Predictive HR Analytics and Forecasting	CO3, CO4, CO6 	<i>Lectures and PPT Presentations, HR Simulations, Data Visualization Activities</i>
B	Data Visualization and HR Dashboards		
C	Employee Engagement and Learning Analytics		
Unit 4:	HR Analytics for Strategic Decision-Making (3-0-1-2 = 6 hrs)		
Objective	To analyze the role of HR analytics in strategic human resource decisions and organizational effectiveness.		
A	HR Analytics in Compensation and Workforce Planning	CO4, CO5, CO6	<i>Case Analysis, Group Activities, HR Analytics Projects</i>
B	HR Scorecard and Strategic HR Analytics		
C	Technology and AI in HR Analytics		
Unit 5:	Ethical Issues and Emerging Trends in HR Analytics (3-0-1-2 = 6 hrs)		
Objective	To examine ethical concerns, data privacy issues, and future trends in HR Analytics.		
A	Ethical and Legal Issues in HR Analytics	CO5, CO6	<i>Research Assignments, Audio-Visual Learning Resources, Industry Discussions</i>
B	Data Privacy, Security and Bias in Workforce Analytics		
C	Future Trends in HR Analytics and AI-driven HRM		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Term work (includes assignments, HR analytics exercises, workforce data analysis, presentations, group discussions, and other student activities etc.) SL: Self Learning, MOOCs, research papers, journals, online educational resources, HR analytics reports, and industry examples etc. Example: Self-Learning beyond Classroom, HR Dashboard Analysis, Workforce Data Interpretation, Case Study, Seminar on Emerging Trends in HR Analytics.				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
*Five Quizzes of 4 marks each.					

References	Text Books: 1. HR Analytics – Dipak Kumar Bhattacharyya, Sage Publications. 2. Predictive HR Analytics – Kirsten Edwards & Martin R. Edwards, Kogan Page. 3. The Power of People – Nigel Guenole, Jonathan Ferrar & Sheri Feinzig, Pearson. Other References: 1. HR Scorecard – Brian E. Becker, Mark A. Huselid & Dave Ulrich, Harvard Business School Press. 2. Human Resource Analytics – Jac Fitz-enz & John Mattox, Wiley Publications. Fundamentals of HR Analytics – Ravi V. Kumar & R. Vasanthagopal, Wiley India.
-------------------	--

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PS01	PS02	PSO 3	PSO4
C01	3	2	1	1	1	1	-	3	1	1	2	3	1	1	2
C02	3	3	1	1	1	1	-	3	1	2	2	3	1	1	2
C03	3	3	1	2	1	2	-	3	1	2	2	3	2	1	2
C04	2	3	1	2	1	2	-	3	1	2	2	3	2	1	2
C05	2	2	3	1	1	2	2	2	3	2	3	2	2	2	2
C06	3	3	2	2	1	2	1	2	2	2	3	3	2	2	2
AVG	2.67	2.67	1.50	1.50	1.00	1.67	1.50	2.83	1.50	1.83	2.33	2.83	1.67	1.33	2.00

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix-

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit)

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops analytical and digital competencies related to HR analytics and workforce management.
SDG 8: Decent Work & Economic Growth	3	Enhances workforce productivity, talent management, and strategic HR decision-making.
SDG 9: Industry, Innovation & Infrastructure	2	Encourages use of analytics, AI, and digital technologies in HR processes and organizational systems.
SDG 16: Peace, Justice & Strong Institutions	2	Promotes ethical data management, fairness, transparency, and responsible workforce analytics practices.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Human Resource	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Compensation Management
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial (T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	To develop understanding of compensation management concepts, wage and salary administration, incentive systems, employee benefits, compensation structure, and strategic compensation practices in organizations.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, objectives, and importance of compensation management in organizations. CO2: Analyze wage and salary administration practices and compensation structures. CO3: Apply incentive schemes, employee benefits, and performance-based compensation systems. CO4: Examine job evaluation methods and compensation planning strategies. CO5: Evaluate legal, ethical, and emerging issues related to compensation management. CO6: Evaluate compensation management practices for improving employee motivation, performance, and organizational effectiveness.
8	Course Description	This course focuses on the principles and practices of compensation management in organizations. It covers wage and salary administration, job evaluation, incentive plans, employee benefits, compensation structures, legal aspects, and strategic compensation planning. The course emphasizes fair, competitive, and performance-oriented compensation systems for organizational effectiveness.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Compensation Management (3-0-1-2 = 6 hrs)		
Objective	To familiarize students with the concepts, scope, objectives, and importance of compensation management.		
A	Meaning, Nature, Scope and Objectives of Compensation Management	CO1, CO6	Lectures and PPT Presentations Case Studies Group Discussions
B	Components of Compensation and Compensation Philosophy		
C	Factors Influencing Compensation Decisions		
Unit 2:	Wage and Salary Administration (3-0-1-2 = 6 hrs)		
Objective	To understand wage and salary administration practices and compensation structures in organizations.		
A	Wage and Salary Administration: Concepts and Principles	CO2, CO3, CO6	Assignments and Presentations, Compensation Exercises, Industry Examples
B	Pay Structure, Salary Levels and Compensation Design		
C	Job Analysis and Job Evaluation Methods		
Unit 3:	Incentives and Employee Benefits (3-0-1-2 = 6 hrs)		
Objective	To develop understanding of incentive systems, employee benefits, and performance-based compensation practices.		
A	Incentive Plans and Performance-linked Compensation	CO3, CO4, CO6	Lectures and PPT Presentations, HR Simulations, Data Visualization Activities
B	Employee Benefits, Fringe Benefits and Executive Compensation		
C	Compensation for Knowledge Workers and Sales Personnel		
Unit 4:	Strategic Compensation Management (3-0-1-2 = 6 hrs)		
Objective	To analyze strategic compensation planning and compensation management practices for organizational effectiveness		
A	Strategic Compensation Planning	CO4, CO5, CO6	Case Analysis, Group Activities, Compensation Planning Exercises
B	Compensation Surveys and Benchmarking		
C	International Compensation Management		
Unit 5:	Legal and Emerging Issues in Compensation Management (3-0-1-2 = 6 hrs)		
Objective	To examine legal, ethical, and emerging trends in compensation management.		
A	Legal Framework related to Compensation Management	CO5, CO6	Research Assignments, Audio-Visual Learning Resources, Industry Discussions
B	Ethical Issues in Compensation Management		
C	Emerging Trends: Flexible Benefits, ESOPs and Digital Compensation Systems		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30hrs)	TW: Term work (includes assignments, compensation case studies, salary structure exercises, presentations, group discussions, and other student activities etc.) SL: Self Learning, MOOCs, research papers, journals, online educational resources, compensation reports, and industry examples etc. Example: Self-Learning beyond Classroom, Compensation Structure Analysis, HR Benchmarking Exercises, Incentive Plan Design, Seminar on Emerging Trends in Compensation Management.
--	---

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Text Book: 1.Compensation Management – Milkovich, Newman & Gerhart, McGraw Hill. 2.Strategic Compensation – Joseph J. Martocchio, Pearson Education. 3.Compensation and Reward Management – B. D. Singh, Excel Books. 4.Human Resource Management – Gary Dessler, Pearson Education. 5.Wage and Salary Administration – S. Sharma, Himalaya Publishing House. 6.Compensation Management in a Knowledge-Based World – Richard I. Henderson, Pearson Education.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	1	1	1	1	-	1	1	1	2	3	2	1	1
C02	3	3	1	1	1	1	-	2	1	2	2	3	2	1	1
C03	3	3	1	2	1	2	-	2	1	2	2	3	2	1	2
C04	2	3	1	2	1	2	-	2	1	2	2	3	2	1	2
C05	2	2	3	1	3	2	2	1	3	2	3	2	2	2	2
C06	3	3	2	2	2	2	1	2	2	2	3	3	3	2	2
AVG	2.67	2.67	1.50	1.50	1.00	1.67	1.50	1.67	1.50	1.83	2.33	2.83	2.17	1.33	1.67

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix-

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG4: Quality Education	2	Develops managerial understanding of compensation systems and strategic reward practices.
SDG:8Decent Work & Economic Growth	3	Promotes fair wages, employee motivation, and effective compensation systems for organizational growth.
SDG5: Gender Equality	2	Encourages equitable compensation practices and pay fairness across workforce groups.
SDG 10: Reduced Inequalities	2	Supports fair compensation structures and responsible reward management practices.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Human Resource	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Industrial Relations & Labor Law
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 15hrs P: 00 hrs SL: 30 hrs Total: 30 hrs Credits: 2
5	Course Type	Theory
6	Course Objective	The objective of this course is to acquaint students with the main provisions of labor standards, concepts, institutions and approaches to industrial relations. The course will develop skills of dealing with unions, negotiating collective agreements and to identify approaches to promotion of sound labor management relations.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall the concepts, objectives, and approaches of industrial relations and trade unionism. CO2: Explain collective bargaining, grievance handling, and employee participation mechanisms. CO3: Apply industrial dispute settlement procedures and disciplinary practices in organizations. CO4: Analyse major labour legislations related to factories, wages, bonus, and industrial disputes. CO5: Evaluate employee benefits, social security laws, and legal compliance in employment relations. CO6: Design effective industrial relations strategies for maintaining organizational harmony and sustainable workforce management.
8	Course Description	This course provides a comprehensive understanding of industrial relations, trade unions, collective bargaining, grievance handling, labour welfare, employee discipline, and key labour legislations in India. It equips students with conceptual and practical knowledge related to industrial harmony, dispute resolution, employee participation, and social security laws applicable in organizations. The

course also emphasizes legal compliance, employee rights, and contemporary industrial relations practices.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Industrial Relations (6-0-0-6 = 12 hrs)		
Objective	To understand industrial relations concepts, approaches, and trade union systems.		
A	Industrial Relations: Concept, Objectives, Causes of poor industrial relations	CO1, CO2	<i>PPTs, Case Studies, Videos, Discussion</i>
B	Factors influencing IR, Approaches		
C	Trade Union: Meaning, Functions, Trade Union Movement in India, Problems of Trade Unions		
Unit 2:	Collective Bargaining, Grievance Handling and Workers Participation in Management (6-0-0-6 = 12 hrs)		
Objective	To understand employee participation and dispute handling mechanisms.		
A	Collective Bargaining: Definition, Characteristics, Importance, Forms and Process of Collective Bargaining	CO3, CO4	<i>PPTs, Case Studies, Videos, Discussion</i>
B	Grievance Handling		
C	Employee Participation: Objectives and Methods		
Unit 3:	Industrial Dispute and Employee Discipline (6-0-0-6 = 12 hrs)		
Objective	To understand industrial disputes, employee discipline, and settlement systems.		
A	Employee Discipline: Meaning, Types	CO4, CO5	<i>PPTs, Case Studies, Videos, Discussion</i>
B	Causes of Indiscipline & Misconduct, Disciplinary Action		
C	Industrial Disputes Act, 1947: Meaning of Industrial Disputes, Preventive & Settlement Machinery in India		
Unit 4:	Labour Legislations (6-0-0-6 = 12 hrs)		
Objective	To understand major labour laws governing industrial relations.		
A	The Factories Act, 1948 and Amendment Bill, 2016	CO4, CO5 CO6	<i>PPTs, Case Studies, Videos, Discussion, Legal Reviews</i>
B	Payment of Wages Act 1936, Workmen's Compensation Act 1923		
C	Payment of Gratuity Act, 1972 and amendments		
Unit 5:	Employee Benefits Related Laws and Labour Codes (6-0-0-6 = 12 hrs)		
Objective	To understand employee welfare and social security laws.		
A	Employee State Insurance Act 1948, Maternity Benefit Act, 1961	CO5, CO6	<i>PPTs, Case Studies, Videos, Discussion, Legal Reviews</i>
B	EPF & Miscellaneous Provisions Act, 1952		
C	Introduction of Labour Codes		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work (includes assignments, seminars, industrial visits, any other student activities etc.) Mini Project, Research and presentation on AI SL: Self-learning through MOOCs, online tutorials, and industry datasets Group discussions and assignments on ethics, privacy, and governance in analytics
--	--

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Textbook: 1.Mamoria, Mamoria and Gankar, “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi 2.Srivastava SC - Industrial Relations and Labor Laws (Vikas,) 3.Monappa Arun, “Industrial Relations and Labor laws”, Tata McGraw Hill Edition, New Delhi, 4.Taxmann Labor Laws”, Taxmann Allied Services Pvt. Ltd. 5.Sinha, P.R.N., Sinha, InduBala and Shekhar, Seema Priyadarshini, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	1	1	-	-	-	-	-	1	-	1	2	1	-	-
C02	3	2	2	1	-	-	-	-	2	-	2	2	2	-	-
C03	3	3	2	2	1	1	-	-	2	-	2	3	2	1	2
C04	2	3	3	2	1	1	-	-	2	1	2	3	2	2	2
C05	2	3	3	2	2	2	1	-	2	1	2	2	3	2	2
C06	2	3	3	3	2	2	2	1	2	2	3	3	3	3	3
AVG	2.50	2.50	2.33	1.66	1.00	1.00	0.50	0.16	1.83	0.66	2.00	2.50	2.16	1.33	1.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 3: Good Health & Well-being	2	Labour welfare and employee social security provisions
SDG 5: Gender Equality	2	Maternity benefits and equal workplace rights
SDG 8: Decent Work & Economic Growth	3	Focus on labour laws, industrial peace, and productive employment
SDG 10: Reduced Inequalities	2	Ensures worker protection and fair employment conditions
SDG 16: Peace, Justice & Strong Institutions	3	Strengthens legal awareness and institutional industrial harmony

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Finance	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Investment Analysis and Portfolio Management
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	To provide comprehensive knowledge of investment analysis and portfolio management by developing an understanding of capital markets, risk-return relationships, security valuation, asset pricing models, and portfolio construction techniques. The course aims to equip students with analytical and decision-making skills required for evaluating investment alternatives and managing investment portfolios effectively in dynamic financial markets.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the fundamental concepts of investment, capital markets, securities trading, and investment management. CO2: Analyze risk and return characteristics of financial assets using statistical and portfolio management tools. CO3: Apply fundamental and technical analysis techniques for security valuation and investment decision-making. CO4: Evaluate portfolio selection strategies and asset pricing models including CAPM and Arbitrage Pricing Theory. CO5: Assess bond and equity valuation models along with portfolio performance evaluation techniques for investment management. CO6: Integrate investment analysis, portfolio construction, valuation techniques, and performance evaluation methods to develop effective investment strategies in real-world financial scenarios.
8	Course Description	This course offers a detailed understanding of investment management and portfolio analysis with emphasis on financial decision-making in capital markets. It covers concepts of investment environment, risk and return analysis, portfolio

		theory, security analysis, technical and fundamental analysis, asset pricing models, and valuation of bonds and equities. The course also focuses on portfolio performance evaluation techniques and strategies for active portfolio management. Students will develop practical analytical skills for constructing and managing investment portfolios in real-world financial scenarios.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Investment & Capital Market (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with the fundamentals of investment management, capital market structure, securities trading mechanisms, and approaches to security analysis for informed investment decision-making.		
A	Introduction to Investment, Investment Management Process, Overview of Capital Market, Market for Securities, Functions and Structure of Capital Market.	CO1, CO2	PPTs, Case Studies, NSE/BSE Websites, Financial Newspapers, Smart Board
B	Stock Exchanges and New Issue Market: Nature, Structure, Functions and Limitations; Securities Trading Mechanism, Types of Orders, Margin Trading, Clearing and Settlement Procedures.		
C	Regulatory System for Equity Markets, Types of Investors, Objectives and Approaches of Security Analysis.		
Unit 2:	Portfolio Theory & Fundamental Analysis (6-0-0-6 = 12 hrs)		
Objective	To develop understanding of risk-return relationships, portfolio theory, and fundamental analysis techniques for efficient portfolio selection and investment evaluation.		
A	Concept of Risk and Return, Components and Measurement of Risk, Covariance, Correlation Coefficient, Systematic and Unsystematic Risk, Beta as a Measure of Risk.	CO2, CO3, CO4	Excel, Financial Calculators, Statistical Tools, Case Studies,
B	Economic Analysis, Industry Analysis, Company Analysis, Financial Statement Interpretation for Investment Decisions.		
C	Portfolio Risk and Return, Diversification, Markowitz Portfolio Theory, Selection of Optimal Portfolio.		
Unit 3:	Technical Analysis & Asset Pricing Models (6-0-0-6 = 12 hrs)		
Objective	To understand technical analysis tools, market behavior theories, and asset pricing models for evaluating securities and capital market efficiency.		
A	Dow Theory, Elliott Wave Theory, Price and Volume Charts: Bar Chart, Line Chart, Point and Figure Chart, Candlestick Chart.	CO3, CO4, CO6	Trading Charts, Technical Analysis Excel, Financial Portals,
B	Trend Analysis, Head and Shoulders Pattern, Triangle, Flags, Support and Resistance Levels, Simple Moving Average, Relative Strength Index, Market Indicators.		
C	Efficient Market Hypothesis (EMH) and its Implications, Technical vs Fundamental Analysis, CAPM, Capital Market Theorem, Arbitrage Pricing Theory.		
Unit 4:	Bond & Equity Valuation (6-0-0-6 = 12 hrs)		
Objective	To provide understanding of valuation techniques for bonds and equities using different financial models and investment valuation approaches.		
A	Features and Types of Bonds/Debentures, Bond Yield, Current Yield, Yield to Maturity, Yield to Call, Bond Theorems, Term Structure of Interest Rates.	CO4, CO5	Excel Modelling, Financial Calculators, Case Analysis, Investment Data
B	Dividend Discount Models, Discounted Cash Flow		

	Techniques, Intrinsic Value and Market Price, Earnings Multiplier Approach.		Platforms
C	P/E Ratio, Price-to-Book Value Ratio, Price-to-Sales Ratio, Economic Value Added (EVA).		
Unit 5:	Portfolio Management & Performance Evaluation (6-0-0-6 = 12 hrs)		
Objective	To develop skills in active portfolio management, portfolio revision, and performance evaluation using modern portfolio performance measures.		
A	Concept and Process of Portfolio Management, Active Portfolio Management Strategies, Portfolio Revision Techniques.	C05, C06	<i>Portfolio Simulators, Excel, Financial Databases, Case Studies, Investment Research Reports</i>
B	Sharpe Measure, Treynor Measure, Jensen's Performance Measure, Comparison of Portfolio Performance Measures.		
C	Finding Investment Alternatives, Portfolio Reconstruction and Revision Strategies under Changing Market Conditions.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work includes assignments, case studies, presentations, portfolio analysis exercises, investment research projects, seminars, quizzes, and group discussions based on capital market and portfolio management concepts. SL: Self-learning through online investment platforms, financial market reports, NSE/BSE data analysis, MOOCs, research articles, company annual reports, and practical exposure to portfolio tracking and market analysis tools.				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Textbook: 1.Punithavathy Pandian — <i>Security Analysis and Portfolio Management</i> , Vikas Publishing House, 2nd Edition. 2.Prasanna Chandra — <i>Investment Analysis and Portfolio Management</i> , Tata McGraw-Hill Education, 6th Edition. 3.S. Kevin — <i>Security Analysis and Portfolio Management</i> , Prentice Hall of India, 3rd Edition.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	1	-	1	-	-	1	-	-	1	2	-	1	1
C02	3	3	-	-	-	-	-	3	-	1	1	3	-	-	1
C03	3	3	-	-	1	1	-	3	-	2	1	3	-	-	2
C04	3	3	-	1	1	1	-	3	-	2	1	3	1	-	2
C05	3	3	1	1	-	1	-	3	-	2	1	3	1	-	2
C06	3	3	1	2	2	2	1	3	1	3	2	3	2	1	3
AVG	3.00	2.83	1.00	1.33	1.25	1.33	1.00	2.67	1.00	2.00	1.1	2.83	1.3	1.00	1.83

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops analytical and financial decision-making skills through investment analysis, portfolio construction, and valuation techniques, thereby enhancing quality management education and professional competence.
SDG 8: Decent Work & Economic Growth	3	Builds competencies in investment management, capital market operations, and portfolio evaluation that support employability, financial sector careers, and economic growth.
SDG 9: Industry, Innovation & Infrastructure	2	Encourages the use of financial models, investment analytics, and market analysis tools for informed investment decisions and financial innovation.
SDG 12: Responsible Consumption & Production	2	Promotes responsible investment practices, efficient allocation of financial resources, and evaluation of sustainable financial performance.
SDG 16: Peace, Justice & Strong Institutions	1	Enhances understanding of regulated financial markets, ethical investment behavior, and transparency in capital market operations.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Finance	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Tax Planning and Management
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	To provide comprehensive knowledge of the principles and provisions of the Indian Income Tax system and develop the ability to compute taxable income, evaluate tax planning strategies, and ensure compliance with tax laws for effective financial and managerial decision-making.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the fundamental concepts, definitions, and provisions related to the Indian Income Tax system and residential status. CO2: Apply provisions of the Income Tax Act for computation of taxable income under different heads of income. CO3: Analyze deductions, exemptions, set-off, and carry forward provisions for effective tax planning and compliance. CO4: Evaluate tax implications and tax planning strategies related to salary, house property, business income, capital gains, and income from other sources. CO5: Compute total taxable income and tax liability of individuals using relevant provisions of the Income Tax Act. CO6: Integrate tax computation, tax planning, deductions, and compliance procedures to prepare accurate tax returns and support effective financial decision-making.
8	Course Description	This course provides an in-depth understanding of the Indian Income Tax system and its application in financial decision-making and tax planning. It covers important concepts and provisions related to residential status, heads of income, computation of taxable income, deductions, exemptions, and tax liability. The course also emphasizes practical aspects of tax planning, income aggregation, set-

		off and carry forward of losses, and preparation of tax returns. Students will develop analytical and computational skills required for effective tax management and compliance with taxation laws.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Income Tax (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with the fundamental concepts, definitions, and provisions of the Indian Income Tax system along with the concepts of residential status and tax planning.		
A	Introduction to Income Tax, Objectives and Scope of Taxation, Agricultural Income, Casual Income, Assessee, Previous Year, Assessment Year.	CO1, CO2	Income Tax Act, Case Studies, PPTs, Smart Board Tax Portals, Financial Newspapers
B	Residential Status of Individuals, Incidence of Tax, Scope of Total Income, Determination of Residential Status.		
C	Tax Avoidance, Tax Evasion, Tax Planning, Ethical and Legal Aspects of Tax Planning.		
Unit 2:	Salaries (6-0-0-6 = 12 hrs)		
Objective	To develop understanding regarding computation of income under the head salary and tax treatment of allowances, perquisites, and retirement benefits.		
A	Meaning and Components of Salary, Allowances and their Tax Treatment, Perquisites and their Valuation.	CO2, CO3, CO4	Excel, Income Tax Utilities, Case Analysis, Tax Calculation Software, Numerical Problem Solving
B	Provident Fund, Retirement Benefits, Gratuity, Pension, Leave Encashment and their Taxability.		
C	Computation of Income under the Head Salaries with Simple Numerical Illustrations.		
Unit 3:	House Property and Profits & Gains of Business or Profession (6-0-0-6 = 12 hrs)		
Objective	To provide knowledge regarding computation of income from house property and business or profession along with admissible deductions and tax treatment.		
A	Annual Value, Ownership of House Property, Deductions under Section 24, Computation of Income from House Property.	CO3, CO4, CO5	Numerical Problem Solving, Excel, Tax Computation Software, Case Studies, Income Tax Portal
B	Concept of Business Income, Admissible and Inadmissible Expenses, Deductions under PGBP.		
C	Computation of Income under the Head Profits and Gains of Business or Profession with Practical Problems.		
Unit 4:	Capital Gains and Other Sources (6-0-0-6 = 12 hrs)		
Objective	To understand provisions related to capital gains and income from other sources along with methods of computation and exemptions.		
A	Meaning and Types of Capital Gains, Computation of Capital Gains, Exemptions under Section 54.	CO3, CO4, CO5	Income Tax Utilities, Financial Data, Excel, Case Analysis, Practical Numerical Exercises
B	Interest Income, Dividend Income, Gifts, Family Pension, and Other Incomes Chargeable under the Head Other Sources.		
C	Computation of Income from Capital Gains and Income from Other Sources.		
Unit 5:	Portfolio Management & Performance Evaluation (6-0-0-6 = 12 hrs)		
Objective	To develop practical understanding regarding deductions, aggregation of income, set-off and carry forward of losses, and computation of total taxable income.		
A	Deductions under Chapter VI-A, Eligible Deductions and	CO4, CO5,	Tax Filing Software,

	Tax Benefits.	CO6	<i>Excel, Numerical Problem Solving, Income Tax Portal, Case Studies</i>
B	Aggregation of Income, Clubbing of Income, Set-Off and Carry Forward of Losses.		
C	Computation of Total Income and Tax Liability of an Individual, Preparation of Tax Computation Statements.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 45 hrs)	TW: Term work includes assignments, numerical problem-solving exercises, tax computation sheets, case studies, presentations, quizzes, tax planning exercises, and practical applications related to income tax provisions and return preparation. SL: Self-learning through Income Tax portals, online tax filing utilities, research articles, latest amendments in taxation laws, case analysis, MOOCs, and practice of tax computation and return filing procedures.															
Mode of Examination	<table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)												
Quiz*	Assignment	Attendance														
20%	10%	5%	15%	50%												
References	Textbook: <i>Income Tax Act, 1961</i> — Taxmann. Dr. Vinod K. Singhania — <i>Direct Taxes Ready Reckoner</i>, Taxmann. Vinod K. Singhania — <i>Direct Taxes Law and Practice</i>, Taxmann. Mehrotra & Goyal — <i>Direct Taxes Law and Practice</i>, Sahitya Bhawan Publications. Official Income Tax Department Portal and Tax Filing Utilities for practical exposure and updated tax provisions.															

5. C5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility Strategic Decision Making	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	2	2	-	-	-	-	1	1	-	1	2	1	-	1
C02	3	3	1	-	-	-	-	3	-	1	1	3	-	-	1
C03	3	3	2	-	-	1	-	3	1	2	1	3	1	-	2
C04	3	3	2	1	-	1	-	3	1	2	1	3	1	-	2
C05	3	3	2	-	-	-	-	3	1	2	1	3	1	-	1
C06	3	3	2	1	1	2	1	3	2	3	2	3	2	1	3
AVG	3.00	2.83	1.83	1.00	1.00	1.33	1.00	2.67	1.20	2.00	1.17	2.83	1.20	1.00	1.67

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops practical and analytical understanding of taxation laws, tax planning, and financial compliance, thereby enhancing professional and financial education competencies.
SDG 8: Decent Work & Economic Growth	3	Builds taxation and compliance skills essential for financial management, accounting professions, consultancy, and economic decision-making in organizations.
SDG 9: Industry, Innovation & Infrastructure	2	Encourages systematic financial planning, compliance management, and efficient tax administration using analytical and digital tools.
SDG 12: Responsible Consumption & Production	2	Promotes responsible financial reporting, lawful tax planning, and ethical utilization of financial resources through compliance-oriented tax practices.
SDG 16: Peace, Justice & Strong Institutions	3	Enhances understanding of legal compliance, transparency, ethical tax practices, and the role of taxation in strengthening institutional and governance systems.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2026-27
Domain:	Finance	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Corporate Valuation and Restructuring
2	Course Code	----
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL)	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	To provide comprehensive understanding of corporate valuation and restructuring strategies, including mergers, acquisitions, takeovers, divestitures, and leveraged buyouts. The course aims to develop analytical skills in valuation techniques, deal structuring, regulatory compliance, and post-merger integration. Students will gain practical knowledge of corporate restructuring decisions and their impact on value creation, organizational growth, and stakeholder wealth maximization.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the concepts, forms, and strategic objectives of corporate restructuring. CO2: Analyze value creation opportunities arising from mergers, acquisitions, divestitures, and other restructuring initiatives. CO3: Apply corporate valuation models and deal structuring techniques to assess corporate transactions. CO4: Evaluate the legal, regulatory, accounting, and due diligence requirements associated with corporate restructuring activities. CO5: Assess post-merger integration challenges and develop strategies for effective organizational integration and change management. CO6: Critically evaluate real-world mergers, acquisitions, and restructuring cases

		to support strategic business decision-making.
8	Course Description	This course provides comprehensive understanding of corporate valuation and restructuring with emphasis on mergers, acquisitions, takeovers, divestitures, leveraged buyouts, and strategic alliances. The course covers valuation methodologies, deal structuring, legal and regulatory frameworks, due diligence processes, and post-merger integration strategies. Through practical case studies and industry examples, students will develop analytical capabilities required for assessing corporate transactions, evaluating restructuring alternatives, and understanding value creation mechanisms in corporate finance and strategic management.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Corporate Valuation and Restructuring (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with the concepts, forms, strategic motives, and challenges associated with corporate restructuring activities.		
A	Mergers, Acquisitions, Takeovers, Divestitures, Spin-offs, and Leveraged Buyouts.	CO1	Annual Reports, M&A Case Studies, Financial Databases, Corporate Restructuring Reports, PPTs
B	Synergies, Cost Efficiencies, Market Expansion, Competitive Advantage and Growth Strategies.		
C	Common Pitfalls, Risks and Failure Factors in Mergers and Acquisitions.		
Unit 2:	Corporate Valuation Techniques(6-0-0-6 = 12 hrs)		
Objective	To develop understanding regarding valuation principles and techniques used in corporate restructuring decisions.		
A	Fair Value, Intrinsic Value, Market Value and Book Value.	CO2	Excel Valuation Models, Financial Statements, Bloomberg Data, Capital IQ Reports
B	Discounted Cash Flow (DCF), Comparable Company Analysis (CCA), Precedent Transaction Analysis (PTA).		
C	Determining Share Exchange Ratio and Valuation of Synergies in Corporate Transactions.		
Unit 3:	Corporate Strategy and Deal Structuring (6-0-0-6 = 12 hrs)		
Objective	To examine strategic alternatives and deal structures adopted in corporate restructuring transactions.		
A	Joint Ventures, Strategic Partnerships and Collaborative Arrangements.	CO3	Corporate Finance Models, M&A Databases, Industry Reports, Financial Analytics Tools
B	Opportunities, Challenges and Regulatory Considerations in International Transactions.		
C	Financial Leverage, Risk Analysis, Financing Structure and Exit Strategies.		
Unit 4:	Analysis of Option-Based Strategies (6-0-0-6 = 12 hrs)		
Objective	To provide understanding regarding accounting standards, due diligence, and legal regulations governing corporate restructuring.		
A	Indian Accounting Standards, IFRS Guidelines and Purchase Consideration.	CO4	Regulatory Documents, Companies Act Provisions, SEBI Guidelines, Due Diligence Checklists
B	Financial, Legal, Operational and Human Resource Due Diligence.		
C	SEBI Takeover Code, Competition Act and Companies Act Provisions.		
Unit 5:	Post-Merger Integration and Case Studies (6-0-0-6 = 12 hrs)		
Objective	To develop understanding regarding post-merger integration challenges, change management, and		

	practical restructuring experiences.		
A	Cultural, Operational and Financial Integration Issues.	CO5, CO6	<i>Integration Frameworks, M&A Case Studies, Industry Reports, Organizational Assessment Tools</i>
B	Managing Organizational Culture and Change during Restructuring Processes.		
C	Analysis of Successful and Failed M&A Deals through Industry Case Studies.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work includes corporate valuation exercises, merger and acquisition case analysis, valuation model preparation, due diligence reviews, restructuring strategy evaluation, presentations, quizzes, and analysis of real-world M&A transactions and corporate restructuring cases. SL: Self-learning through annual reports, merger announcements, valuation reports, SEBI regulations, Companies Act provisions, research articles, business magazines, financial databases, and industry case studies related to mergers, acquisitions, and corporate restructuring.				
Mode of Examination	Weightage Distribution:				
	CA		Mid Term Assessment (MTA)		End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Kamal Ghosh Ray — Mergers and Acquisitions: Strategy, Valuation and Integration, PHI Learning Pvt. Ltd. Rajinder S. Aurora & Kavita Shetty — Mergers & Acquisitions, Oxford Higher Education. Sudi Sudarsanam — Creating Value from Mergers and Acquisitions, Pearson Education.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	1	–	1	1	–	1	–	1	1	2	1	1	1
C02	3	3	1	–	2	1	–	2	–	2	1	3	1	2	2
C03	3	3	1	–	2	2	–	2	–	2	1	3	1	2	3
C04	3	3	2	1	2	1	–	2	–	2	1	3	2	2	2
C05	3	3	2	2	2	2	–	1	1	2	1	3	2	2	2

CO6	3	3	2	2	3	2	-	2	1	3	2	3	2	3	3
Avg	3.00	2.83	1.50	1.67	2.00	1.50	-	1.67	1.00	2.00	1.17	2.83	1.50	2.00	2.17

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops advanced knowledge of corporate valuation, mergers and acquisitions, restructuring strategies, due diligence, and financial decision-making required in modern corporate environments.
SDG 8: Decent Work & Economic Growth	3	Enhances competencies in corporate growth strategies, business restructuring, mergers and acquisitions, and value creation initiatives that contribute to economic growth and organizational competitiveness.
SDG 9: Industry, Innovation & Infrastructure	2	Promotes understanding of strategic restructuring, corporate transformation, business expansion, and innovative deal structuring approaches adopted by modern organizations.
SDG 12: Responsible Consumption & Production	2	Encourages efficient allocation of corporate resources, value-maximizing restructuring decisions, and sustainable utilization of organizational assets through strategic financial planning.
SDG 16: Peace, Justice & Strong Institutions	3	Strengthens understanding of corporate governance, due diligence, legal compliance, regulatory frameworks, transparency, and ethical business practices in corporate restructuring and M&A transactions.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2026–27
Domain:	Finance	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Financial Derivatives & Risk Management
2	Course Code	----
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	The course aims primarily to acquaint participants with the basic logic of different types of financial innovations (derivatives, their processes, products & institutions) and develop a framework for financial engineering. The primary focus of the course is on analyzing the various derivative instruments keeping in view the domestic as well as global scenario.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the concepts of risk, risk management, derivative instruments, and their role in managing financial risks. CO2: Analyze the structure, functioning, and applications of derivative markets, futures contracts, stock futures, and index derivatives. CO3: Apply option valuation techniques and pricing models for analyzing derivative contracts and investment decisions. CO4: Evaluate various option-based trading and hedging strategies under different market conditions. CO5: Examine the characteristics, applications, and risk management implications of financial swap agreements. CO6: Assess derivative instruments and risk management techniques for effective financial decision-making and market participation.

8	Course Description	This course provides comprehensive understanding of financial derivatives and risk management practices in modern financial markets. It covers risk identification, risk measurement, derivative products, futures, options, swaps, derivative pricing models, and hedging strategies. The course emphasizes practical applications of derivatives in managing market risk, interest rate risk, foreign exchange risk, and price risk. Students will develop analytical understanding of derivative valuation, option strategies, swap mechanisms, and financial engineering techniques required for effective risk management and investment decision-making in dynamic financial markets.
---	---------------------------	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Financial Derivatives: An Overview (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with risk management concepts, derivative instruments, and the role of derivatives in managing financial risks.		
A	Meaning of Risk, Types of Business Risks, Managing Risk, Measurement of Risk, Role and Responsibilities of Risk Manager, Limitations of Risk Management.	CO1	Excel, Financial Risk Analysis Tools, NSE/BSE Derivatives Data, Case Studies, Financial Reports
B	Derivative Contracts, Products, Participants and Functions, Types of Derivatives, Significance of Derivatives, Derivatives Market in India.		
C	Forward Contracts, Limitations of Forward Markets, Introduction to Futures, Distinction between Futures and Forwards Contracts, Futures Terminology, Pricing of Forward and Futures Contracts, Types of Futures.		
Unit 2:	Understanding Index Derivatives and Stock Futures (6-0-0-6 = 12 hrs)		
Objective	To develop understanding regarding index derivatives, stock futures, and pricing mechanisms used in futures markets.		
A	Index Derivatives, Forward Contracts on Indices, Payoff for Derivative Contracts, Payoff for Futures, Applications of Index Futures.	CO2	NSE Derivatives Platform, Trading Simulators, Excel Models, Market Data Analytics
B	Forward Contracts on Stocks, Features and Specifications of Stock Futures.		
C	Pricing Equity Index Futures, Pricing Stock Futures, Cross Hedging, Stock Index Futures, Rolling the Hedge Forward.		
Unit 3:	Understanding the Valuation Concept of Options (6-0-0-6 = 12 hrs)		
Objective	To provide understanding regarding option contracts, option valuation concepts, and option pricing models.		
A	Meaning of Options, Terminology of Options, Types of Options.	CO3	Option Pricing Software, Excel Models, Black-Scholes Calculator,
B	Intrinsic Value, Time Value, Boundary Conditions for Option Pricing.		
C	Binomial Option Pricing Model, Black-Scholes Option Pricing Model, Put-Call Parity.		
Unit 4:	Analysis of Option-Based Strategies (6-0-0-6 = 12 hrs)		
Objective	To examine various bullish, bearish, and neutral option strategies used in derivative markets.		
A	Long Call, Short Call, Covered Call, Protective Put, Call Bull Spread, Put Bull Spread, Straps.	CO4, CO5	Valuation Models, Corporate Case Studies, Financial Analysis Tools,
B	Short Call, Long Put, Call Bear Spread, Put Bear Spread, Strips.		
C	Long Straddle, Short Straddle, Long Strangle, Short		

	Strangle, Call Time Spread, Put Time Spread, Long Call Butterfly, Short Call Butterfly.		
Unit 5:	Understanding the Concept of Financial Swaps (6-0-0-6 = 12 hrs)		
Objective	To develop understanding regarding financial swaps, swap valuation, and their role in risk management.		
A	Evolution and Definition of Swaps, Features, Advantages, Disadvantages, Usage of Swaps, Special Terms in Swap Contracts.	CO5, CO6	<i>Swap Valuation Models, Financial Analytics Software, Market</i>
B	Introduction and Types of Interest Rate Swaps, Purposes and Applications of Currency Swaps.		
C	Meaning and Valuation of Swaps, Swap Valuation Models, Types of Swap Risks, Market Simulation Lab Sessions using Internet-Based Trading Software.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work includes derivative pricing exercises, futures and options valuation problems, option strategy analysis, swap valuation assignments, market simulations, case studies on risk management, presentations, and practical exposure to derivative trading platforms. SL: Self-learning through NSE derivative market reports, SEBI publications, financial market databases, research articles, derivative pricing software, trading simulators, and analysis of derivative strategies used in domestic and international financial markets.				
Mode of Examination	Weightage Distribution:				
	CA		Mid Term Assessment (MTA)		End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	S.L. Gupta — Financial Derivatives: Theory, Concepts and Problems, PHI Learning Pvt. Ltd. Sundaram & Das — Derivatives: Principles and Practice, McGraw Hill Education. J.R. Varma — Derivatives and Risk Management, Tata McGraw-Hill Publishing Company.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	1	–	1	1	–	2	–	1	1	2	1	1	1
C02	3	3	–	–	2	1	–	2	–	2	1	3	1	2	2
C03	3	3	–	–	2	1	–	3	–	2	1	3	1	2	2
C04	3	3	1	–	2	2	–	3	–	2	1	3	1	2	3
C05	3	3	1	1	2	2	–	2	–	2	1	3	2	2	2

C06	3	3	1	1	3	2	-	3	1	3	2	3	2	3	3
Avg	3.00	2.83	1.00	1.00	2.00	1.50	-	2.50	1.00	2.00	1.17	2.83	1.33	2.00	2.17

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops advanced knowledge of financial derivatives, risk management techniques, derivative valuation models, and financial engineering practices required in modern financial markets.
SDG 8: Decent Work & Economic Growth	3	Enhances competencies in financial risk management, investment decision-making, derivative trading, and financial market operations that support economic growth and professional employability.
SDG 9: Industry, Innovation & Infrastructure	3	Promotes understanding of innovative financial instruments, derivative products, financial engineering techniques, and risk management frameworks used in modern financial systems.
SDG 12: Responsible Consumption & Production	2	Encourages prudent financial decision-making, effective risk mitigation, efficient resource allocation, and responsible management of financial exposures through derivative strategies.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain	Business Analytics	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Digital Marketing and Customer Analytics
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week) (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	To develop understanding of digital marketing concepts, customer analytics, web analytics tools, and digital campaign strategies for data-driven marketing decision-making and customer relationship management.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and describe the basic concepts, channels, and tools of digital marketing and customer analytics. CO2: <i>Explain and understand</i> SEO, SEM, content marketing, social media marketing, email marketing, and web analytics concepts. CO3: <i>Apply</i> digital marketing tools and customer analytics techniques for campaign planning, targeting, and customer engagement. CO4: <i>Analyze</i> customer behavior, campaign performance, website analytics, and customer journey data for marketing decision-making. CO5: <i>Evaluate</i> digital marketing strategies, customer segmentation models, campaign ROI, and customer relationship metrics. CO6: <i>Design</i> data-driven digital marketing campaigns and customer analytics strategies using modern digital tools and platforms.
8	Course Description	This course introduces the concepts, tools, and applications of digital marketing and customer analytics. It covers SEO, SEM, content marketing, social media

		marketing, email marketing, web analytics, customer segmentation, campaign management, and ROI analysis. The course also emphasizes customer insight generation, digital engagement strategies, and analytics-driven marketing decision-making using modern digital tools and platforms.
--	--	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Digital Marketing (6-0-0-6 = 12 hrs)		
Objective	To understand the fundamentals, scope, channels, and customer behavior aspects of digital marketing.		
A	Definition, evolution, and scope of digital marketing; Traditional vs Digital Platforms	CO1, CO2	<i>PPTs, Videos, Case Studies</i>
B	Key channels: SEO, SEM, content, social, email, and mobile marketing		
C	Digital customer journey and buying behavior		
Unit 2:	SEO, SEM and Content Marketing (6-0-0-6 = 12 hrs)		
Objective	To understand search engine optimization, search engine marketing, and content strategy for digital campaigns.		
A	Search Engine Optimization: On-page and Off-page SEO, Keywords, Meta Tags	CO2, CO3	<i>PPTs, Videos, Case Studies, Google Ads</i>
B	Google Ads and PPC Models		
C	Content strategy, content formats, content planning, viral content, and blogging		
Unit 3:	Social Media and Email Marketing (6-0-0-6 = 12 hrs)		
Objective	To analyze social media marketing strategies and email marketing techniques for customer engagement.		
A	Role of platforms: Facebook, LinkedIn, Instagram, and YouTube	CO3, CO4	<i>PPTs, Videos, Case Studies,</i>
B	Campaign planning, paid vs organic reach, engagement analytics		
C	Email segmentation, targeting, A/B testing, and automation tools		
Unit 4:	Web Analytics and Customer Insight Generation (6-0-0-6 = 12 hrs)		
Objective	To understand web analytics tools and customer insight generation techniques for marketing effectiveness.		
A	Web analytics tools: Google Analytics, Hotjar, etc.	CO4, CO5	<i>PPTs, Videos, Case Studies,</i>
B	KPIs, CTR, Bounce Rate, Customer Journey Mapping		
C	Data interpretation, heat maps, funnel analysis, and visual dashboards		
Unit 5:	Customer Analytics and Campaign Strategy (6-0-0-6 = 12 hrs)		
Objective	To examine customer analytics techniques and campaign evaluation methods for strategic digital marketing decisions.		
A	Customer profiling and segmentation: Demographic and Behavioral	CO5, CO6	<i>AI Platforms, Research Articles, Industry Reports</i>
B	Customer Lifetime Value (CLV), Churn Models, and RFM Analysis		
C	Campaign management process and ROI evaluation.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work (includes assignments, seminars,, industrial visits, any other student activities etc.) Mini Project, Group discussions SL: Self-learning through MOOCs, online tutorials, research papers, and industry reports				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Textbook: 1.Ben Eubanks (2018). Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce. Kogan Page Publishers, 2018 2.Strohmeier, Stefan (2022). Handbook of Research on Artificial Intelligence in Human Resource Management. Edward Elgar Publishing, 2022 3.Ban Eubanks: Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Vocational Competence	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous
	PO1	PO 2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PS01	PSO 2	PSO3	PSO4
C01	3	1	-	-	-	-	-	1	-	-	1	2	1	-	-
C02	3	2	1	1	-	1	-	2	1	-	2	2	2	-	1
C03	3	3	1	2	1	2	-	3	1	1	2	3	3	1	2
C04	2	3	1	2	1	2	-	3	1	2	2	3	3	2	2
C05	2	3	2	2	1	2	1	3	2	2	2	2	3	2	2
C06	2	3	2	3	1	3	2	3	2	2	3	3	3	3	3
Avg	2.50	2.5	1.16	1.66	0.66	1.66	0.50	2.50	1.16	1.16	2.00	2.50	2.50	1.33	1.66

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 7 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops digital marketing competencies, analytical thinking, and customer analytics skills through modern digital tools and platforms.
SDG 8: Decent Work & Economic Growth	3	Enhances employability, entrepreneurship, digital business growth, and customer relationship management capabilities.
SDG 9: Industry, Innovation & Infrastructure	3	Encourages innovation through digital technologies, analytics platforms, and data-driven marketing strategies.
SDG 10: Reduced Inequalities	1	Supports inclusive communication and customer engagement strategies through digital platforms.
SDG 12: Responsible Consumption & Production	2	Promotes ethical digital marketing, responsible advertising, and sustainable customer relationship practices.
SDG 16: Peace, Justice & Strong Institutions	2	Strengthens ethical marketing practices, customer data privacy, transparency, and responsible digital communication.
SDG 17: Partnerships for the Goals	1	Encourages collaboration among digital platforms, businesses, and customers for effective digital ecosystems.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Business Analytics	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Application of Python in Decision Making
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week) (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	To develop understanding of Python applications in business analytics, data-driven decision-making, data visualization, and managerial problem-solving for effective business decisions.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the role of Python in business analytics and managerial decision-making. CO2: Analyze business data using Python-based analytical techniques. CO3: Apply Python tools for data manipulation, visualization, and interpretation. CO4: Examine the use of Python in predictive analysis and business problem-solving. CO5: Evaluate ethical, practical, and implementation challenges associated with data-driven decision-making using Python. CO6: Evaluate Python-based analytical approaches for improving business decisions and organizational performance

8	Course Description	This course focuses on the application of Python in managerial decision-making and business analytics. It covers data handling, visualization, analytical techniques, predictive analysis, and business applications of Python. The course emphasizes practical understanding of data-driven decision-making and analytical thinking for business managers.
---	---------------------------	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Python for Business Decision Making (3-0-1-2 = 6 hrs)		
Objective	To familiarize students with Python and its role in business analytics and decision-making		
A	Introduction to Python and Business Analytics	CO1, CO6	<i>Lectures, PPT Presentations, Case Studies, Group Discussions</i>
B	Python Environment and Business Applications		
C	Data-driven Decision-Making Process		
Unit 2:	Data Handling and Analysis using Python (3-0-1-2 = 6 hrs)		
Objective	To understand data collection, processing, and analysis using Python tools.		
A	Data Collection and Preparation	CO2, CO3, CO6	<i>Assignments, Analytics Exercises, Business Examples</i>
B	Data Cleaning and Data Transformation		
C	Exploratory Data Analysis for Business Decisions		
Unit 3:	Data Visualization and Business Insights (3-0-1-2 = 6 hrs)		
Objective	To develop understanding of data visualization techniques and interpretation of business information		
A	Data Visualization Concepts and Importance	CO3, CO4, CO6	<i>Visualization Exercises, Business Simulations, Presentations</i>
B	Charts, Graphs and Dashboard Development		
C	Interpretation of Business Data and Trends		
Unit 4:	Predictive Analytics and Decision Support (3-0-1-2 = 6 hrs)		
Objective	To analyze predictive analytics applications for managerial decision-making		
A	Introduction to Predictive Analytics	CO4, CO5 CO6	<i>Case Analysis, Predictive Analytics Exercises, Group Activities</i>
B	Forecasting and Business Decision Support		
C	Python Applications in Marketing, Finance and HR Decisions		
Unit 5:	Emerging Applications and Ethical Issues (3-0-1-2 = 6 hrs)		
Objective	To examine ethical issues and emerging applications of Python in business environments.		
A	Ethical Issues in Data Analytics and Decision Making	CO5, CO6	<i>Research Assignments, Industry Discussions, Audio-Visual Learning Resources</i>
B	AI, Machine Learning and Python-based Decision Systems		
C	Future Trends in Data-driven Business Decision Making		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Data analysis exercises, business analytics case studies, Python demonstrations, presentations, decision-making simulations, and group activities. SL: MOOCs, research papers, online tutorials, Python-based analytics resources, business datasets, industry reports, and self-learning projects.
--	---

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Text Book: 1. Python for Data Analysis – Wes McKinney, O'Reilly Media. 2. Business Analytics: Data Analysis and Decision Making – S. Christian Albright & Wayne L. Winston, Cengage Learning. 3. Python Crash Course – Eric Matthes, No Starch Press. 4. Practical Business Analytics Using Python – N. G. Nair, BPB Publications. Business Intelligence and Analytics – Ramesh Sharda, Dursun Delen & Efraim Turban, Pearson Education.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Development	Innovation, Entrepreneurship and Continuous
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	2	1	1	1	1	-	3	1	1	2	3	1	1	2
C02	3	3	1	1	1	1	-	3	1	2	2	3	1	1	2
C03	3	3	1	1	1	2	-	3	1	2	2	3	1	1	2
C04	2	3	1	1	1	2	-	3	1	2	2	3	1	1	2
C05	2	2	3	1	1	2	2	2	3	2	3	2	2	2	2
C06	3	3	2	2	1	2	1	3	2	2	3	3	2	2	2
AVG	2.67	2.67	1.50	1.17	1.00	1.67	1.50	2.83	1.50	1.83	2.33	2.83	1.33	1.33	2.00

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix-

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG:4 Quality Education	3	Develops analytical, digital, and data literacy skills essential for modern business professionals.
SDG:8 Decent Work & Economic Growth	2	Enhances employability and managerial decision-making through analytical competencies.
SDG 9: Industry, Innovation &	3	Promotes adoption of digital technologies, analytics, and innovation-driven business practices.

Infrastructure		
SDG 12: Responsible Consumption & Production	2	Encourages data-driven resource optimization and responsible business decision-making.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Business Analytics	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Business Forecasting with Time Series
2	Course Code	
3	Credits	02
4	Contact (Learning) Hours per Week) (L-T-P-SL)	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	The objective of this course is to develop students' understanding of time series analysis and forecasting techniques used in managerial and business decision-making. The course aims to equip students with the ability to analyze historical data, identify trends and seasonal patterns, measure forecasting errors, and apply appropriate forecasting models for predicting future business outcomes. The course encourages students to apply statistical and analytical techniques to solve real-world business problems and support strategic planning in dynamic business environments.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Define the concepts of time series, forecasting methods, and components of time series analysis. CO2: Classify and evaluate forecasting errors and error measurement techniques

		in time series forecasting. CO3: Apply smoothing techniques such as moving averages and exponential smoothing for forecasting business data. CO4: Analyze regression trend models and seasonal variation methods using statistical and forecasting tools. CO5: Determine appropriate ARIMA models through model identification, estimation, checking, and forecasting. CO6: Develop forecasting models using software tools such as Excel, SPSS, and Minitab for business decision-making.
8	Course Description	This course focuses on the concepts and applications of time series analysis and forecasting techniques used in business decision-making. The course introduces students to trend analysis, smoothing methods, regression forecasting, seasonal variations, and ARIMA modeling. Emphasis is given to practical applications using statistical software tools such as MS Excel, SPSS, and Minitab for forecasting business trends and supporting strategic managerial decisions.

3. Course Outline:

Units		CO Mapping	Tools Used
Unit 1:	Introduction to Time Series and Forecasting (6-0-0-6 = 12 hrs)		
Objective	To understand the fundamentals of time series analysis and forecasting techniques.		
A	Introduction to Forecasting- Meaning and importance of forecasting, Types of forecasting methods, Applications of forecasting in business	CO1, CO6	PPTs, Case Studies, Videos, MS Excel
B	Introduction to Time Series-Utility of time series analysis, Stationary and non-stationary time series, Univariate and multivariate methods, Scaling of time series,		
C	Components of time series-Secular Trend, Seasonal Variations, Cyclical Variations, Random or Irregular Variations, Additive and Multiplicative decomposition models, Trend Analysis and Trend Extrapolation using MS Excel		
Unit 2:	Forecasting Errors and Error Measurement (6-0-0-6 = 12 hrs)		
Objective	To understand forecasting errors and evaluate forecasting accuracy.		
A	Forecasting Errors- Introduction to forecasting errors, Types of forecasting errors, Interpreting forecasting errors	CO2, CO6	PPTs, Case Analysis , Numerical Problems, Excel Demonstration
B	Error Measurement Techniques- Mean Absolute Deviation , Mean Squared Error, Mean Square Error , Mean Absolute Percentage Error		
C	Confidence Intervals and Standard Error-Confidence intervals in forecasting, Standard error in time series analysis, Error inspection and interpretation		
Unit 3:	Time Series Smoothing Techniques (6-0-0-6 = 12 hrs)		
Objective	To apply smoothing techniques for forecasting business data.		
A	Moving Average Methods- Moving average method, Weighted moving average method, Semi-average method, Forecasting using moving averages	CO3,CO6	PPTs, Software Demonstrations, Numerical Problems
B	Exponential Smoothing- Concept of exponential		

	smoothing, Exponential Weighted Moving Average, Double exponential smoothing – Holt’s technique		
C	Software Applications for Smoothing Techniques- Forecasting using MS Excel, Forecasting using SPSS and Minitab, Comparative analysis of smoothing methods		
Unit 4:	Regression Trend and Seasonal Analysis (6-0-0-6 = 12 hrs)		
Objective	To analyze trend and seasonal variations in time series data.		
A	Regression Trend Analysis- Introduction to regression trend analysis, Linear regression trend model, Quadratic trend model	C04,C06	PPTs, Excel/SPSS/Minitab Applications, Numerical Exercises
B	Seasonal Variation Methods- Method of simple averages, Ratio-to-trend method, Ratio-to-moving-average method, Link relative method		
C	Software Applications in Seasonal Analysis- Using Excel/SPSS/Minitab for seasonal variation		
Unit 5:	ARIMA Models and Business Forecasting (6-0-0-6 = 12 hrs)		
Objective	To develop ARIMA forecasting models for business forecasting applications.		
A	Introduction to ARIMA Methodology- Autoregressive models, Moving average models, Autoregressive Integrated Moving Average (ARIMA) models	C05,C06	PPTs, Software Applications, Case Exercises
B	Model Building Strategy- Model identification, Model estimation, Model checking, Forecasting with ARIMA models		
C	Model Selection and Software Applications- Model selection criteria- Using Minitab for ARIMA models, Business forecasting applications using ARIMA		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	Team Work and Self-Learning Activities • Practice assignments using Excel/SPSS/Minitab • Case-based forecasting exercises • Interpretation of business forecasting reports • Self-study on forecasting applications in business				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Text Books: 1.Spyros Makridakis, Steven Wheelwright & Rob Hyndman – Forecasting: Methods and Applications 2.Douglas C. Montgomery, Cheryl L. Jennings & Murat Kulahci – Introduction to Time Series Analysis and Forecasting Reference Books: 1. Hanke & Wichern – Business Forecasting 2. Anderson, Sweeney & Williams – Statistics for Business and Economics 3. Box, Jenkins, Reinsel & Ljung – Time Series Analysis: Forecasting and Control 4. Research papers and software manuals related to forecasting and time series analysis				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development	
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PS01	PS02	PS03	PS0 4
C01	3	2	-	-	-	-	-	2	-	1	2	3	-	-	1
C02	2	2	-	-	-	-	-	3	-	1	2	3	-	-	1
C03	2	3	-	-	-	1	-	3	-	1	2	3	-	-	2
C04	2	3	-	-	1	1	-	3	-	2	2	3	-	1	2
C05	3	3	-	-	-	1	-	3	-	2	2	3	-	-	2
C06	2	2	-	-	-	2	-	3	-	2	3	3	-	-	2
Avg	2.3	2.5	-	-	0.2	0.7	-	2.8	-	1.5	2.2	3	-	0.2	1.7

6. Course-to-SDG Matrix

This course aligns with 3 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal& Description	Mapping	Justification
SDG 4: Quality Education	3	Enhances analytical, forecasting, and software-based learning skills.
SDG 8: Decent Work and Economic Growth	2	Supports managerial forecasting and strategic business planning.
SDG 9: Industry, Innovation and Infrastructure	2	Promotes data-driven decision-making and analytical innovation.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Business Analytics	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Prescriptive Analytics-Optimization and Simulation
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week) (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	The course aims to equip students with advanced analytical and optimization techniques for managerial decision-making. It focuses on mathematical modeling, optimization methods, simulation, transportation and assignment models, and spreadsheet-based decision-support systems to solve complex business problems and improve organizational performance.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall the concepts, tools, and applications of prescriptive analytics and optimization techniques. CO2: Explain linear, integer, and nonlinear programming models to solve business decision problems using spreadsheet tools CO3: Apply transportation, assignment, and sequencing models for optimizing

		organizational resources and operations. CO4: Analyze complex business situations using optimization and simulation techniques for managerial decision-making. CO5: Evaluate alternative business strategies and operational decisions using advanced analytical models and sensitivity analysis. CO6: Design prescriptive analytics-based decision-support systems and optimization solutions for real-world business problems.
8	Course Description	This course provides a comprehensive understanding of prescriptive analytics and its role in managerial decision-making. The course covers optimization techniques including linear programming, integer programming, nonlinear programming, transportation models, assignment models, sequencing models, and simulation. Students learn to formulate and solve business problems using Excel Solver and simulation tools. The course emphasizes practical applications in finance, operations, supply chain, logistics, human resource management, and strategic decision-making. Through analytical modeling and optimization techniques, students develop data-driven decision-support capabilities essential for modern business environments.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Prescriptive Analytics (6-0-0-6=12)		
Objective	To understand optimization concepts and formulate business decision problems.		
A	Introduction to Prescriptive Analytics: Definition, Scope, Applications, Optimization Process	CO1, CO2	PPTs, Videos, Case Studies
B	Linear Programming Problem (LPP): Formulation, Excel Solver, Applications in Portfolio Management, Media Selection, Make-or-Buy Decisions		
C	Extensions of LPP: Parametric Linear Programming, Parametric Cost, Profit and RHS Constraint Problems		
Unit 2:	Integer and Non-Linear Programming (6-0-0-6=12)		
Objective	To apply advanced optimization techniques in business decision-making.		
A	Integer Programming: Formulation, Excel Solver, Applications in Real Estate, Capital Budgeting, Distribution System Design, Banking Networks	CO2, CO3	PPTs, Videos, Case Studies
B	Non-Linear Programming: Formulation and Solution using Excel Solver		
C	Applications of NLPP in Production Planning, Index Funds and Portfolio Management		
Unit 3:	Transportation and Assignment Models (6-0-0-6=12)		
Objective	To optimize resource allocation and logistics decisions.		
A	Transportation and Assignment Problems: Formulation and Solution using Excel	CO3, CO4	PPTs, Videos, Case Studies
B	Applications of Transportation Models in Media Planning, HR Allocation and Inventory Management		
C	Applications of Assignment Models in Logistics, Compensation Optimization and Resource Scheduling		
Unit 4:	Sequencing Models (6-0-0-6=12)		
Objective	To analyze scheduling and operational efficiency problems.		
A	Introduction to Sequencing Problems, Assumptions and	CO4, CO5	PPTs, Videos, Case

	Methods		Studies, Applications
B	Johnson's Algorithm, n Jobs through 2 and 3 Machines		
C	Gantt Charts and Excel-based Sequencing Solutions		
Unit 5:	Simulation (6-0-0-6=12)		
Objective	To evaluate uncertainty and business risk using simulation techniques.		
A	Introduction to Simulation and Monte Carlo Simulation	C05, C06	<i>PPTs, Videos, Case Studies Research Articles, Industry Reports</i>
B	Random Number Generation and Simulation using Excel		
C	Simulation of Inventory and Queuing Systems		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work (includes assignments, seminars,, industrial visits, any other student activities etc.) Mini Project, Group discussions SL: Self-learning through MOOCs, online tutorials, research papers, and industry reports				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Textbook: 1. Business Analytics: Data Analysis and Decision Making, Cengage Learning, Latest Edition. 2. Practical Management Science, Cengage Learning, Latest Edition. 3. Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, McGraw-Hill Education, Latest Edition.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	2	1	-	-	-	-	-	2	-	1	1	2	-	-	1
C02	3	3	-	-	-	1	-	3	-	2	1	3	-	-	1
C03	3	3	-	1	-	2	-	3	-	2	1	3	1	-	2
C04	3	3	-	1	-	2	-	3	-	2	2	3	1	-	2
C05	2	3	1	1	-	2	1	3	1	3	2	3	1	1	2
C06	3	3	1	2	1	3	1	3	1	3	3	3	2	1	3
Avg	2.67	2.67	1.00	1.25	1.00	2.00	1.00	2.83	1.00	2.17	1.67	2.83	1.25	1.00	1.83

Note: Row averages are computed over non-zero entries only

6. Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops quantitative, analytical, optimization, and decision-making skills essential for modern management education.
SDG 8: Decent Work & Economic Growth	3	Supports efficient resource allocation, productivity improvement, and data-driven business decision-making.
SDG 9: Industry, Innovation and Infrastructure	3	Promotes optimization techniques, simulation models, and innovative analytical approaches for industrial applications.
SDG 12: Responsible Consumption and Production	2	Facilitates optimal utilization of resources, inventory control, logistics optimization, and waste reduction.
SDG 16: Peace, Justice & Strong Institutions	1	Encourages transparent, objective, and evidence-based managerial decision-making.
SDG 17: Partnerships for the Goals	1	Supports collaborative planning and efficient allocation of organizational and societal resources.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Operations	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Infrastructure Management
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	The course aims to provide students with a comprehensive understanding of infrastructure development, planning, implementation, financing, and governance. It focuses on infrastructure sectors, policy frameworks, stakeholder participation, sustainability issues, and financing mechanisms necessary for economic growth and national development.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall the concepts, significance, and institutional framework of infrastructure development. CO2: <i>Explain</i> the characteristics and operational aspects of major infrastructure sectors and their contribution to economic development. CO3: <i>Apply</i> policies, planning approaches, and regulatory frameworks in infrastructure development projects. CO4: <i>Analyze</i> implementation challenges, sustainability concerns, stakeholder participation, and risk management in infrastructure projects. CO5: <i>Evaluate</i> infrastructure development programs, financing models, and public-private partnership initiatives. CO6: <i>Design</i> strategic solutions and policy interventions for sustainable infrastructure development and management.
8	Course Description	This course provides an in-depth understanding of infrastructure development and management in the context of economic growth and sustainable development. The course examines various infrastructure sectors such as transportation, power,

		telecommunications, urban and rural infrastructure, along with planning, implementation, financing, and governance issues. Students will explore public-private partnerships, stakeholder participation, policy interventions, risk management, sustainability considerations, and the role of financial institutions in supporting infrastructure development. The course equips learners with the analytical and managerial skills necessary for planning and managing infrastructure projects in public and private sectors.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Infrastructure (6-0-0-6=12)		
Objective	To understand the concept, significance, and institutional framework of infrastructure development.		
A	Infrastructure: Definition, Role, Types, Importance	CO1, CO2	<i>PPTs, Videos, Case Studies</i>
B	Infrastructure Development in India		
C	Role of State-Level and Local Organizations and Institutions in Infrastructure Development		
Unit 2:	Infrastructure Sector (6-0-0-6=12)		
Objective	To examine major infrastructure sectors and their role in economic development.		
A	Transportation Infrastructure: Railways, Roads, Airways, Ropeways	CO2, CO3	<i>PPTs, Videos, Case Studies</i>
B	Shipping Industry, Commercial Shipping, Documentation, Vessel Management Systems		
C	Power, Telecom, Rural and Urban Infrastructure Sectors		
Unit 3:	Infrastructure Development Planning and Implementation Issues (6-0-0-6=12)		
Objective	To understand planning frameworks, policy initiatives, and implementation challenges in infrastructure projects.		
A	Policies and Programs in Infrastructure Development	CO3, CO4	<i>PPTs, Videos, Case Studies</i>
B	Implementation Issues, Land Acquisition Acts, Human Settlements and Rehabilitation Programs		
C	Urban Planning		
Unit 4:	Infrastructure Development Implementation (6-0-0-6=12)		
Objective	To analyze stakeholder participation, sustainability, and project evaluation mechanisms.		
A	Public Participation, NGOs, Commissions, Committees and Task Forces	CO4, CO5	<i>PPTs, Videos, Case Studies</i>
B	Risks Involved in Infrastructure Development and Sustainability		
C	Periodic Evaluation and Review		
Unit 5:	Infrastructure Finance (6-0-0-6=12)		
Objective	To evaluate financing mechanisms and develop strategic approaches for infrastructure development.		
A	Public-Private Partnerships (PPP) in Infrastructure	CO5, CO6	<i>PPTs, Videos, Case Studies Research Articles, Industry Reports</i>
B	Policy Formulation and Intervention Strategies		
C	Role of Banks and Financial Institutions in Infrastructure Development		

4. Course Evaluation & References

Team Work and	TW: Term work (includes assignments, seminars,, industrial visits, any other student
----------------------	--

Self-Learning (in Hours) (SL: 45 hrs)	activities etc.) Mini Project, Group discussions SL: Self-learning through MOOCs, online tutorials, research papers, and industry reports				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Textbook: 1.Kulwant Singh ed. “Integrated Urban Infrastructure Development in India” 2.Infrastructure Management: “Integrating Design, Construction and Maintenance” by W.Ronald Hudson				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Creativity Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	1	1	1	1	–	2	–	1	–	1	2	1	2	–
C02	3	2	1	1	2	1	2	1	1	–	1	2	1	3	1
C03	3	3	1	1	2	1	2	2	1	1	2	3	1	3	1
C04	2	3	2	2	2	2	3	2	2	1	2	3	2	3	2
C05	2	3	2	2	2	2	3	3	2	2	2	3	2	3	2
C06	3	3	2	3	2	3	3	3	3	2	3	3	3	3	3
Avg	2.67	2.50	1.50	1.67	1.83	1.80	2.50	2.20	1.67	1.50	1.83	2.67	1.67	2.83	1.80

Note: Row averages are computed over non-zero entries only

6. Course-to-SDG Matrix

This course aligns with 7 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 8: Decent Work & Economic Growth	3	Infrastructure development promotes economic productivity, employment generation, and regional development.
SDG 9: Industry, Innovation and Infrastructure	3	Core focus on planning, financing, development, and management of resilient infrastructure systems.
SDG 10: Reduced Inequalities	2	Encourages emotional awareness, diversity, inclusion, and conflict resolution practices.
SDG 11: Sustainable Cities and Communities	3	Addresses urban planning, transportation systems, public participation, and sustainable infrastructure.
SDG 13: Climate Action	2	Incorporates sustainability, environmental considerations, and risk mitigation in infrastructure projects.
SDG 16: Peace, Justice & Strong Institutions	2	Examines governance structures, public institutions, policy frameworks, and stakeholder participation.
SDG 17: Partnerships for the Goals	3	Emphasizes Public-Private Partnerships (PPP), collaboration among government agencies, NGOs, and financial institutions.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Operations	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Total Quality management
2	Course Code	
3	Credits	02
4	Contact (Learning) Hours per Week) (L-T-P-SL))	2-0-0-2
4.5	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	The main purpose of this course is to provide an understanding of the process of managing quality and services. The course aims to explain the concepts, theories, principles, and tools of Total Quality Management, which play a significant role in organizational excellence and continuous improvement. The course further develops students' ability to apply quality management systems, reliability concepts, Six Sigma techniques, and ISO standards for improving organizational productivity, sustainability, and customer satisfaction.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, principles, dimensions, and evolution of quality management and quality assurance systems. CO2: Apply TQM tools and quality concepts in product design and process improvement. CO3: Analyze reliability concepts and evaluate the role of quality circles in organizational effectiveness. CO4: Examine Six Sigma methodology and Taguchi approaches for quality improvement and cost reduction. CO5: Evaluate Quality Management Systems (QMS), ISO standards, and documentation practices for organizational quality assurance. CO6: Develop integrated quality management solutions by synthesizing concepts and practices for organizational excellence and continuous improvement.
8	Course	This course provides comprehensive knowledge of Total Quality Management,

	Description	quality assurance systems, reliability engineering, Six Sigma methodologies, Taguchi approaches, and ISO standards. It focuses on quality improvement techniques, process optimization, customer satisfaction, and organizational excellence through strategic quality management practices. The course integrates theoretical concepts with practical applications through case studies, quality tools, and industrial practices.
--	--------------------	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Quality Management (6-0-0-6 = 12 hrs)		
Objective	To understand the fundamentals, evolution, principles, and dimensions of quality management.		
A	Meaning, characteristics, evolution of quality control, changing quality concepts	CO 1, CO 6	<i>Smart Board, PPTs, Case Discussion</i>
B	Quality control vs quality assurance, dimensions and principles of quality		
C	Organizing for effective quality management		
Unit 2:	Quality Concept in Design and TQM Tools (6-0-0-6 = 12 hrs)		
Objective	To develop understanding of quality-oriented product design and TQM tools for process improvement.		
A	Product development cycle, considerations for good design, design review, prototype evolution	CO 2, CO 6	<i>Smart Board, PPTs, Product Design Cases, Statistical Tools, Excel</i>
B	Pareto principle, scatter plots, control charts, histograms		
C	Cause-effect charts, flow charts, and other TQM tools		
Unit 3:	Reliability & Quality Circles (6-0-0-6= 12 hrs)		
Objective	To understand reliability management and the role of quality circles in continuous improvement.		
A	Meaning, elements, factors affecting reliability, product failure analysis	CO 3, CO 6	<i>Smart Board, PPTs, Spreadsheet Tools, Simulations, Role Play</i>
B	Reliability calculations and reliability control techniques		
C	Quality circles: objectives, functioning, structure, and limitations		
Unit 4:	Six Sigma & Taguchi Approach (6-0-0-6= 12 hrs)		
Objective	To analyze Six Sigma frameworks and Taguchi methods for quality enhancement and process optimization.		
A	Six Sigma concepts, features, goals, and implementation	CO 4, CO 6	<i>Smart Board, PPTs, Numerical Applications, Statistical Software</i>
B	Six Sigma organization, roles, benefits, and cost analysis		
C	Taguchi method, quality loss function, Taguchi vs traditional approach		
Unit 5:	Quality Management System (6-0-0-6= 12 hrs)		
Objective	To understand ISO standards, quality systems, and documentation requirements for quality assurance.		
A	Introduction to QMS, ISO 9000 and ISO 14000 concepts and clauses	CO 5, CO 6	<i>Smart Board, PPTs, Industry Reports, Case Studies</i>
B	ISO 14001, ISO 22000, ISO 27001 and other quality systems		
C	Implementation of quality systems, documentation requirements and benefits		

4. Course Evaluation & References

Team Work and	Team Work and Self-Learning
----------------------	-----------------------------

Self-Learning (in Hours) (SL: 30 hrs)	1. Case analysis on quality management practices 2. Preparation of ISO documentation samples 3. Reliability and Six Sigma numerical exercises 4. Research on quality practices in manufacturing and service industries 5. Group presentations on TQM implementation success stories 6. Self-learning through industry reports and quality audit observations															
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)												
Quiz*	Assignment	Attendance														
20%	10%	5%	15%	50%												
References	Textbooks: 1. Total Quality Management – Subburaj Ramasamy, Total Quality Management, McGraw-Hill Education. 2. Total Quality Management – S.K. Mandal, Total Quality Management, Vikas Publishing House. Other References: 1. Total Quality Management – H. Lal, Total Quality Management, New Age International Publishers. 2. Total Quality Management – R. Kesavan, C. Elanchezhian, B. Vijaya Ramnath, Total Quality Management, I.K. International Publishing House.															

5. C5. C5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable	Innovation, Entrepreneurship and Continuous	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PS01	PS02	PS03	PS04
C01	3	2	2	1	1	1	1	2	1	1	2	3	2	1	1
C02	3	3	1	1	1	2	1	3	1	2	2	3	1	1	2
C03	2	2	2	3	1	1	1	2	2	2	2	2	3	1	1
C04	2	3	1	2	1	3	1	3	1	2	2	3	2	1	3
C05	2	2	2	1	2	1	3	2	2	2	2	2	2	3	1
C06	3	3	2	3	2	3	2	3	2	3	3	3	3	2	3
AVG	2.50	2.50	1.67	1.83	1.33	1.83	1.50	2.50	1.50	2.00	2.17	2.67	2.17	1.50	1.83

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 6 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal& Description	Mapping	Justification
SDG 4 – Quality Education	3	Develops managerial and analytical competencies in quality management and continuous improvement.
SDG 8 – Decent Work and Economic Growth	3	Enhances productivity, operational efficiency, and organizational excellence through quality systems.
SDG 9 – Industry, Innovation and Infrastructure	3	Encourages innovation and process optimization through Six Sigma and TQM practices.
SDG 12 – Responsible Consumption and Production	2	Promotes waste reduction, quality assurance, and sustainable production practices.
SDG 13 – Climate Action	1	Supports environmentally responsible quality systems through ISO 14000 standards.
SDG 16 – Peace, Justice and Strong Institutions	2	Strengthens ethical quality practices, compliance systems, and organizational accountability.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Operations	Semester:	III

2. Course Details

S. No	Attribute	Details
9.	Course Title	Supply Chain Management
10.	Course Code	----
11.	Credits	2
12.	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
13.	Course Type	Theory(Elective)
14.	Course Objective	To provide comprehensive understanding of Supply Chain Management (SCM), its strategic significance, and its role in enhancing organizational competitiveness. The course aims to develop analytical understanding of logistics, transportation, inventory management, supply chain coordination, sustainability, legal frameworks, and emerging technologies.
15.	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the concepts, evolution, strategic importance, and key components of supply chain management. CO2: Analyze the role of logistics, transportation, inventory management, and coordination mechanisms in improving supply chain efficiency. CO3: Evaluate inventory management practices, supply chain network design, and uncertainty management techniques for effective supply chain operations. CO4: Assess the impact of supply chain disruptions, bullwhip effect, sustainability initiatives, and performance measurement frameworks on organizational performance. CO5: Examine legal, regulatory, environmental, and compliance issues affecting supply chain operations and global logistics. CO6: Apply information systems, digital technologies, and emerging technological tools to optimize supply chain processes and decision-making.
16.	Course Description	This course introduces the fundamentals of Supply Chain Management, including logistics, transportation, inventory management, and supply chain coordination. It

		explores supply chain design, performance measurement, sustainability practices, and technology-driven solutions. Students develop analytical skills to design efficient, sustainable, and competitive supply chain systems.
--	--	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction and Strategic View of Supply Chains (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with the fundamentals, evolution, strategic importance, and key enablers of supply chain management.		
A	Understanding Supply Chain Management, Evolution of SCM, Logistics and SCM.	CO1	Logistics Case Studies, Industry Reports
B	Role of Transportation, Inventory Management and Stakeholders in Supply Chains.		
C	Importance of Supply Chain Management and Key Supply Chain Enablers.		
Unit 2:	Managing Supply Chain Uncertainty and Performance (6-0-0-6 = 12 hrs)		
Objective	To develop understanding regarding supply chain uncertainty, coordination mechanisms, and performance measurement systems.		
A	Concept, Causes and Impact of the Bullwhip Effect on Supply Chain Performance.	CO2, CO3	Inventory Analysis Tools, Excel
B	Supply Chain Network Design, Managing Uncertainty and Supply Chain Coordination.		
C	Performance Measurement Frameworks and SCOR Model Applications.		
Unit 3:	Green Supply Chain and Sustainability (6-0-0-6 = 12 hrs)		
Objective	To examine sustainability issues, environmental concerns, and green supply chain strategies.		
A	Green Supply Chain, Process Cycles and Green Supply Chain Strategies.	CO4	Sustainability Reports, Green SCM Case Studies
B	Green SCM Practices, Global Warming Issues and Environmental Legislation.		
C	Sustainable Development, Renewable Energy and Sustainable Supply Chain Practices.		
Unit 4:	Legal Aspects of Supply Chain Management (6-0-0-6 = 12 hrs)		
Objective	To provide understanding regarding legal, regulatory, and compliance frameworks governing supply chain operations.		
A	Legal Framework, Contract Law and Regulatory Compliance in Supply Chains.	CO5	Trade Regulations, Case Laws
B	Intellectual Property Rights, Documentation and Dispute Resolution Mechanisms.		
C	International Trade Law, Shipping Law, Logistics Law and Emerging Legal Issues.		
Unit 5:	Application of Technology in Supply Chain Management (6-0-0-6 = 12 hrs)		
Objective	To develop understanding regarding digital technologies and information systems used in modern supply chain operations.		
A	Role and Applications of Supply Chain Information Systems.	CO6	Case Studies
B	Technology Devices and Emerging Technologies in Supply Chain Management.		
C	Benefits, Applications and Strategic Value of Supply Chain Information Systems.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work includes supply chain mapping exercises, logistics and inventory analysis, SCOR model applications, sustainability assessment projects, legal compliance case studies, technology-based SCM assignments, presentations, and group discussions on contemporary supply chain challenges. SL: Self-learning through industry reports, logistics case studies, sustainability reports, SCM software demonstrations, research articles, international trade publications, supply chain analytics platforms, and emerging technology applications in supply chain management.																			
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.					CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)																
Quiz*	Assignment	Attendance																		
20%	10%	5%	15%	50%																
References	Text Books: 1.N. Chandrasekaran — Supply Chain Management: Process, System and Practice. 2.Sunil Chopra & Peter Meindl — Supply Chain Management: Strategy, Planning and Operation.																			

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility Strategic Decision Making	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	2	-	-	1	1	-	1	-	1	1	2	-	1	1
C02	3	3	-	1	1	1	-	2	-	2	1	3	1	1	2
C03	3	3	-	1	1	1	-	2	-	2	1	3	1	1	2
C04	3	3	1	1	2	2	3	2	2	2	1	3	1	3	2
C05	3	3	2	1	2	1	2	1	2	2	1	3	2	3	2
C06	3	3	1	1	2	3	1	3	1	2	2	3	1	2	3
AVG	3.00	2.83	1.33	1.00	1.50	1.50	2.00	1.83	1.67	1.83	1.17	2.83	1.20	1.83	2.00

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops knowledge of supply chain management, logistics, inventory control, sustainability practices, and technology-enabled decision-making required for modern business operations.
SDG 8: Decent Work & Economic Growth	3	Enhances competencies in supply chain optimization, logistics management, operational efficiency, and business competitiveness that contribute to sustainable economic growth.
SDG 9: Industry, Innovation & Infrastructure	3	Promotes adoption of supply chain technologies, information systems, network design, digital logistics solutions, and innovative operational practices.
SDG 12: Responsible Consumption & Production	3	Encourages efficient resource utilization, inventory optimization, waste reduction, green supply chain practices, and sustainable production and distribution systems.
SDG 13: Climate Action	2	Supports green supply chain initiatives, environmental compliance, renewable energy adoption, and environmentally responsible logistics practices that help reduce carbon footprints.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Operations	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Artificial Intelligence in Operations Management
2	Course Code	
3	Credits	02
4	Contact (Learning Hours per Week) (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	To understand the fundamentals of Artificial Intelligence (AI) and its relevance to operations management, explore AI tools and technologies that enhance operational decision-making, study real-world applications of AI in supply chain, logistics, manufacturing, and service operations, and analyze the ethical, strategic, and implementation challenges associated with AI-driven operations.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the fundamentals, concepts, types, benefits, and limitations of AI in operations management. CO2: Analyze the applications of AI in supply chain management, logistics, procurement, and inventory optimization. CO3: Evaluate the role of AI technologies in manufacturing, production systems, predictive maintenance, and Industry 4.0. CO4: Examine the use of AI in service operations, customer experience management, and workforce optimization. CO5: Assess strategic, ethical, implementation, and sustainability challenges associated with AI adoption in operations. CO6: Develop integrated AI-enabled operational solutions by synthesizing concepts and applications for organizational effectiveness and innovation.
8	Course Description	This course introduces students to the role of Artificial Intelligence (AI) in modern operations management. It covers AI technologies such as machine learning, deep learning, robotics, NLP, predictive analytics, and automation, and their

		applications in supply chain, logistics, manufacturing, and service operations. The course also examines strategic implementation challenges, ethical considerations, sustainability implications, and future trends including Generative AI and autonomous systems.
--	--	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to AI and Operations Management (6-0-0-6 = 12 hrs)		
Objective	To understand the fundamentals of AI and its integration with operations management.		
A	Meaning and scope of AI, overview of Operations Management, importance of AI in OM	CO 1, CO 6	<i>Smart Board, PPTs, Case Discussion, Videos, Industry Examples</i>
B	Evolution from traditional OM to AI-enabled OM		
C	Types of AI: Machine Learning, Deep Learning, NLP, Robotics, benefits and limitations		
Unit 2:	AI in Supply Chain and Logistics (6-0-0-6 = 12 hrs)		
Objective	To understand AI applications in supply chain optimization and logistics management.		
A	AI in demand forecasting, inventory management, procurement and supplier management	CO 2, CO 6	<i>Smart Board, PPTs, Case Discussion</i>
B	Route optimization and logistics automation		
C	Case studies: Amazon, Flipkart, FedEx		
Unit 3:	AI in Manufacturing and Production (6-0-0-6= 12 hrs)		
Objective	To evaluate AI-driven manufacturing systems and production automation.		
A	Predictive maintenance using AI	CO 3, CO 6	<i>Smart Board, PPTs, Industrial Videos, Research Papers</i>
B	Smart factories and Industry 4.0		
C	Robotics in manufacturing, AI in quality control and process automation, case studies: Tesla, Siemens, GE		
Unit 4:	AI in Service Operations (6-0-0-6= 12 hrs)		
Objective	To explore AI applications in service industries and customer experience enhancement.		
A	Chatbots and virtual assistants in customer service	CO 4, CO 6	<i>Smart Board, PPTs, Industrial Videos, Research Papers, AI Tool Demonstration</i>
B	AI in scheduling, workforce management, and personalization		
C	AI in hospitality, healthcare, retail operations, NLP and computer vision applications		
Unit 5:	Strategic, Ethical, and Implementation Challenges (6-0-0-6= 12 hrs)		
Objective	To analyze strategic, ethical, and implementation aspects of AI adoption in operations.		
A	AI project implementation roadmap and change management	CO 5, CO 6	<i>Smart Board, PPTs, Trend Analysis, Industry Reports, Case Discussion</i>
B	Data privacy, bias, transparency issues, and ROI measurement		
C	Future trends: Generative AI and autonomous systems		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	Team Work and Self-Learning 1. Case study analysis on AI implementation in operations 2. Research on AI-enabled supply chain systems 3. Group presentations on Industry 4.0 and smart factories 4. Analysis of AI ethics and sustainability challenges 5. Review of AI-based operational tools and platforms
--	---

	6. Self-learning through industry reports and AI demonstrations															
Mode of Examination	Weightage Distribution:															
	<table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><td></td><td></td></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table>	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)											
	Quiz*	Assignment	Attendance													
20%	10%	5%	15%	50%												
*Five Quizzes of 4 marks each.																
References	Textbooks: 1. Artificial Intelligence for Business – Doug Rose, <i>Artificial Intelligence for Business</i> . 2. Operations Management – William J. Stevenson, <i>Operations Management</i> . 3. Harvard Business Review Articles on AI in Operations – Selected articles on AI applications in operations management.															
	Other References: 1. McKinsey & Company – Industry reports on AI and Operations. 2. PwC – Research reports on AI implementation and operational transformation. 3. Deloitte – White papers and case studies on AI-driven operations. 4. Selected journal articles and white papers on AI in Operations Management.															

5. C5. C5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable	Innovation, Entrepreneurship and Continuous
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	2	1	1	1	2	1	3	1	1	2	3	1	1	2
C02	3	3	1	1	2	2	2	3	1	2	2	3	1	2	2
C03	3	3	1	2	2	3	2	3	1	2	2	3	2	2	3
C04	2	2	2	2	2	3	1	3	2	2	2	2	2	1	3
C05	2	3	3	2	2	2	3	2	3	3	2	3	3	3	2
C06	3	3	2	3	2	3	2	3	2	3	3	3	3	2	3
AVG	2.67	2.67	1.67	1.83	1.83	2.50	1.83	2.83	1.67	2.17	2.17	2.83	2.00	1.83	2.50

Note: Row averages are computed over non-zero entries only

6. Course-to-SDG Matrix

This course aligns with 6 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal& Description	Mapping	Justification
SDG 4 – Quality Education	3	Develops AI literacy, digital competencies, and analytical skills in operations management.
SDG 8 – Decent Work and Economic Growth	3	Enhances operational productivity, workforce optimization, and innovation-driven economic growth.
SDG 9 – Industry, Innovation and Infrastructure	3	Promotes AI-enabled industrial transformation, smart factories, and digital infrastructure.
SDG 12 – Responsible Consumption and Production	2	Supports efficient resource utilization, predictive maintenance, and sustainable operational practices.
SDG 13 – Climate Action	1	Encourages optimized logistics, reduced waste, and energy-efficient operational systems.
SDG 16 – Peace, Justice and Strong Institutions	2	Addresses ethical AI practices, transparency, accountability, and data privacy concerns.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Information Technology	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	E-Commerce
2	Course Code	
3	Credits	02
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Specialization MIS)
6	Course Objective	The course aims to equip students with foundational and strategic knowledge of electronic commerce models, technologies, and digital business practices. It develops understanding of the technical, managerial, legal, and strategic dimensions of e-commerce, enabling learners to design, evaluate, and manage e-commerce solutions aligned with digital transformation, consumer behaviour, sustainability, and emerging technologies in the global marketplace.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the fundamentals, models, infrastructure, and operational components of e-commerce systems. CO2: Analyze digital platforms, electronic payment systems, logistics, mobile commerce, and web analytics used in e-commerce operations. CO3: Evaluate legal, ethical, cyber security, taxation, and data privacy issues associated with e-commerce environments. CO4: Apply consumer behaviour theories and digital marketing strategies for enhancing customer engagement and business performance in e-commerce. CO5: Assess emerging technologies and future trends such as AI, block chain, social commerce, AR/VR, and sustainable e-commerce practices. CO6: Design and develop an integrated e-commerce business model or prototype solution using e-commerce concepts
8	Course	This course provides comprehensive exposure to electronic commerce concepts,

	Description	technologies, platforms, legal frameworks, and digital strategies. It explores e-commerce business models, payment systems, logistics, cyber security, consumer behaviour, and emerging technological innovations shaping the digital economy. The course also emphasizes practical applications through case studies, digital tools, analytics, and a capstone project aimed at developing an e-commerce business solution.
--	--------------------	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Fundamentals of E-Commerce (6-0-0-6 = 12 hrs)		
Objective	To understand the evolution, models, infrastructure, and core components of e-commerce systems.		
A	Introduction, evolution, scope, and types of e-commerce models (B2B, B2C, C2C, C2B, G2C)	CO1, CO6	<i>Smart Board, PPTs, Case Discussion, ERP Demo, Website Analysis</i>
B	E-commerce vs traditional commerce, features, advantages, and limitations		
C	E-commerce infrastructure, front-end and back-end systems, ERP, CRM, databases		
Unit 2:	Platforms, Applications & Payments (6-0-0-6 = 12 hrs)		
Objective	To explore digital platforms, payment systems, logistics, and analytical tools used in e-commerce.		
A	Digital marketplaces, retailing platforms, subscription and service models	CO2, CO6	<i>Smart Board, PPTs, Case Discussion, Payment Gateway Simulation</i>
B	Electronic payment systems, UPI, digital wallets, mobile commerce technologies		
C	Logistics, supply chain, reverse logistics, web analytics, and UX design		
Unit 3:	Legal, Ethical & Security Framework (6-0-0-6= 12 hrs)		
Objective	To understand the legal, ethical, and cyber security dimensions of e-commerce operations.		
A	Cyber laws, IT Act, GDPR, e-contracts, digital signatures	CO3, CO6	<i>Smart Board, PPTs, Legal Case Studies, Case Discussion</i>
B	Taxation issues and risk management in digital commerce		
C	Cybersecurity, encryption, SSL, ethical hacking, data privacy, and ethics		
Unit 4:	Consumer Behaviour & Digital Strategies (6-0-0-6= 12 hrs)		
Objective	To develop strategic understanding of digital consumer behaviour and e-commerce marketing practices.		
A	E-commerce strategy formulation, omnichannel and revenue models	CO4, CO6	<i>Smart Board, PPTs, Business Model Canvas, Case Studies, Social Media Analytics</i>
B	Consumer behaviour, online engagement psychology, digital touch points		
C	SEO, SEM, influencer marketing, personalization, loyalty programs		
Unit 5:	Emerging Trends & Future Directions (6-0-0-6= 12 hrs)		
Objective	To examine emerging technologies and future innovations transforming e-commerce ecosystems.		
A	AI, machine learning, blockchain, social commerce	CO5, CO6	<i>Smart Board, PPTs, AI Tools, Blockchain Demonstration, Simulation Platforms Project Work, Prototype Development</i>
B	Metaverse, AR/VR shopping, drone delivery, voice commerce		
C	Sustainability in e-commerce and capstone project development		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	Team Work and Self-Learning 1. Case studies and platform analysis 2. Industry reports and article reviews 3. Capstone project development 4. Digital tool exploration and assignments															
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><td></td><td></td></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)												
Quiz*	Assignment	Attendance														
20%	10%	5%	15%	50%												
References	Textbooks: 1. E Commerce 2024: Business, Technology, Society, Laudon, K.C., & Traver, C.G. (2024). <i>E Commerce 2024: Business, Technology, Society</i> (18th ed.). Pearson Education. 2. Electronic Commerce, Schneider, G. (2024). <i>Electronic Commerce</i> (14th ed.). Cengage Learning. 3. Digital Business and E Commerce Management, Chaffey, D., & Ellis Chadwick, F. (2023). <i>Digital Business and E Commerce Management</i> (9th ed.). Pearson Education. Other References: 1. Electronic Commerce: From Vision to Fulfillment, Awad, E.M. (2022). <i>Electronic Commerce: From Vision to Fulfillment</i> (5th ed.). Pearson Education. 2. E Commerce: An Indian Perspective, Joseph, P.T. (2023). <i>E Commerce: An Indian Perspective</i> (7th ed.). PHI Learning. 3. Frontiers of Electronic Commerce, Kalakota, R., & Whinston, A. (2021). <i>Frontiers of Electronic Commerce</i> (2nd ed.). Pearson Education. 4. Electronic Commerce 2024: A Managerial Perspective, Turban, E. et al. (2024). <i>Electronic Commerce 2024: A Managerial Perspective</i> (8th ed.). Springer.															

5. C5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Design	Strategic	Business	Leadership	Global	Innovative	Environmental	Data Analytics	Social Responsibility	Research	Life-long Learning	Business Analytics	Ethical Leadership	Global and	Innovation, Entrepreneurship
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	1	1	1	2	1	2	1	2	2	3	1	1	2
C02	3	3	1	1	1	3	1	3	1	2	2	3	2	1	3
C03	2	2	3	2	1	1	2	2	2	2	2	2	3	2	1
C04	2	3	2	2	2	3	1	3	2	2	2	3	2	1	3
C05	2	2	2	1	3	3	3	3	2	2	3	2	2	3	3
C06	3	3	2	3	2	3	2	3	2	3	3	3	3	2	3
AVG	2.50	2.50	1.83	1.67	1.67	2.50	1.67	2.67	1.67	2.17	2.33	2.67	2.17	1.67	2.50

Note: Row averages are computed over non-zero entries only

6. Course-to-SDG Matrix

This course aligns with 6 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4 – Quality Education	3	Promotes digital literacy, technological competence, innovation, and industry-relevant e-commerce learning.
SDG 8 – Decent Work and Economic Growth	3	Develops entrepreneurial mindset, digital business skills, and employment-oriented competencies in e-commerce.
SDG 9 – Industry, Innovation and Infrastructure	3	Encourages innovation through AI, blockchain, digital platforms, and technology-enabled commerce ecosystems.
SDG 12 – Responsible Consumption and Production	2	Focuses on sustainable e-commerce practices, green logistics, ethical sourcing, and responsible digital operations.
SDG 16 – Peace, Justice and Strong Institutions	2	Covers cyber laws, data privacy, cybersecurity, consumer protection, and ethical digital practices.
SDG 17- Partnerships for the Goals	1	Encourages collaboration among businesses, digital platforms, governments, and global stakeholders in e-commerce ecosystems.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Information Technology	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Data Base Management System
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	Understanding Database Fundamentals Database Design and Implementation Data Manipulation and Querying Database Security and Integrity Data Warehousing and Business Intelligence Emerging Trends in Database Technology.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall fundamental concepts, terminology, and architecture of database management systems and RDBMS. CO2: <i>Explain and understand</i> database design principles, ER modelling, and normalization techniques for schema creation. CO3: <i>Apply</i> SQL commands and data manipulation techniques for creating and managing relational databases. CO4: <i>Analyze</i> database operations including joins, subqueries, and data retrieval for business applications. CO5: <i>Evaluate</i> database security, integrity, backup, recovery, and access control mechanisms. CO6: <i>Design</i> data warehousing solutions and apply business intelligence tools for analytical decision-making.
8	Course Description	This course provides an understanding of database concepts, relational database management systems, SQL programming, database design, security, and data warehousing. It enables students to develop skills in designing, managing, and analysing databases for business applications and decision-making.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Databases and RDBMS (6-0-0-6 = 12 hrs)		
Objective	To understand the fundamental concepts of databases, relational models, and the role of SQL in database management systems.		
A	Database concepts and terminology	CO1, CO2	PPTs, Videos, Case Studies, Software
B	Relational data model		
C	Introduction to SQL		
Unit 2:	Database Design and Normalization (6-0-0-6 = 12 hrs)		
Objective	To develop the ability to design relational databases using ER modeling and normalization techniques.		
A	Entity-Relationship (ER) modeling	CO2, CO3	PPTs, Videos, Case Studies, Software
B	Normalization techniques		
C	Schema design		
Unit 3:	SQL Programming and Data Manipulation (6-0-0-6 = 12 hrs)		
Objective	To apply SQL programming for database creation, data manipulation, and querying.		
A	SQL data types and operators	CO3, CO4	PPTs, Videos, Case Studies, Software, Lab
B	CRUD operations: INSERT, SELECT, UPDATE, DELETE		
C	SQL joins and subqueries		
Unit 4:	Database Security and Integrity (6-0-0-6 = 12 hrs)		
Objective	To understand database security measures, integrity controls, and recovery mechanisms.		
A	Access control and authorization	CO4, CO5	PPTs, Videos, Case Studies, Lab
B	Data encryption and integrity constraints		
C	Database backup and recovery		
Unit 5:	Data Warehousing and Business Intelligence (6-0-0-6 = 12 hrs)		
Objective	To examine data warehousing concepts and business intelligence tools for decision support.		
A	Data warehousing concepts	CO5, CO6	PPTs, Videos, Case Studies, Software
B	Online Analytical Processing (OLAP)		
C	Data mining techniques		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30hrs)	TW: Term work (includes assignments, seminars,, industrial visits, any other student activities etc.) Mini Project, Group discussions SL: Self-learning through MOOCs, online tutorials, research papers, and industry reports				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Textbook: 1. "Database Systems: Design, Implementation, & Management" by Carlos Coronel, Steven Morris, and Peter Rob. 2. "Database Management Systems" by Raghu Ramakrishna and Johannes Gehrke.				

3. "Fundamentals of Database Systems" by Ramez Elmasri and Shamkant B. Navath

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility <i>nearness Knowledge</i>	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	1	-	-	-	-	-	2	-	-	1	2	1	-	-
C02	3	2	1	-	-	1	-	2	-	1	2	2	2	1	-
C03	3	3	2	1	1	2	-	3	-	1	2	3	2	1	2
C04	2	3	2	2	1	2	-	3	1	2	2	3	2	1	2
C05	2	3	2	2	1	2	1	3	2	2	2	2	3	2	2
C06	2	3	2	3	1	3	2	3	2	3	3	3	3	3	3
Avg	2.50	2.50	1.50	1.16	1.00	1.67	0.50	2.67	0.83	1.50	2.00	2.50	2.16	1.33	1.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops technical knowledge and database management skills for modern education and digital learning.
SDG 8: Decent Work & Economic Growth	3	Enhances employability in data management, analytics, and IT-enabled services.
SDG 9: Industry, Innovation & Infrastructure	3	Supports digital infrastructure, data systems, and innovation through database technologies.
SDG 12: Responsible Consumption & Production	2	Encourages efficient data storage, retrieval, and resource optimization.
SDG 16: Peace, Justice & Strong Institutions	2	Promotes secure data management, integrity, and ethical information systems.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Information Technology	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	AI and ML for Business
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial (T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: hrs P: 00 hrs SL: 30hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	To develop understanding of Artificial Intelligence and Machine Learning concepts, tools, and business applications for data-driven decision-making, predictive analytics, automation, and strategic business transformation.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, scope, and significance of Artificial Intelligence and Machine Learning in business. CO2: Analyze business problems using AI and ML techniques and data-driven approaches CO3: Apply machine learning methods and AI tools for predictive analytics and business decision-making. CO4: Examine the role of AI and ML in business automation, customer analytics, and operational efficiency. CO5: Evaluate ethical, legal, and managerial issues related to AI and ML implementation in organizations .CO6: Evaluate AI and ML applications for improving business performance, innovation, and strategic decision-making.
8	Course Description	This course focuses on the concepts, techniques, and business applications of Artificial Intelligence and Machine Learning. It covers AI foundations, machine learning methods, predictive analytics, business intelligence, automation, customer analytics, and emerging trends in AI-driven business transformation. The course emphasizes practical understanding of AI-enabled decision-making

		and strategic business applications across industries.
--	--	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to AI and ML in Business (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with the concepts, importance, and business applications of Artificial Intelligence and Machine Learning		
A	Meaning, Nature, Scope and Importance of AI and ML	CO1, CO6	Lectures and PPT Presentations Case Studies Group Discussions
B	AI Technologies: Machine Learning, Deep Learning and Neural Networks		
C	Role of AI and ML in Business Transformation		
Unit 2:	Data Analytics and Machine Learning Techniques (6-0-0-6 = 12 hrs)		
Objective	To develop understanding of data analytics and machine learning methods for business decision-making.		
A	Data Collection, Data Processing and Business Analytics	CO2, CO3, CO6	Assignments and Presentations, Marketing Analytics Exercises, Real-life Business Examples
B	Supervised and Unsupervised Learning Techniques		
C	Predictive Analytics and Business Forecasting		
Unit 3:	AI Applications in Business Functions (6-0-0-6 = 12 hrs)		
Objective	To understand AI and ML applications across various business functions and industries.		
A	AI in Marketing, Finance, HR and Operations Management	CO3, CO4, CO6	Lectures and PPT Presentations, Business Simulations, AI Tool Demonstrations
B	Customer Analytics and Recommendation Systems		
C	Business Automation and Intelligent Decision Support Systems		
Unit 4:	AI-Driven Strategy and Business Innovation (6-0-0-6 = 12 hrs)		
Objective	To analyze the role of AI and ML in innovation, strategy formulation, and competitive advantage.		
A	AI-enabled Strategic Decision-Making	CO4, CO5, CO6	Case Analysis, Group Activities, AI-based Business Projects
B	Innovation and Competitive Advantage through AI		
C	AI-based Business Models and Digital Transformation		
Unit 5:	Ethical Issues and Future Trends in AI and ML (6-0-0-6 = 12 hrs)		
Objective	To examine ethical concerns, risks, and emerging trends in AI and Machine Learning for business.		
A	Ethical and Legal Issues in AI and ML	CO5, CO6	Research Assignments, Audio-Visual Learning Resources, Industry Discussions
B	Data Privacy, Bias and Security Challenges		
C	Future Trends: Generative AI, Intelligent Automation and AI-driven Innovation		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Term work (includes assignments, AI-based business case studies, presentations, analytics exercises, group activities, and other student activities etc.) SL: Self Learning, MOOCs, research papers, journals, online educational resources, AI reports, and industry examples etc. Example: Self-Learning beyond Classroom, AI Tool Analysis, Online Analytics Projects, Case Study, Seminar on Emerging AI Trends in Business.
---	--

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
*Five Quizzes of 4 marks each.					
References	Text Books: 1. Artificial Intelligence for Business – Doug Rose, Pearson Education. 2. Machine Learning for Business – Doug Hudgeon & Richard Nichol, O'Reilly Media. 3. AI Superpowers – Kai-Fu Lee, Houghton Mifflin Harcourt. 4. Predictive Analytics – Eric Siegel, Wiley Publications. 5. Artificial Intelligence: A Modern Approach – Stuart Russell & Peter Norvig, Pearson. Competing in the Age of AI – Marco Iansiti & Karim R. Lakhani, Harvard Business Review Press.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PSO 3	PS04	
C01	3	2	1	1	2	2	-	3	1	1	2	3	1	1	2	
C02	3	3	1	1	2	2	-	3	1	2	2	3	1	1	2	
C03	3	3	1	2	2	3	-	3	1	2	2	3	1	1	3	
C04	2	3	1	2	2	3	-	3	1	2	2	3	1	1	3	
C05	2	2	3	1	2	2	2	2	3	2	3	2	2	2	2	
C06	3	3	2	2	2	3	1	3	2	2	3	3	2	2	3	
AVG	2.67	2.67	1.50	1.50	2.00	2.50	1.50	2.83	1.50	1.83	2.33	2.83	1.33	1.33	2.50	

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops AI literacy, analytical thinking, and digital competencies for modern business environments.
SDG 8: Decent Work & Economic Growth	3	Enhances employability and innovation through AI and ML-driven business skills.
SDG 9: Industry, Innovation & Infrastructure	3	Promotes technological innovation, automation, and intelligent business systems.
SDG 12: Responsible Consumption & Production	2	Encourages ethical AI use, optimized resource utilization, and responsible digital practices.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Branch:		Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Cybersecurity and Information Security
2	Course Code	----
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	To provide comprehensive understanding of cybercrime, information security, cyber threats, digital forensics, and cyber laws. The course aims to develop awareness regarding emerging cyber risks, information security vulnerabilities, cyber defense mechanisms, forensic investigation techniques, and legal frameworks governing cyberspace. Students will gain analytical and practical understanding required to protect digital assets, manage information security risks, and ensure organizational resilience against cyber threats.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the concepts of cybercrime, cybercriminal behavior, information security principles, and security vulnerabilities. CO2: Analyze security challenges associated with mobile computing, wireless networks, and emerging digital technologies. CO3: Apply knowledge of cyber threats, attack techniques, and security tools to identify and mitigate cybersecurity risks. CO4: Evaluate digital forensic methods, evidence collection procedures, and cyber investigation techniques used in cybercrime analysis. CO5: Examine organizational security policies, disaster recovery mechanisms, business continuity planning, and information security governance practices. CO6: Assess cyber laws, data privacy regulations, and national cybersecurity frameworks for ensuring legal and ethical compliance in digital environments.
8	Course Description	This course provides comprehensive understanding of cybercrime, information security, cyber defense mechanisms, digital forensics, and cyber laws. It covers

		cyber threats, attack techniques, mobile and wireless security, computer forensics, evidence management, organizational security policies, disaster recovery planning, and legal aspects of information security. The course emphasizes identification of cyber risks, implementation of security controls, investigation of cyber incidents, and compliance with cybersecurity regulations. Students will develop the knowledge and skills required to understand, analyze, and respond to cybersecurity challenges in modern organizations.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Fundamentals of Cybercrime and Information Security (6-0-6 = 12 hrs)		
Objective	To familiarize students with the concepts of cybercrime, information security, security vulnerabilities, and emerging cyber threats.		
A	Definition, Evolution and Origin of Cybercrime, Characteristics of Cybercriminals.	CO1	Security Awareness Platforms, Cybercrime Case Studies, Threat Intelligence Reports, PPTs
B	Types of Cybercrimes, Salami Attacks, Data Diddling, Identity Theft and Cyber Fraud.		
C	Information Security Concepts, Security Vulnerabilities, Threats, Risks and Attack Surfaces.		
Unit 2:	Mobile and Wireless Security (6-0-6 = 12 hrs)		
Objective	To develop understanding regarding security challenges associated with mobile devices, wireless networks, and digital mobility.		
A	Security Issues in Mobile and Wireless Environments.	CO2	Mobile Security Applications, Network Monitoring Tools, BYOD Security Frameworks
B	Emerging Mobility Trends, Bring Your Own Device (BYOD) Policies and Associated Risks.		
C	Mobile Viruses, Worms, Malware and Security Vulnerabilities.		
Unit 3:	Cyber Attacks, Threats and Security Tools (6-0-6 = 12 hrs)		
Objective	To examine various cyber-attacks, threat mechanisms, and cybersecurity tools used for threat detection and prevention.		
A	Phishing, Identity Theft, Trojans, Backdoors and Keyloggers.	CO3	Security Testing Tools, Vulnerability Assessment Tools, Network Security Simulators
B	Network Security Surveillance, Denial of Service (DoS) and Distributed Denial of Service (DDoS) Attacks.		
C	SQL Injection, Buffer Overflow Attacks and Anonymizers.		
Unit 4:	Computer Forensics and Evidence Management (6-0-6 = 12 hrs)		
Objective	To provide understanding regarding digital forensic investigation, evidence management, and cybercrime analysis techniques.		
A	Introduction to Computer Forensics and Digital Investigation Processes.	CO4	Forensic Analysis Tools, Log Analysis Software, Digital Investigation Platforms
B	Evidence Collection, Data Recovery, Log Analysis and Evidence Preservation.		
C	Steganography, Password Cracking and Cybercrime Investigation Procedures.		
Unit 5:	Information Security Policies and Cyber Law (6-0-6 = 12 hrs)		
Objective	To develop understanding regarding information security governance, cyber laws, and organizational security frameworks.		
A	Development and Implementation of Organizational Information Security Policies.	CO5, CO6	Security Policy Templates, Risk Management Frameworks, Legal
B	Disaster Recovery Planning, Incident Response and Business Continuity Management.		

C	Cyber Laws, Data Privacy Regulations, Information Technology Act, National Cyber Security Policy and Regulatory Compliance.		<i>Databases</i>
----------	---	--	------------------

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work includes cybercrime case analysis, information security audits, vulnerability assessment exercises, cyber threat analysis, forensic investigation assignments, security policy development projects, presentations, quizzes, and group discussions on contemporary cybersecurity challenges. SL: Self-learning through cybersecurity reports, CERT-In advisories, cybercrime case studies, security awareness programs, cyber law resources, research articles, digital forensics tools, and analysis of emerging cyber threats and security practices.																				
Mode of Examination	<table><tr><th colspan="5">Weightage Distribution:</th></tr><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.	Weightage Distribution:					CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
Weightage Distribution:																					
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)																	
Quiz*	Assignment	Attendance																			
20%	10%	5%	15%	50%																	
References	Text Books: 1. Nina Godbole & Sunit Belapure — Cyber Security: Understanding Cyber Crimes, Computer Forensics and Legal Perspectives, Wiley India. 2. Michael E. Whitman & Herbert J. Mattord — Principles of Information Security, Cengage Learning.																				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PS01	PS02	PSO3	PSO4
C01	3	2	2	–	1	1	–	2	1	1	1	2	2	1	1
C02	3	2	1	–	2	1	–	3	1	2	1	2	1	2	2
C03	3	3	2	1	2	2	–	3	1	2	1	3	2	2	2
C04	3	3	2	1	1	1	–	3	1	3	1	3	2	2	1
C05	3	3	3	1	2	1	–	2	2	2	1	3	3	3	1
C06	3	3	3	1	3	1	–	2	2	2	2	3	3	3	1
AVG	3.00	2.67	2.17	1.00	1.83	1.17	–	2.50	1.33	2.00	1.17	2.67	2.17	2.17	1.33

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops knowledge and skills related to cybersecurity, information security, digital forensics, cyber risk management, and cyber law required for modern digital environments.
SDG 8: Decent Work & Economic Growth	2	Enhances professional competencies in cybersecurity, risk management, digital governance, and secure business operations, contributing to workforce readiness and organizational resilience.
SDG 9: Industry, Innovation & Infrastructure	3	Promotes secure digital infrastructure, cyber resilience, information security systems, and adoption of emerging cybersecurity technologies essential for modern organizations.
SDG 16: Peace, Justice & Strong Institutions	3	Strengthens understanding of cyber laws, data privacy, digital governance, information security policies, legal compliance, cybercrime prevention, and institutional security frameworks

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Family Business & Entrepreneurship	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	New Venture Planning
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial (T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: hrs P: 00 hrs SL: 30hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	To develop entrepreneurial competencies and understanding of new venture creation, business opportunity identification, business planning, venture financing, and management of start-up enterprises in dynamic business environments.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, characteristics, and significance of entrepreneurship and new venture planning. CO2: Identify and evaluate business opportunities and entrepreneurial ideas. CO3: Develop business models and prepare business plans for new ventures. CO4: Analyze venture financing options, legal formalities, and institutional support for start-ups. CO5: Evaluate challenges, risks, and growth strategies associated with new venture management. CO6: Evaluate entrepreneurial and strategic planning practices for successful venture creation and sustainability.
8	Course Description	This course focuses on the process of new venture creation and entrepreneurial planning. It covers entrepreneurial competencies, opportunity identification, business model development, business planning, venture financing, legal requirements, start-up ecosystem, and growth strategies for entrepreneurial ventures. The course emphasizes innovation, creativity, risk-taking, and practical aspects of establishing and managing new business enterprises.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Entrepreneurship and New Venture Planning (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with entrepreneurship concepts, entrepreneurial traits, and the process of new venture planning.		
A	Meaning, Nature, Scope and Importance of Entrepreneurship	CO1, CO6	Lectures and PPT Presentations Case Studies Group Discussions
B	Entrepreneurial Traits, Skills and Competencies		
C	Process of New Venture Creation and Entrepreneurship Development		
Unit 2:	Business Opportunity Identification and Feasibility Analysis (6-0-0-6 = 12 hrs)		
Objective	To understand identification and evaluation of business opportunities and feasibility analysis of new ventures.		
A	Sources of Business Ideas and Opportunity Identification	CO2, CO3, CO6	Assignments and Presentations, Marketing Analytics Exercises, Real-life Business Examples
B	Environmental Scanning and Market Assessment		
C	Feasibility Analysis: Technical, Financial and Market Feasibility		
Unit 3:	Business Plan and Venture Financing (6-0-0-6 = 12 hrs)		
Objective	To develop understanding of business plan preparation and financing of entrepreneurial ventures.		
A	Business Plan: Meaning, Importance and Components	CO3, CO4, CO6	Case Analysis, Policy Discussions, Industry Interaction
B	Venture Capital, Angel Investors and Sources of Finance		
C	Financial Planning and Revenue Models for Start-ups		
Unit 4:	Legal and Institutional Framework for New Ventures (6-0-0-6 = 12 hrs)		
Objective	To analyze legal procedures, government support, and institutional framework for entrepreneurial ventures.		
A	Legal Requirements for Setting up New Ventures	CO4, CO5, CO6	Case Analysis, Policy Discussions, Industry Interaction
B	Intellectual Property Rights and Business Registration		
C	Government Policies, Start-up India and Institutional Support		
Unit 5:	Managing and Growth of New Ventures (6-0-0-6 = 12 hrs)		
Objective	To examine challenges, risk management, and growth strategies for sustainable entrepreneurial ventures		
A	Challenges and Risks in New Venture Management	CO5, CO6	Technology-based Learning Activities, Audio-Visual Learning Resources, Research Assignments, Industry Case Discussions
B	Growth Strategies and Scaling of New Ventures		
C	Innovation, Sustainability and Future Trends in Entrepreneurship		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Term work (includes assignments, business plan preparation, startup case studies, presentations, group discussions, entrepreneurial projects, and other student activities etc.) SL: Self Learning, MOOCs, startup reports, entrepreneurial journals, online educational resources, and industry case studies etc. Example: Self-Learning beyond Classroom, Business Plan Preparation, Startup Case Analysis, Venture Feasibility Study, Seminar on Emerging Entrepreneurial Trends.
---	---

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
*Five Quizzes of 4 marks each.					
References	Text Book:				
	1. Entrepreneurship Development – S. S. Khanka, S. Chand Publications.				
	2. New Venture Creation – David H. Holt, Prentice Hall.				
	3. Entrepreneurship – Robert D. Hisrich, Michael P. Peters & Dean A. Shepherd, McGraw Hill.				
	4. Entrepreneurship Development and Small Business Enterprises – Poornima M. Charantimath, Pearson Education.				
	5. Business Model Generation – Alexander Osterwalder & Yves Pigneur, Wiley.				
	6. Innovation and Entrepreneurship – Peter F. Drucker, Harper Business.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	2	1	1	1	3	1	1	1	1	2	2	1	1	3
C02	3	3	1	1	1	3	1	2	1	2	2	3	1	1	3
C03	3	3	1	2	1	3	1	2	1	2	2	3	1	1	3
C04	2	3	2	1	1	2	1	2	1	2	2	3	2	1	2
C05	2	3	2	2	1	3	2	2	2	2	3	2	2	2	3
C06	3	3	2	2	1	3	2	2	2	2	3	3	2	2	3
AVG	2.67	2.83	1.50	1.50	1.00	2.83	1.33	1.83	1.33	1.83	2.33	2.67	1.50	1.33	2.83

Note: Row averages are computed over non-zero entries only.

5. CO-PO and CO-PSO Mapping Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops entrepreneurial competencies, innovation skills, and business planning abilities.
SDG 8: Decent Work & Economic Growth	3	Promotes entrepreneurship, employment generation, and economic development through venture creation
SDG 9: Industry, Innovation & Infrastructure	3	Encourages innovation, startup development, and entrepreneurial ecosystems.
SDG 12: Responsible Consumption & Production	2	Promotes sustainable business practices and responsible entrepreneurial decision-making.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Family Business & Entrepreneurship	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Family Business Organization & Model
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	This course explores the developmental, ownership, and business dimensions of family firms using key conceptual models. It addresses succession, leadership transitions, and psychological dynamics, equipping students to manage family complexities and drive sustainable growth.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> <i>CO1: Recall</i> the concept, characteristics, and significance of family businesses and analyse their role in economic and social development <i>CO2: Explain</i> the key conceptual models of family business systems to understand the interaction between family, ownership, and business dimensions. <i>CO3: Examine</i> the developmental stages of family firms and evaluate challenges related to growth, governance, and continuity. <i>CO4: Analyse</i> succession planning, leadership transition processes, and ownership transfer strategies in family businesses. <i>CO5: Evaluate</i> psychological, interpersonal, and conflict-management dynamics within family firms and propose appropriate resolution mechanisms. <i>CO6: Design</i> the strategic recommendations for sustaining family business growth through professionalization, governance practices, and innovation-oriented decision-making.
8	Course Description	This course provides a comprehensive understanding of family businesses and their unique organizational structures, governance systems, and management practices. It examines the interaction between family, ownership, and business

		dimensions through established conceptual models and explores the developmental stages of family firms. The course focuses on succession planning, leadership transition, conflict resolution, and psychological dynamics that influence decision-making and continuity in family enterprises.
--	--	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Unit 1: Introduction to Family Business (6-0-0-6 = 12 hrs)		
Objective	Objective: To introduce students to the concept, structure, and developmental dimensions of family businesses through conceptual models. Understanding the interaction between family, ownership, and business systems for effective management and continuity planning.		
A	Conceptual Models of Family Firms, Family Business System	CO1, CO2, CO3	Smart Board Case Studies, PPTs, Research Articles, Videos
B	Three-Dimension Development Model, Ownership Development Dimension		
C	Developmental Dimensions and Business Developmental Dimensions Modeling for Family Business		
Unit 2:	Family Business Types (6-0-0-6 = 12 hrs)		
Objective	Objective: To understand different forms and evolutionary stages of family businesses along with entrepreneurial experiences and succession diversity. Analyse growth patterns, complexity, and governance challenges in family enterprises.		
A	Family Business Types and Traditional Forms of Family Business	CO2, CO3, CO4	Case Studies, Smart Board Videos,
B	Founders and Entrepreneurial Experiences, Growth and Evolution of Family Business		
C	Complexity of Family Enterprise and Diversity of Successions		
Unit 3:	Myths and Personality in Family Firms (6-0-0-6 = 12 hrs)		
Objective	To explore psychological dimensions, myths, and personality traits influencing family business behavior and decision-making. Understand founder characteristics and implications of dysfunctional leadership patterns.		
A	Myths in Family Firms, Personality Types, Power of Envy	CO3, CO4, CO5	Case Discussions, Smart Board, Videos, Research Articles
B	Role and Impact of Family Myths on Family Business, Characteristics of Founder		
C	Managerial Implications of Dysfunctional Narcissism, Individuation, Defensive Structures in Founder		
Unit 4:	Family Dynamics and Conflict Management (6-0-0-6 = 12 hrs)		
Objective	To understand family dynamics, succession challenges, and conflict management mechanisms in family enterprises. Apply systematic approaches to diagnose and resolve family business entanglements.		
A	Options for Tackling Succession Problems, Family System Proposition, Inheritance	CO3, CO4, CO5	Case Studies, Smart Board, Group Discussions, Videos
B	Psychological Pressure on New Leaders, Systematic View of Business Family		
C	Family Scripts and Rules, Diagnosing Family Entanglements		
Unit 5:	Change Management and Continuity Planning (6-0-0-6 = 12 hrs)		
Objective	To understand organizational and family change processes for ensuring continuity and		

	sustainability of family businesses. Develop strategic planning approaches for long-term success.		
A	Lewin's Model of Organizational Change	CO4, CO5, CO6	Case Studies, <i>Smart Board</i> ., PPTs
B	Individual and Family Change Processes		
C	Strategic Planning for Continuity and Sustainability		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW (Term Work): Includes assignments, seminars, case studies, presentations, group discussions, mini projects, industrial visits, and other student activities related to family business management, succession planning, governance, and continuity strategies. SL (Self Learning): Self-learning through MOOCs, research papers, business documentaries, online educational resources, spoken tutorials, and case-based learning related to family enterprises and entrepreneurship. Example Self-learning beyond classroom through online content and journals Case study analysis of successful family businesses Industry work/visit to family-owned enterprises Research and presentation on governance and sustainability practices in family firms																			
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.					CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)																
Quiz*	Assignment	Attendance																		
20%	10%	5%	15%	50%																
References	Textbook: 1. Maura McAdam (2013); Female Entrepreneurship; Routledge, London 2. Rao M.B. & Talluri S. (2018); Micro, Small and Medium Enterprises: MSME; K.Y Publication 4. R. Srinivasan, C.P. Lodha (2017); Strategic Marketing and Innovation for Indian MSMEs; Springer.																			

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility <i>neering Knowledge</i>	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	2	1	1	1	–	–	2	1	2	2	2	1	1
C02	3	2	2	1	2	1	–	1	1	2	2	3	2	2	1
C03	3	3	2	2	1	2	1	1	2	2	2	3	2	2	2
C04	2	3	2	3	1	2	–	–	2	2	2	2	3	2	2
C05	2	2	3	3	1	1	–	–	3	2	2	2	3	2	2
C06	3	3	3	2	2	3	2	2	2	3	3	3	3	3	3
Avg	2.67	2.50	2.33	2.00	1.33	1.67	0.75	0.80	2.00	2.00	2.17	2.50	2.50	2.00	1.83

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Enhances understanding of family business concepts, governance, succession planning, and organizational behavior. Develops analytical, leadership, and strategic decision-making skills through case studies and practical learning.
SDG 8: Decent Work & Economic Growth	3	Promotes sustainable growth and continuity of family enterprises through effective leadership transition, professionalization, and entrepreneurship development. Encourages long-term employment generation and economic stability.
SDG 9: Industry, Innovation & Infrastructure	2	Emphasizes ethical governance, conflict management, succession planning, and structured decision-making processes to strengthen trust and institutional stability in family firms.
SDG 16: Peace, Justice & Strong Institutions	2	Emphasizes ethical governance, conflict management, succession planning, and structured decision-making processes to strengthen trust and institutional stability in family firms.
SDG 17: Partnerships for the Goals	2	Encourages collaboration among family members, stakeholders, advisors, and business networks for effective governance, sustainability, and long-term business success.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Family Business & Entrepreneurship	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Social Entrepreneurship and Sustainable Development
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week) (L-T-P-SL))	2-0-0-
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	This course provides an understanding of social entrepreneurship and the identification of social venture opportunities. It helps students develop strategic plans and learn the organizational structure of social ventures. The course also focuses on measuring social impact and scaling ventures effectively. Additionally, it explores the connection between social entrepreneurship and sustainable development.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall the concept, characteristics, and significance of social ventures and analyses their role in addressing social and economic issues. CO2: Explain different types of opportunities available for social enterprises and assess the role of market failures in the emergence of social entrepreneurship. CO3: Examine the process of preparing a strategic plan for a social venture and evaluate its key components. CO4: Analyze different organizational structures and funding mechanisms available for social ventures. CO5: Evaluate strategies for measuring, scaling, and ensuring sustainability of social ventures and propose appropriate implementation approaches. CO6: Design strategic recommendations on how social entrepreneurship is

		evolving and redefining itself in response to changing social and economic needs.
8	Course Description	This course introduces the evolving field of social entrepreneurship and mission-driven enterprises. It examines the changing relationship between business, government, and non-profit sectors. Students will learn about social venture structures, impact measurement, and scaling strategies. The course also highlights sustainability, innovation, and leadership in creating social value.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Unit 1: Introduction to Social Entrepreneurship (6-0-0-6 = 12 hrs)		
Objective	Objective: To introduce students to the concept of social entrepreneurship, social entrepreneurs, and social ventures, and to understand lean start-up approaches for developing social enterprises.		
A	What is Social Entrepreneurship: Definitions and Perspectives	CO1, CO2, CO3	Smart Board PPTs, Case Studies, Videos
B	Concept of Social Entrepreneurs and Ventures		
C	Lean Start-up for Social Enterprises		
Unit 2:	Unit 2: Recognizing Social Opportunities (6-0-0-6 = 12 hrs)		
Objective	Objective: To understand how social ideas emerge and how opportunities are identified, assessed, and evaluated using appropriate tools for social ventures.		
A	Social Ideas and Opportunities	CO2, CO3	Smart Board, PPTs, Case Studies, Videos, Research Articles
B	Opportunity Recognition and Opportunity Recognition Tools		
C	Opportunity Assessment and Opportunity Assessment Tools		
Unit 3:	Unit 3: Developing a Strategic Plan for a Social Venture & Organizational Structure (6-0-0-6 = 12 hrs)		
Objective	To understand the importance of social venture planning, develop structured social venture plans, and study organizational structures used in social enterprises.		
A	The Importance of Social Venture Planning	CO3, CO4, CO5	Case Discussions, Smart Board, Videos, Research Articles
B	Developing a Social Venture Plan		
C	General Organizational Structures of a Social Venture		
Unit 4:	Unit 4: Measuring Social Impact and Scaling Social Ventures (6-0-0-6 = 12 hrs)		
Objective	To understand social impact measurement, growth strategies, and scaling mechanisms for social ventures.		
A	Defining Social Venture Performance (SVP), Measuring Social Impact	CO4, CO5, CO6	Case Studies, Smart Board Group Discussions, Videos
B	Growth Strategies for a Social Venture		
C	Scaling Enhancers for a Social Venture		
Unit 5:	Unit 5: Social Entrepreneurship and Sustainability Objective (6-0-0-6 = 12 hrs)		
Objective	To understand sustainability concepts in social entrepreneurship, challenges in sustaining social ventures, and strategies for long-term impact.		
A	Social Entrepreneurship and Sustainability	CO4, CO5, CO6	Case Studies, Smart Board Group Discussions
B	Challenges in Sustainability		
C	Sustainability Strategies for Social Enterprises		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW (Term Work): Includes assignments, seminars, case studies, presentations, group discussions, mini projects, field visits, and other student activities related to social entrepreneurship, opportunity identification, social venture planning, impact measurement, scaling strategies, and sustainability of social enterprises. SL (Self Learning): Self-learning through MOOCs, research papers, social innovation reports, documentaries on social enterprises, online educational resources, spoken tutorials, and case-based learning related to social entrepreneurship, social ventures, and impact-driven organizations. Examples Case study analysis of successful social enterprises and social entrepreneurs Field/industry visit to NGOs, social ventures, or impact organizations Research and presentation on social impact measurement, scaling strategies, and sustainability models of social enterprises Study of lean start-up approaches applied in social ventures															
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)												
Quiz*	Assignment	Attendance														
20%	10%	5%	15%	50%												
References	Textbook: 1.Kickul, J. & Lyons, T. (2016). <i>Understanding Social Enterprise</i> . Routledge. 2.Bornstein, D. (2007). <i>How to Change the World: Social Entrepreneurs and the Power of New Ideas</i> . Oxford University Press.															

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business	Strategic Decision Making	Business Ethics & Values	Leadership & Team	Global Perspective	Innovative & Entrepreneurial	Environment and	Data Analysis & Digital	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	2	1	2	1	1	1	2	1	3	1	2	2	2	2	2
C02	2	2	2	1	1	2	2	2	3	2	2	2	2	2	3
C03	3	3	2	2	1	3	2	2	2	2	2	3	2	3	3
C04	2	2	2	2	1	2	2	2	2	2	1	2	2	2	2
C05	2	3	2	2	1	3	3	2	3	2	2	3	3	3	3
C06	3	3	2	2	2	3	3	2	3	2	3	3	3	3	3
Avg	2.33	2.33	2.00	1.67	1.17	2.33	2.33	1.83	2.67	1.83	2.17	2.50	2.33	2.50	2.67

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 7 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Enhances understanding of social entrepreneurship concepts, opportunity recognition, venture planning, and impact measurement. Develops analytical and decision-making skills through case studies and experiential learning.
SDG 8: Decent Work & Economic Growth	3	Promotes creation of sustainable social enterprises, entrepreneurship development, and inclusive economic growth through innovative and impact-driven ventures.
SDG 9: Industry, Innovation & Infrastructure	2	Encourages innovation in social ventures using lean start-up methods, scaling strategies, and sustainable business models.
SDG 10: Reduced Inequalities	2	Focuses on designing inclusive social ventures that address inequality and support underserved communities.
SDG 12: Responsible Consumption & Production	2	Promotes sustainable practices, responsible resource use, and impact-oriented decision-making in social enterprises.
SDG 13: Climate Action	2	Encourages development of social ventures addressing environmental challenges and climate sustainability.
SDG 17: Partnerships for the Goals	2	Promotes collaboration among entrepreneurs, NGOs, communities, and institutions for effective social impact.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Family Business & Entrepreneurship	Semester:	III

2. Course Details

S. No	Attribute	Details
1	Course Title	Financial Management in Family Business
2	Course Code	----
3	Credits	2
4	Contact (Learning) Hours per Week) (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	To provide comprehensive understanding of financial management concepts, financial markets, investment management, mergers and acquisitions, and contemporary financial practices in family businesses. The course aims to develop analytical and strategic financial decision-making skills required for effective management of financial resources, investments, and corporate restructuring in family-owned business organizations.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the concepts, objectives, scope, and functions of financial management in family business organizations. CO2: Analyze financial markets, financial instruments, and financing mechanisms used in business and investment decisions. CO3: Apply investment analysis, portfolio management techniques, and risk-return concepts for effective financial planning and investment decisions. CO4: Evaluate mergers, acquisitions, corporate restructuring strategies, and valuation techniques in business organizations. CO5: Assess the role of corporate governance, public enterprise finance, and global financial developments in contemporary business environments. CO6:Integrate financial management concepts, investment strategies, restructuring approaches, and governance practices for strategic financial

		decision-making in family businesses.
8	Course Description	This course provides comprehensive understanding of financial management practices and strategic financial decision-making in family business organizations. It covers financial management concepts, financial markets and instruments, investment and portfolio management, mergers and acquisitions, corporate restructuring, and contemporary developments in finance. The course also focuses on risk-return analysis, valuation techniques, capital market instruments, corporate governance, and global financial developments affecting business organizations. Students will develop analytical and managerial understanding required for effective financial planning, investment decisions, and financial restructuring in family business environments.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Financial Management (6-0-6 = 12 hrs)		
Objective	To familiarize students with the concepts, objectives, scope, and functions of financial management and its role in family businesses.		
A	Meaning, Definition, Scope and Objectives of Financial Management.	CO1	<i>Financial Reports, Excel, Financial Planning Templates, Case Studies, PPTs</i>
B	Functions and Importance of Financial Management in Business Organizations.		
C	Relationship of Financial Management with other Functional Areas and Disciplines.		
Unit 2:	Financial Markets and Instruments (6-0-6 = 12 hrs)		
Objective	The objective of the unit is to help students understand how family-owned enterprises access, utilize, and manage financial resources through different financial markets and instruments for growth and sustainability.		
A	Capital Markets, Financial Market Regulations and Financial Intermediaries.	CO2	<i>Stock Market Data, Financial Instruments, Investment Platforms, Market Reports</i>
B	Debt Finance, Hybrid Instruments and Credit Rating Mechanisms.		
C	Mutual Funds, Venture Capital and Investment Support Systems.		
Unit 3:	Investment and Portfolio Management (6-0-6 = 12 hrs)		
Objective	To provide understanding regarding investment analysis, risk-return evaluation, and portfolio management techniques.		
A	Concepts of Risk and Return in Investment Decisions.	CO3	<i>Portfolio Analysis Tools, Financial Calculators, Investment Models, Excel</i>
B	Capital Asset Pricing Model and Investment Decision-making.		
C	Portfolio Diversification and Modern Portfolio Theory.		
Unit 4:	Mergers, Acquisition and Restructuring (6-0-6 = 12 hrs)		
Objective	To examine valuation techniques, mergers and acquisitions, and corporate restructuring practices in business organizations.		
A	Business Valuation and Share Valuation Techniques.	CO4, CO5	<i>Valuation Models, Corporate Case Studies, Financial Analysis Tools, M&A Reports</i>
B	Concepts and Applications of Mergers, Acquisitions and Takeovers.		
C	Corporate Restructuring and Industrial Sickness Management.		
Unit 5:	Contemporary Developments in Financial Management (6-0-6 = 12 hrs)		
Objective	To develop understanding regarding contemporary developments, governance practices, and		

	global financial systems influencing business organizations.		
A	Financial Management Practices in Public Enterprises.	CO5, CO6	<i>Governance Reports, WTO Publications, Corporate Governance Frameworks, Financial Databases</i>
B	Corporate Governance Practices and Financial Accountability.		
C	World Trade Organization and Emerging Trends in Financial Management.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work includes financial market analysis, investment portfolio exercises, valuation analysis, mergers and acquisitions case studies, presentations, quizzes, and practical applications related to financial decision-making and restructuring strategies in family businesses. SL: Self-learning through annual reports, financial databases, corporate governance reports, investment analysis platforms, WTO publications, research articles, and case studies related to financial management, portfolio management, and corporate restructuring practices.				
Mode of Examination	Weightage Distribution:				
	CA		Mid Term Assessment (MTA)		End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Text Books: 1.Ravi M. Kishore — Financial Management, Taxmann Publications. 2.R.P. Rustagi — Financial Management, Galgotia Publications. 3.Khan & Jain — Financial Management, Tata McGraw Hill.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	-	-	1	1	-	1	-	1	1	2	-	1	1
C02	3	3	-	-	1	1	-	2	-	2	1	3	-	1	2
C03	3	3	-	-	1	2	-	3	-	2	1	3	-	1	3
C04	3	3	1	1	2	2	-	2	-	2	1	3	1	2	2
C05	3	3	2	1	2	2	1	2	1	2	1	3	2	2	2
C06	3	3	2	2	2	3	1	3	1	3	2	3	2	2	3

AVG	3.00	2.83	1.67	1.33	1.50	1.83	1.00	2.17	1.00	2.00	1.17	2.83	1.67	1.50	2.17
-----	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops financial management knowledge, investment analysis skills, and strategic financial decision-making capabilities required for managing family businesses effectively.
SDG 8: Decent Work & Economic Growth	3	Enhances competencies related to financial planning, investment management, mergers and acquisitions, and corporate restructuring supporting sustainable business growth and entrepreneurship.
SDG 9: Industry, Innovation & Infrastructure	2	Encourages adoption of modern financial instruments, portfolio management techniques, and innovative restructuring strategies in family business environments.
SDG 12: Responsible Consumption & Production	2	Promotes responsible financial planning, efficient allocation of financial resources, corporate governance, and sustainable financial management practices.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

Semester IV

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Marketing	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Service Marketing
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week) (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	The objective of this course is to acquaint the students with concepts and techniques for marketing of service business, so that they will be able to handle the unconventional challenges of services marketing. The course focuses on enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and describe the fundamental concepts, characteristics, classification, and significance of services marketing. CO2: <i>Explain and understand</i> customer behavior, service categories, and customer expectations in the service sector. CO3: <i>Apply</i> services marketing mix concepts and service design frameworks in practical business situations. CO4: <i>Analyze</i> distribution strategies, service quality models, and customer satisfaction dimensions in service industries. CO5: <i>Evaluate</i> service development processes, service quality dimensions, and complaint handling systems. CO6: <i>Design</i> innovative service strategies and quality improvement plans for

		effective service delivery and customer retention.
8	Course Description	This course introduces the concepts, characteristics, and importance of services marketing in modern business. It covers customer behavior in service settings, services marketing mix, distribution strategies, service quality, and service development. The course also focuses on service design, customer satisfaction, complaint handling, and service recovery to help students understand effective service delivery and quality improvement in service organizations.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Marketing of Services (6-0-0-6 = 12 hrs)		
Objective	To understand the concept, nature, scope, and growth of service marketing.		
A	Nature and scope of services, characteristics of services	CO1, CO2	<i>PPTs, Videos, Case Studies</i>
B	Classification of services		
C	Need for service marketing, reasons for growth of service sector		
Unit 2:	Customer Behavior in Service Sector (6-0-0-6 = 12 hrs)		
Objective	To understand customer decision-making and service expectations.		
A	Four categories of services: People-processing, Mental-stimulus, Possession-processing, Information-processing	CO2, CO3	<i>PPTs, Videos, Case Studies</i>
B	Customer decision making: Pre-purchase, Service encounter, Post-encounter		
C	Customer expectations and perceptions, Zone of tolerance		
Unit 3:	Services Marketing Mix (6-0-0-6 = 12 hrs)		
Objective	To understand service product, service lifecycle, and service design.		
A	Service product: Bundled with conventional products and standalone	CO3, CO4	<i>PPTs, Videos, Case Studies Service Blueprints</i>
B	Service life cycle		
C	Service design: General framework		
Unit 4:	Distribution Strategies for Services (6-0-0-6 = 12 hrs)		
Objective	To analyze service distribution and customer satisfaction strategies.		
A	Challenges in distribution of services	CO4, CO5	<i>PPTs, Videos, SERVQUAL Cases</i>
B	Personal selling, advertising and sales promotion in service industry		
C	Service triangle, service encounter, SERVQUAL & GAP model		
Unit 5:	Service Development and Quality Improvement (6-0-0-6 = 12 hrs)		
Objective	To understand service innovation and quality improvement.		
A	Service development: need, importance and types of new services	CO5, CO6	<i>PPTs, Videos, Case Studies, Research Articles</i>
B	Stages in development of new services		
C	Service quality dimensions, service mapping, service failure & recovery		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work (includes assignments, seminars,, industrial visits, any other student activities etc.) Mini Project, Group discussions SL: Self-learning through MOOCs, online tutorials, research papers, and industry reports
--	--

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
*Five Quizzes of 4 marks each.					
References	Textbook: 1.Services Marketing by Lovelock, Writ, Chatterjee, Pearson Publication. 2.Services Marketing by Zeithaml, Bitner, Gremler, and Pandit, Tata McGraw Hill Publication. 3.NimitChowdhary, Monika Chowdhary, Textbook of Marketing Of Services: The Indian Experience, Macmillan, 2013.				

4. 5. C5. CO-PO and CO-PSO Mapping Matrixd CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge &	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PS01	PSO 2	PSO3	PSO4
C01	3	1	-	-	-	-	-	1	-	-	1	2	1	-	-
C02	3	2	1	-	-	-	-	2	1	2	2	2	2	1	-
C03	3	3	2	-	2	2	-	1	1	-	2	3	2	2	2
C04	2	3	2	2	2	-	-	-	-	3	2	2	3	2	2
C05	2	3	3	2	2	-	-	-	-	-	2	2	3	3	2
C06	2	3	3	2	3	2	-	2	1	1	3	3	3	3	2
Avg	2.50	2.50	1.83	1.00	2.25	0.66	-	1.00	0.50	1.00	2.00	2.33	2.33	1.83	1.33

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 6 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops service management knowledge, customer orientation, and practical skills in service quality.
SDG 8: Decent Work & Economic Growth	3	Supports service sector employment, entrepreneurship, and sustainable economic growth.

SDG 9: Industry, Innovation & Infrastructure	2	Encourages service innovation and development of new service models.
SDG 10: Reduced Inequalities	1	Promotes inclusive access to service delivery and customer care.
SDG 12: Responsible Consumption & Production	2	Promotes efficient service systems and responsible service processes.
SDG 16: Peace, Justice & Strong Institutions	1	Encourages ethical customer handling and grievance redressal mechanisms.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Marketing	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Retail Management & Branding
2	Course Code	
3	Credits	02
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	The objective of the Retail Management & Branding course is to provide students with an understanding of retail operations and brand management concepts. It develops skills in merchandising, customer service, inventory management, and branding strategies. The course helps students analyze consumer behavior, enhance customer satisfaction, and build strong brands to achieve business success in a competitive market.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the fundamentals, concepts, functions, and significance of retail management and the retail industry. CO2: Analyze consumer behavior, retail market trends, and factors influencing customer purchasing decisions. CO3: Apply retail management practices related to store operations, merchandising, inventory control, and customer service. CO4: Evaluate retail marketing strategies, pricing decisions, promotional activities, and digital retailing approaches. CO5: Demonstrate an understanding of branding concepts, brand equity, brand positioning, and brand-building strategies. CO6: Develop integrated retail and branding strategies to enhance customer satisfaction, brand loyalty, and overall business performance
8	Course Description	This course provides a comprehensive understanding of the principles and practices of Retail Management and Branding. It covers retail formats, store operations, merchandising, inventory management, consumer behavior, and

		customer relationship management. The course also focuses on branding concepts, brand positioning, brand equity, and promotional strategies to create and sustain strong brands. Students will learn how retail management and branding work together to enhance customer satisfaction, build brand loyalty, and achieve competitive advantage in today's dynamic retail environment.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Retailing (6-0-0-6 = 12 hrs)		
Objective	To understand the concepts, scope, and evolution of retailing along with different retail formats and emerging trends.		
A	Retailing – Definition, scope, functions, and importance	CO1, CO6	<i>PPTs, Case Studies, Videos, Retail Store Observation</i>
B	Evolution of retail in India and globally; Organized and unorganized retailing		
C	Types and formats of retail stores ,trends, and challenges in retailing		
Unit 2:	Understanding the Retail Consumer (6-0-0-6 = 12 hrs)		
Objective	To analyze retail consumer behavior and customer relationship strategies.		
A	Retail buying behavior and factors influencing purchase decisions	CO2,CO3, CO6	<i>PPTs, Case Analysis , Data Analysis Exercises, Role Plays, CRM Tools</i>
B	Market segmentation and targeting		
C	Customer expectations, service quality, loyalty, and retention		
Unit 3:	Retail Marketing and Digital Retailing (6-0-0-6 = 12 hrs)		
Objective	To develop an understanding of the retail marketing mix, pricing strategies, store layout design, sales promotion, CRM, and digital retailing practices for enhancing customer experience and retail business performance.		
A	Retail marketing mix, Pricing strategies in retailing	CO4, CO6	<i>PPTs, Store Layout Exercises, Retail Simulations</i>
B	Store layout types and design strategies Sales promotion and advertising Customer Relationship Management (CRM)		
C	E-retailing, omnichannel retailing, and digital marketing		
Unit 4:	Fundamentals of Branding (6-0-0-6 = 12 hrs)		
Objective	To understand the concepts, evolution, and strategic importance of branding.		
A	Meaning, definition, evolution, functions, advantages, and challenges of branding	CO5, CO6	<i>PPTs, Case Study</i>
B	Product vs Brand; Branding through goods, services, people, organizations, retail stores, and online platforms		
C	Brand value, core brand values, Porter's Value Chain, and strategic brand management process		
Unit 5:	Brand Building and Strategic Retail Branding (6-0-0-6 = 12 hrs)		
Objective	To understand brand development, brand extension, retail branding, private labels, and customer loyalty strategies while analyzing contemporary trends and real-world case studies in retail management and branding.		
A	Brand development and brand extension strategies	CO5, CO6	<i>PPTs, Digital Marketing Tools</i>
B	Building customer loyalty through branding Retail branding and private labels		
C	Contemporary trends and case studies in retail management and branding		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	Team Work and Self-Learning • Retail store visit and observation • Case study analysis • Mini project on retail formats • Self-learning through retail technology platforms • Brand audit and analysis projects • Brand positioning exercises															
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)												
Quiz*	Assignment	Attendance														
20%	10%	5%	15%	50%												
References	Textbooks: 1. Berman, B., & Evans, J. R. (2018). Retail Management. Pearson Education. 2. Levy, M., Weitz, B. A., & Grewal, D. (2022). Retailing Management. McGraw Hill. 3. Pradhan, S. (2022). Retailing Management: Text and Cases. McGraw Hill. 4. Y. L. R. Moorthi – Brand Management: The Indian Context, Vikas Publication. 5. Jean Noel Kapferer – Strategic Brand Management, Kogan Page India. Other References: 1. Newman, A. J., & Cullen, P. (2020). Retailing: Environment & Operations. Cengage. 2. Bajaj, C., Tuli, R., & Srivastava, N. (2015). Retail Management. Oxford University Press. 3. Dunne, P. M., Lusch, R. F., & Carver, J. R. (2014). Retailing. Cengage Learning. 4. Chunnawalla – Brand Management, HPH, 2003. 5. Richard Elliott & Larry Percy – Strategic Brand Management, Oxford Press.															

5. CO-PSO Mapping Matrix

CO / PO	Integrated Business	Strategic Decision Making	Business Ethics & Values	Leadership & Team	Global Perspective	Innovative & Entrepreneurial	Environment and	Data Analysis & Digital	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO 2	PSO3	PSO4
C01	3	2	1	1	1	1	1	1	1	1	1	3	2	1	1
C02	3	3	1	1	1	2	1	2	1	1	1	3	2	2	1
C03	3	3	2	2	1	2	1	2	1	1	1	3	3	2	2
C04	3	3	2	1	1	3	1	3	1	1	1	3	2	2	3
C05	3	2	2	1	1	3	1	2	1	1	1	3	3	2	3
C06	3	3	2	2	1	3	2	3	2	1	1	3	3	3	4
Avg	3.00	3.2	1.67	1.33	1.00	2.33	1.16	2.16	1.16	1.0	1.0	3.00	2.5	2.00	2.33

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal& Description	Mapping	Justification
SDG 4: Quality Education	3	Promotes inclusive and equitable learning by enhancing students' knowledge, employability, and practical understanding of the retail sector, while developing competencies in branding, marketing strategy, and entrepreneurship for sustainable professional growth..
SDG 8: Decent Work and Economic Growth	3	Enhances employability and provides a strong understanding of retail sector growth and entrepreneurship. It also develops key competencies in branding, marketing strategy, and business expansion for effective business growth.
SDG 9: Industry, Innovation and Infrastructure	2	Growth of organized retail systems
SDG 12: Responsible Consumption and Production	2	Sustainable branding and responsible consumption

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Marketing	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Artificial Intelligence in Marketing
2	Course Code	MBSMK03
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial (T) + Lab Instruction (P) + Self Learning (SL) L: 30hrs T: 00 hrs P: 00 hrs SL: 30hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	This course aims to provide understanding of Artificial Intelligence (AI) concepts and applications in marketing. It focuses on AI-driven marketing analytics, consumer insights, automation, personalization, digital marketing strategies, and ethical implications of AI in marketing practices. The course develops analytical and strategic skills for applying AI tools and technologies in modern marketing decision-making.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, tools, and applications of Artificial Intelligence in marketing. CO2: Analyze AI-driven consumer insights and marketing analytics for business decision-making. CO3: Apply AI technologies for customer segmentation, targeting, personalization, and customer relationship management. CO4: Evaluate the role of AI in digital marketing, advertising, and sales automation. CO5: Examine ethical, legal, and social challenges associated with AI in marketing. CO6: Develop AI-enabled marketing strategies for improving organizational effectiveness and customer engagement.
8	Course	This course provides comprehensive knowledge of Artificial Intelligence and its

	Description	integration into marketing functions. It covers AI fundamentals, machine learning applications, predictive analytics, customer data analysis, recommendation systems, chatbots, AI-enabled CRM, digital advertising, and automated marketing platforms. The course also examines AI applications in branding, social media marketing, consumer behaviour analysis, and customer experience management. Emphasis is placed on practical applications of AI tools for marketing effectiveness, innovation, and competitive advantage in the digital economy.
--	--------------------	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Artificial Intelligence in Marketing (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with the concepts, importance, scope, and applications of Artificial Intelligence in modern marketing practices.		
A	Meaning, Nature and Scope of Artificial Intelligence; Evolution and Importance of AI in Marketing	CO1, CO6	Lectures and PPT Presentations Case Studies Group Discussions
B	AI Technologies in Marketing: Machine Learning, Deep Learning, Natural Language Processing, Predictive Analytics		
C	Role of AI in Marketing Strategy and Business Transformation		
Unit 2:	AI-Driven Consumer Insights and Marketing Analytics (6-0-0-6 = 12 hrs)		
Objective	To develop understanding of AI-based analytics and customer intelligence for effective marketing decisions.		
A	Consumer Data Collection and Analysis using AI	CO2, CO3, CO6	Assignments and Presentations, Marketing Analytics Exercises, Real-life Business Examples
B	Predictive Analytics, Customer Segmentation and Personalization using AI		
C	Recommendation Systems, Sentiment Analysis and Consumer Behavior Prediction		
Unit 3:	AI Applications in Digital Marketing and CRM (6-0-0-6 = 12 hrs)		
Objective	To analyze the role of AI in enhancing digital marketing, customer engagement, and relationship management.		
A	AI in Digital Marketing: Search Engine Optimization, Programmatic Advertising and Social Media Marketing	CO3, CO4, CO6	Lectures and PPT Presentations, Digital Marketing Simulations, AI Tool Demonstrations
B	AI-enabled Customer Relationship Management (CRM) and Customer Experience Management		
C	Chatbots, Virtual Assistants and Marketing Automation Tools		
Unit 4:	AI in Branding, Sales and Marketing Decision-Making (6-0-0-6 = 12 hrs)		
Objective	To understand AI applications in branding, sales forecasting, pricing, and strategic marketing decisions.		
A	AI in Brand Management and Customer Engagement	CO4, CO6	Case Analysis, Brand Analytics Activities, AI-based Marketing Projects
B	Sales Forecasting, Dynamic Pricing and Demand Prediction using AI		
C	AI-supported Marketing Decision-Making and Strategic Planning		
Unit 5:	Ethical Issues and Future Trends in AI Marketing (6-0-0-6 = 12 hrs)		
Objective	To examine ethical, legal, and emerging issues related to Artificial Intelligence in marketing.		
A	Ethical Issues in AI Marketing: Privacy, Data Security and Consumer Protection	CO5, CO6	Technology-based Learning Activities.

B	Legal and Social Implications of AI in Marketing		<i>Audio-Visual Learning Resources, Research Assignments, Industry Case Discussions</i>
C	Future Trends in AI Marketing: Generative AI, Neuromarketing, Hyper-personalization and AI-driven Innovation		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Term work (includes assignments, seminars, AI-based marketing case studies, presentations, analytics exercises, group activities, and other student activities etc.) SL: Self Learning, MOOCs, research papers, journals, online educational resources, AI marketing reports, and industry examples etc. Example: Self-Learning beyond Classroom, AI Marketing Tool Analysis, Online Consumer Analytics Projects, Case Study, Industry Interaction, Seminar on Emerging AI Trends in Marketing.				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
*Five Quizzes of 4 marks each.					
References	Text Book: 1. Artificial Intelligence for Marketing – Jim Sterne, Wiley Publications. 2. Marketing Artificial Intelligence – Paul Roetzer & Mike Kaput, Matt Holt Books. 3. AI for Marketing and Product Innovation – A. K. Pradeep, Andrew Appel & Stan Sthanunathan, Wiley. 4. Predictive Marketing – Omer Artun & Dominique Levin, Wiley. 5. Digital Marketing Analytics – Chuck Hemann & Ken Burbary, Que Publishing. 6. Marketing Management – Philip Kotler & Kevin Keller, Pearson Education. 7. Artificial Intelligence: A Modern Approach – Stuart Russell & Peter Norvig, Pearson.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business	Innovation, Entrepreneurship and Continuous
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	2	1	1	2	1	-	1	1	1	2	3	2	1	1
C02	3	3	2	2	2	2	-	1	2	1	2	3	3	2	1
C03	3	3	2	2	2	2	1	2	2	2	2	3	3	2	2
C04	3	3	2	3	1	2	1	2	2	2	2	3	3	1	2
C05	2	3	2	1	3	3	2	3	2	2	3	2	2	3	3
C06	3	3	2	3	2	2	2	2	2	2	2	3	2	2	2
AVG	2.67	2.67	1.50	1.50	2.00	2.50	1.50	2.67	1.50	1.83	2.17	2.83	2.33	1.50	2.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops analytical understanding of consumer behaviour, marketing strategies, and decision-making skills.
SDG 8: Decent Work & Economic Growth	3	Enhances understanding of consumer markets, business growth, and customer-centric organizational practices.
SDG 9: Industry, Innovation & Infrastructure	2	Encourages digital consumer analysis, innovation in marketing practices, and AI-driven consumer insights.
SDG 12: Responsible Consumption & Production	2	Promotes ethical consumerism, green marketing, and responsible consumption behavior.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Human Resources	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Strategic Human Resource Management
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	This course aims to understand the concepts of globalization in HR Perspective. To familiarize the key aspects and contemporary issues to the students. To understand the developments in global HR practices and its challenges.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, approaches, importance, and challenges of Strategic HRM. CO2: Explain the strategic role of HR and talent management practices in organizations. CO3: Apply Human Capital Management and high-performance HR strategies in business contexts. CO4: Analyze employee engagement, knowledge management, and resourcing strategies. CO5: Evaluate emerging trends and issues in Strategic HRM CO6: Evaluate Strategic HRM practices for achieving organizational goals.
8	Course Description	This course provides a comprehensive understanding of Strategic Human Resource Management (SHRM) and its role in achieving organizational goals. It covers the evolution, approaches, and strategic significance of SHRM along with HR strategies related to talent management, human capital, employee engagement, and organizational development. The course also examines

		contemporary issues such as globalization, technology, outsourcing, ethics, and emerging trends in HRM. Emphasis is placed on aligning HR strategies with business objectives to enhance organizational effectiveness and sustainability.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction of Strategic HRM (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with the concepts, importance, approaches, and challenges of Strategic Human Resource Management and to develop understanding of the linkage between HR strategy and business strategy.		
A	Definition, need, importance of Strategic Human resource management. A shift from Traditional HRM to Strategic HRM	CO1, CO6	Lectures and PPT Presentations Case Studies Group Discussions Business Strategy Analysis HR Strategy Mapping Exercises
B	SHRM Approaches: Universalistic, Contingency and Configurational Approaches		
C	Linking HR strategy with business strategy, Challenges of Strategic HRM.		
Unit 2:	The Practice of Strategic HRM and Talent Management (6-0-0-6 = 12 hrs)		
Objective	To develop understanding of the strategic role of HR and the application of talent management, learning and development, reward, and employee relations strategies in improving organizational performance.		
A	HR Strategies; The Strategic role of HR; Impact of HR on Organizational Performance	CO2, CO6	Assignments and Presentations Real-life Organizational Examples
B	Impact of Strategic HRM Concepts on Practice; Strategic HRM in action. Talent Management Strategy		
C	Learning and Development Strategy; Reward Strategy; Employee Relations Strategy.		
Unit 3:	HR Strategies-I (6-0-0-6 = 12 hrs)		
Objective	To develop understanding of Human Capital Management, high-performance strategies, and organizational development strategies for improving organizational effectiveness.		
A	Human Capital Management Strategy; The link between Human Capital Management and Business Strategy	CO3, CO6	Lectures and PPT Presentations Case Studies on Human Capital Management Group Discussions HR Strategy Development Exercises
B	Developing a Human Capital Management Strategy; High-performance strategy		
C	Organization Development Strategy.		
Unit 4:	HR Strategies II (6-0-0-6 = 12 hrs)		
Objective	To analyze employee engagement, organizational commitment, knowledge management, and employee resourcing strategies for enhancing organizational effectiveness.		
A	Engagement and Organizational Commitment, The Significance of Engagement	CO4, CO6	Lectures and PPT Presentations Case Studies on Employee Engagement Group Discussions Knowledge Management Activities
B	Engagement and discretionary behaviours, Factors that influence engagement.		
C	Strategies for enhancing Engagement, Measuring Engagement, Knowledge Management Strategy, Employee Resourcing Strategy.		
Unit 5:	Trends and Issues in SHRM (6-0-0-6 = 12 hrs)		

Objective	To examine emerging trends, global issues, technology, ethics, and future challenges in Strategic Human Resource Management.		
A	HR implications of mergers and acquisitions; Outsourcing and its HR implications	CO5, CO6	<i>Technology-based Learning Activities</i> <i>Audio-Visual Learning Resources</i> <i>Assignments and Presentations</i> <i>Real-world and Global HRM Examples</i>
B	Human resource strategy in international context; HRM in developing countries		
C	Technology and HRM, Corporate Ethics, Values and SHRM; Future of SHRM.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Term work (includes assignments, seminars, case studies, presentations, HR strategy analysis exercises, group activities, and other student activities etc.) SL: Self Learning, MOOCs, research papers, journals, online educational resources, HR reports, and industry examples etc. Example: Self-Learning beyond Class Room, Developing HR strategy analysis in a team, Self-Learning from online content, Case Study, Industry Work/Visit, Seminar on emerging trends in SHRM.															
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)												
Quiz*	Assignment	Attendance														
20%	10%	5%	15%	50%												
References	Text Book: 1. Strategic Human Resource Management – Jeffrey A. Mello, Cengage Learning. 2. Strategic Human Resource Management – Michael Armstrong & Stephen Taylor, Kogan Page. 3. Human Resource Management – Gary Dessler, Pearson Education. 4. Strategic Human Resource Management: A Guide to Action – Michael Armstrong, Kogan Page. 5. Human Resource Management – Biswajeet Pattanayak, PHI Learning. 6. Managing Human Resources – Wayne F. Cascio & John Boudreau, McGraw Hill. 7. Strategic Human Resource Management – Charles R. Greer, Pearson Education.															

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Understanding	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable	Innovation, Entrepreneurship and Continuous
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	1	1	2	1	-	1	1	1	2	3	2	1	1
C02	3	3	2	2	2	2	-	1	2	1	2	3	3	2	1
C03	3	3	2	2	2	2	1	2	2	2	2	3	3	2	2
C04	3	3	2	3	1	2	1	2	2	2	2	3	3	1	2
C05	2	3	2	1	3	3	2	3	2	2	3	2	2	3	3
C06	3	3	2	3	2	2	2	2	2	2	2	3	2	2	2
AVG	2.83	2.83	1.83	2.17	2.00	2.00	1.50	1.83	1.83	1.67	2.17	2.83	2.67	1.83	1.83

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops strategic HR knowledge, leadership, analytical thinking, and decision-making skills through SHRM concepts and organizational applications.
SDG 8: Decent Work & Economic Growth	3	Promotes talent management, employee engagement, and HR strategies for productive employment and organizational growth.
SDG 9: Industry, Innovation & Infrastructure	2	Encourages innovative HR practices, technology integration, and knowledge management for organizational effectiveness.
SDG 16: Peace, Justice & Strong Institutions	2	Emphasizes ethical HR practices, corporate values, and responsible organizational behaviour for strong institutions.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) - = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Human Resources	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	International Human Resource Management
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial (T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	To develop understanding of international human resource management practices, cross-cultural workforce management, global staffing, expatriate management, international compensation, and emerging global HR challenges in multinational organizations.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, scope, approaches, and significance of International Human Resource Management. CO2: Analyze global staffing approaches, expatriate management, and cross-cultural workforce issues. CO3: Apply international HR practices related to recruitment, training, performance management, and compensation in multinational organizations. CO4: Examine cultural diversity, global leadership, and employee relations in international business environments. CO5: Evaluate contemporary issues, ethical concerns, and emerging trends in International Human Resource Management. CO6: Evaluate International HRM practices for managing global workforce effectiveness and organizational performance.

8	Course Description	This course focuses on the concepts and practices of managing human resources in international and multinational business environments. It covers global staffing, expatriate management, cross-cultural communication, international compensation, performance management, global leadership, employee relations, and emerging trends in IHRM. The course also emphasizes ethical, technological, and strategic issues in managing global human resources.
---	---------------------------	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to International Human Resource Management (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with the concepts, scope, significance, and environment of International Human Resource Management.		
A	Meaning, Nature, Scope and Importance of International Human Resource Management	CO1, CO6	Lectures and PPT Presentations, Case Studies, Group Discussions
B	Difference between Domestic HRM and International HRM		
C	Globalization and Environmental Factors affecting IHRM		
Unit 2:	Global Staffing and Expatriate Management (6-0-0-6 = 12 hrs)		
Objective	To understand international staffing approaches and expatriate management practices in multinational organizations		
A	International Staffing Approaches: Ethnocentric, Polycentric, Regio centric and Geocentric	CO2, CO3, CO6	Assignments and Presentations, International HR Cases, Industry Examples
B	Recruitment, Selection and Training of International Employees		
C	Expatriate Management and Cross-Cultural Adjustment		
Unit 3:	International Performance Management and Compensation (6-0-0-6 = 12 hrs)		
Objective	To understand international HR practices related to performance evaluation and compensation management.		
A	International Performance Management Systems	CO3, CO4, CO6	Lectures and PPT Presentations, HR Simulations, Global HR Practices
B	International Compensation: Objectives, Components and Challenges		
C	Global Reward Systems and Employee Motivation		
Unit 4:	Cross-Cultural Management and Global Employee Relations (6-0-0-6 = 12 hrs)		
Objective	To analyze cross-cultural issues, leadership, and employee relations in multinational organizations		
A	Cross-Cultural Communication and Cultural Diversity Management	CO4, CO5, CO6	Group Activities, International Business Simulations
B	Leadership and Team Management in Global Organizations		
C	International Labour Relations and Employee Relations		
Unit 5:	Emerging Trends and Challenges in IHRM (6-0-0-6 = 12 hrs)		
Objective	To examine emerging trends, ethical issues, and technological developments in International HRM.		
A	Ethical Issues and Corporate Social Responsibility in IHRM	CO4, CO5, CO6	Group Activities, International Business Simulations
B	Technology and AI in International Human Resource Management		
C	Future Trends in Global HRM and Global Talent Management		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Term work (includes assignments, seminars, international HR case studies, presentations, group activities, and other student activities etc.) SL: Self Learning, MOOCs, research papers, journals, online educational resources, global HR reports, and international business examples etc. Example: Self-Learning beyond Classroom, International HR Case Analysis, Global Workforce Studies, Cross-Cultural Management Activities, Seminar on Emerging Trends in IHRM.				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Text Book: 1. International Human Resource Management – Peter J. Dowling, Marion Festing & Allen D. Engle, Cengage Learning. 2. International Human Resource Management – Monir H. Tayeb, Oxford University Press. 3. Managing Human Resources in International Business – Dennis R. Briscoe, Randall S. Schuler & Ibraiz Tarique, Routledge. 4. Human Resource Management – Gary Dessler, Pearson Education. 5. Strategic International Human Resource Management – Stephen J. Perkins & Susan Shortland, Kogan Page. 6. International Business – Charles W. L. Hill & Arun Kumar Jain, McGraw Hill.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Competency	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business	Innovation, Entrepreneurship and Continuous
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PS01	PS02	PS03	PS04
C01	3	2	1	1	3	1	—	1	1	1	2	3	2	3	1
C02	3	3	1	2	3	2	—	1	1	2	2	3	2	3	2
C03	3	3	1	2	2	2	—	2	1	2	2	3	2	2	2
C04	2	2	2	3	3	2	1	1	2	1	2	2	3	3	2
C05	2	2	3	1	3	3	2	2	3	2	3	2	2	3	3
C06	3	3	2	3	3	2	1	2	2	2	3	3	3	3	2
AVG	2.67	2.50	1.67	2.00	2.83	2.00	1.33	1.50	1.67	1.67	2.33	2.67	2.33	2.83	2.00

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops global HR knowledge, cross-cultural competence, and strategic management skills through international HR practices.
SDG 5: Gender Equality	2	Promotes diversity, inclusion, equal opportunity, and fair employment practices in global organizations.
SDG 8: Decent Work & Economic Growth	3	Enhances understanding of global workforce management, employee welfare, and sustainable employment practices.
SDG 10: Reduced Inequalities	2	Encourages inclusive HR policies and fair treatment of employees across international and multicultural workplaces.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Human Resources	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Artificial Intelligence in Human Resource Management
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL)	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	This course aims to provide Students with a comprehensive understanding of how Artificial Intelligence (AI) is transforming Human Resource Management (HRM). By the end of the course, students will be equipped to critically assess AI solutions, implement AI-based HR practices ethically, and drive data-driven decision-making in the workplace.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and describe the basic concepts, evolution, benefits, and challenges of Artificial Intelligence in HRM. CO2: <i>Explain and understand</i> AI applications in recruitment, workforce planning, onboarding, HR analytics, and performance management. CO3: <i>Apply</i> AI tools and techniques in talent acquisition, employee training, performance appraisal, and HR decision-making. CO4: <i>Analyze</i> AI-driven HR systems for employee engagement, retention, predictive analytics, and workforce management. CO5: <i>Evaluate</i> ethical issues, bias, fairness, compliance, and sustainability concerns in AI-enabled HR practices. CO6: <i>Design</i> innovative AI-based HR strategies and solutions for effective workforce management and organizational development.

8	Course Description	This course introduces the concepts, tools, and applications of Artificial Intelligence (AI) in Human Resource Management. It covers AI-driven talent acquisition, performance management, employee engagement, learning and development, HR analytics, compensation management, and ethical issues in AI-based HR decisions. The course also explores emerging trends such as Green HRM, predictive analytics, and AI-enabled workforce management for strategic HR practices.
---	---------------------------	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to AI in HRM (6-0-0-6 = 12 hrs)		
Objective	To understand the concepts, evolution, benefits, challenges, and future trends of AI in Human Resource Management.		
A	Overview of Artificial Intelligence: Definitions and Concepts	CO1, CO2	PPTs, Videos, Case Studies
B	Evolution of AI in Business and HRM; Benefits and Challenges of AI adoption in HRM		
C	Future Trends in AI and HR Profession		
Unit 2:	AI in Talent Acquisition (6-0-0-6 = 12 hrs)		
Objective	To understand the applications of AI in recruitment, hiring, onboarding, and HR metrics.		
A	AI in Workforce Planning and Resume Screening	CO2, CO3	PPTs, Videos, Case Studies, AI Recruitment Tools
B	Chatbots and Virtual Assistants in Recruitment; Analytics for Hiring Decision		
C	AI and Onboarding, HR Metrics, Case Studies on AI in Hiring		
Unit 3:	AI in Performance Management and Learning (6-0-0-6 = 12 hrs)		
Objective	To examine AI applications in employee performance appraisal, learning, and career development.		
A	AI-Driven Performance Appraisal Systems	CO3, CO4	PPTs, Videos, Case Studies, AI-based HR Systems
B	Personalized Learning and Development using AI		
C	Competency Mapping, Career Pathing, and AI in Employee Training		
Unit 4:	AI in Employee Engagement and Retention (6-0-0-6 = 12 hrs)		
Objective	To analyze AI tools used for employee engagement, satisfaction measurement, and retention management.		
A	AI Tools for Measuring Employee Satisfaction	CO4, CO5	PPTs, Videos, Case Studies, AI-based HR Systems
B	Personalized Employee Experience with AI; Predictive Analytics for Employee Turnover		
C	Ethical Concerns in AI-based Employee Monitoring		
Unit 5:	Emerging Trends of AI in HRM (6-0-0-6 = 12 hrs)		
Objective	To explore emerging AI trends, ethical frameworks, and sustainability practices in HRM.		
A	AI in Sustaining Green HRM; Emerging Trends of AI-based HRM	CO5, CO6	AI Platforms, Research Articles, Industry Reports
B	AI in Compensation & Benefits and Compliance		
C	Ethical Frameworks for AI in HR; Bias and Fairness in AI-Driven HR Decisions		

4. Course Evaluation & References

Team Work and Self-Learning	TW: Term work (includes assignments, seminars, industrial visits, any other student activities etc.) Mini Project, Group discussions
------------------------------------	--

(in Hours) (SL: 30 hrs)	SL: Self-learning through MOOCs, online tutorials, research papers, and industry reports				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
*Five Quizzes of 4 marks each.					
References	Textbook: 1. Ben Eubanks (2018). Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce. Kogan Page Publishers, 2018 2. Strohmeier, Stefan (2022). Handbook of Research on Artificial Intelligence in Human Resource Management. Edward Elgar Publishing, 2022 3. Ban Eubanks: Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO 3	PO 4	PO 5	PO 6	PO7	PO8	PO9	PO10	PO1 1	PS01	PS02	PSO 3	PSO4
C01	3	1	-	-	-	-	-	1	-	-	1	2	1	-	-
C02	3	2	1	1	-	1	-	2	1	-	2	2	2	-	1
C03	3	3	1	2	-	2	-	3	1	1	2	3	3	1	2
C04	2	3	2	2	1	2	-	3	2	1	2	3	3	2	2
C05	2	3	3	2	1	2	2	2	2	2	2	2	3	3	2
C06	2	3	3	3	1	3	3	3	2	2	3	3	3	3	3
Avg	2.50	2.50	2.0	2.0	1.0	2.0	2.50	2.33	1.50	1.50	2.00	2.50	2.50	2.25	2.00

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 7 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops digital HR competencies, analytical thinking, and AI-based managerial skills through modern HRM practices.
SDG 5: Gender Equality	2	Promotes fairness, diversity, inclusion, and bias reduction in AI-driven HR decisions and recruitment systems
SDG 8: Decent Work & Economic Growth	3	Enhances workforce management, employee engagement, productivity, and organizational effectiveness through AI-enabled HR systems.
SDG 9: Industry, Innovation & Infrastructure	3	Encourages innovation and digital transformation in HRM using AI technologies, predictive analytics, and intelligent systems.
SDG 10: Reduced Inequalities	2	Supports ethical and inclusive HR practices by addressing fairness and bias in AI-enabled HR decisions.
SDG 12: Responsible Consumption & Production	2	Promotes sustainable HRM practices and responsible AI adoption in organizational processes.
SDG 16: Peace, Justice & Strong Institutions	2	Strengthens ethical governance, compliance, transparency, and accountability in AI-driven HR management.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2026-27
Branch:		Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Financial Institutions and Markets
2	Course Code	----
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	To provide comprehensive understanding of the structure, functions, and operations of financial institutions and financial markets in Indian and global contexts. The course aims to develop analytical understanding of financial instruments, regulatory frameworks, financial innovations, and emerging trends in digital finance and global financial systems for effective financial decision-making.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the structure, functions, and significance of financial institutions, financial systems, and financial markets in India. CO2: Analyze the functioning of money markets, capital markets, forex markets, and various financial instruments used in financial systems. CO3: Evaluate the role of regulatory and supervisory authorities in maintaining stability, transparency, and investor protection in financial markets. CO4: Assess global financial markets, international financial institutions, fintech innovations, and digital financial services influencing modern financial systems. CO5: Examine emerging trends such as blockchain, crypto-assets, ESG investing, digital lending, and decentralized finance in global financial markets. CO6: Integrate knowledge of financial institutions, financial markets, regulatory frameworks, and financial innovations for effective financial analysis and strategic decision-making.
8	Course Description	This course provides comprehensive understanding of financial institutions, financial markets, and financial systems operating in India and globally. It covers

		the structure and functions of banking institutions, non-banking financial institutions, money markets, capital markets, forex markets, and financial instruments. The course also focuses on regulatory frameworks, investor protection mechanisms, international financial institutions, and emerging trends such as fintech, blockchain, crypto-assets, ESG investing, and digital finance. Students will develop analytical and strategic understanding of financial market operations, financial innovations, and global financial systems required for effective financial decision-making.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Financial System and Institutions (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with the structure of the Indian financial system, the role of financial institutions, and the importance of financial inclusion.		
A	Structure of Indian Financial System: Regulators, Institutions, Markets and Instruments.	CO1, CO6	<i>RBI Reports, Financial System Case Studies, Banking Reports</i>
B	Functions of RBI and Monetary Policy Operations.		
C	Role of Commercial Banks, NBFCs, Development Banks, Financial Inclusion and Priority Sector Lending.		
Unit 2:	Financial Markets and Instruments (6-0-0-6 = 12 hrs)		
Objective	To develop understanding regarding various financial markets and instruments used for investment and financing decisions.		
A	Call Money, Repo, Reverse Repo, Treasury Bills, Commercial Papers and Certificates of Deposit.	CO2, CO6	<i>NSE/BSE Data, RBI Bulletins, Money Market Reports, Investment Databases</i>
B	Equity Market, Debt Market, Derivatives Market and Depository System.		
C	Mutual Funds, ETFs and New-Age Investment Products.		
Unit 3:	Foreign Exchange Market and Regulatory Framework (6-0-0-6 = 12 hrs)		
Objective	To provide understanding regarding foreign exchange markets and regulatory institutions governing financial markets.		
A	Foreign Exchange Market and Forex Derivatives.	CO2, CO3	<i>Forex Trading Platforms, Regulatory Reports, SEBI and RBI Publications</i>
B	Role of SEBI, RBI, IRDAI and PFRDA.		
C	Insider Trading, Corporate Governance, Credit Rating Agencies and Investor Protection Mechanisms.		
Unit 4:	International Financial Markets (6-0-0-6 = 12 hrs)		
Objective	To examine international financial markets, institutions, and global financial developments influencing modern financial systems.		
A	International Financial Markets and Instruments.	CO3, CO4	<i>BIS Publications, Global Market Reports</i>
B	Role of IMF, World Bank, BIS and Asian Development Bank.		
C	Globalization of Financial Markets and Cross-Border Capital Flows.		
Unit 5:	FinTech and Financial Innovations (6-0-0-6 = 12 hrs)		
Objective	To develop understanding regarding technological innovations and emerging trends transforming financial markets and institutions.		
A	Blockchain Technology, Crypto Assets and Decentralized Finance (DeFi).	CO4, CO5, CO6	<i>FinTech Platforms, Blockchain Applications, Digital Finance Case Studies</i>
B	ESG Investing and Green Finance.		
C	Digital Lending Platforms and Regulatory Frameworks.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work includes analysis of financial market operations, regulatory framework reviews, case studies on financial institutions, fintech innovation analysis, presentations, quizzes, and practical exercises related to financial instruments and digital financial services. SL: Self-learning through RBI reports, SEBI publications, IMF reports, financial news portals, fintech platforms, research articles, online trading simulations, and analysis of global financial market developments and digital finance trends.																			
Mode of Examination	Weightage Distribution: <table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><th></th><th></th></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table> *Five Quizzes of 4 marks each.					CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
CA			Mid Term Assessment (MTA)	End Term Examination (ETE)																
Quiz*	Assignment	Attendance																		
20%	10%	5%	15%	50%																
References	Text Books: 1. M.Y. Khan — Indian Financial System, McGraw-Hill Education. 2. L.M. Bhole & J. Mahakud — Financial Institutions and Markets: Structure, Growth, and Innovations, McGraw-Hill. 3. B.V. Pathak — The Indian Financial System: Markets, Institutions and Services, Pearson.																			

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO 3	PSO4
CO1	3	2	1	-	1	1	1	2	1	1	1	3	1	1	1
CO2	3	3	1	1	2	1	1	3	1	2	1	3	2	2	2
CO3	3	3	2	2	2	1	1	2	2	2	1	3	3	2	2
CO4	3	3	2	2	3	3	2	3	2	3	2	3	3	3	3
CO5	3	3	2	2	3	3	3	3	2	3	2	3	3	3	3
CO6	3	3	2	2	3	3	2	3	2	3	2	3	3	3	3
Avg	3.00	2.83	1.67	1.75	2.33	2.00	1.67	2.67	1.67	2.33	1.33	3.00	2.50	2.33	2.33

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops understanding of financial systems, financial markets, regulatory frameworks, and digital financial innovations essential for financial literacy and professional competence.
SDG 8: Decent Work & Economic Growth	3	Enhances knowledge of banking systems, financial institutions, investment markets, and financial services that support economic growth and employment generation.
SDG 9: Industry, Innovation & Infrastructure	3	Promotes understanding of fintech innovations, digital payment systems, blockchain, and modern financial infrastructure supporting technological advancement in financial services.
SDG 12: Responsible Consumption & Production	2	Supports responsible financial decision-making, investor protection, sustainable investments, and efficient allocation of financial resources.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Finance	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Working Capital Management
2	Course Code	----
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	To provide comprehensive understanding of working capital management concepts, policies, and techniques used for efficient management of current assets and current liabilities. The course aims to develop analytical skills related to cash management, receivables management, inventory management, operating cycle analysis, and working capital financing decisions for maximizing organizational profitability and shareholder value.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the concepts, structure, and significance of working capital management and its role in organizational profitability. CO2: Analyze working capital requirements, operating cycle concepts, and working capital financing approaches for effective financial planning. CO3: Apply cash management, receivables management, and inventory management techniques for efficient utilization of current assets. CO4: Evaluate working capital management policies and financial models for achieving corporate liquidity and profitability objectives. CO5: Assess the effectiveness of corporate cash management, credit management, factoring, and inventory control systems in business organizations. CO6: Integrate working capital management concepts, operating cycle analysis, and current asset management techniques for strategic financial decision-making and shareholder wealth maximization.
8	Course Description	This course provides comprehensive understanding of working capital management and current asset management practices in organizations. It covers concepts of working capital, operating cycle analysis, working capital financing

		approaches, cash management models, receivables management, and inventory management techniques. The course also focuses on liquidity-profitability trade-offs, credit policies, factoring, inventory control systems, and risk management in current asset management. Students will develop analytical and practical understanding of working capital planning, current asset optimization, and financial decision-making required for efficient business operations and value maximization.
--	--	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Working Capital Management (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with the concepts, structure, significance, and financing approaches of working capital management.		
A	Concepts of Working Capital, Working Capital Flow, Current Assets, Gross and Net Working Capital.	CO1, CO2	Financial Statements, Excel, Numerical Exercises, Working Capital Templates, Case Studies
B	Permanent and Temporary Working Capital, Factors Determining Working Capital Requirements.		
C	Liquidity vs Profitability Trade-off, Hedging Approach, Conservative Approach, Aggressive Approach.		
Unit 2:	Operating Cycle Analysis (6-0-0-6 = 12 hrs)		
Objective	To develop understanding regarding operating cycle concepts and estimation of working capital requirements.		
A	Concept and Components of Operating Cycle.	CO2, CO3	Operating Cycle Models, Numerical Problem Solving, Financial Analysis Tools, Excel
B	Inventory Conversion Period, Receivables Conversion Period, Deferral Period.		
C	Working Capital Estimation based on Net Sales, Total Assets, and Operating Cycle.		
Unit 3:	Cash Management (6-0-0-6 = 12 hrs)		
Objective	To provide understanding regarding cash management techniques, models, and short-term investment decisions.		
A	Motives for Holding Cash, Objectives of Cash Management, Factors Affecting Cash Needs.	CO3, CO4	Cash Budget Templates, Financial Calculators, Excel Models, Cash Management Simulations
B	Baumol’s Model, Miller-Orr Model, Stone Model.		
C	Managing Surplus and Shortage of Cash, Types and Selection of Marketable Securities.		
Unit 4:	Receivables Management (6-0-0-6 = 12 hrs)		
Objective	To examine receivables management techniques, credit policies, and factoring mechanisms for efficient credit management.		
A	Costs and Benefits of Receivables, Credit Policy, Credit Evaluation.	CO4, CO5	Case Studies, Financial Reports, Receivables Analysis Templates
B	Handling and Control of Receivables, Size of Investment in Receivables.		
C	Benefits and Costs of Factoring, Types of Factoring, Forfeiting.		
Unit 5:	Inventory Management (6-0-0-6 = 12 hrs)		
Objective	To develop understanding regarding multinational financing, international capital budgeting, and multinational financial management practices.		
A	To develop understanding regarding inventory management techniques and risk management in inventory control systems.	CO5, CO6	Inventory Control Models, EOQ Calculators, Excel, Inventory Analysis
B	ABC Analysis, EOO Model, Re-order Level, Safety Stock.		

C	Just-in-Time Inventory and Risk Management in Inventory Control.		<i>Tools, Case Studies</i>
----------	--	--	----------------------------

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work includes working capital estimation exercises, operating cycle analysis, cash budgeting, inventory control calculations, receivables management case studies, presentations, quizzes, and practical applications related to current asset management and liquidity planning. SL: Self-learning through financial statements, working capital reports, research articles, financial analytics tools, online resources, Excel-based financial models, and practice exercises related to cash management, receivables analysis, and inventory optimization.				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Text Books: 1. R.P. Rustagi — Working Capital Management, Taxmann Publications Ltd. 2. V.K. Bhalla — Working Capital Management, S. Chand. 3. Hrishikes Bhattacharya — Working Capital Management, Prentice Hall of India.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	2	-	-	-	1	-	2	-	1	1	3	-	-	1
C02	3	3	-	-	-	1	-	3	-	2	1	3	-	-	2
C03	3	3	-	-	-	1	-	3	-	2	1	3	-	-	2
C04	3	3	1	-	-	1	-	2	-	2	1	3	1	-	2
C05	3	3	1	1	-	1	-	2	1	2	1	3	1	-	2
C06	3	3	1	1	1	2	-	3	1	3	2	3	2	1	3
AVG	3.00	2.83	1.00	1.00	1.00	1.17	-	2.50	1.00	2.00	1.17	3.00	1.33	1.00	2.00

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops analytical understanding of working capital management, liquidity planning, and current asset management techniques required for managerial decision-making.
SDG 8: Decent Work & Economic Growth	3	Enhances competencies in financial planning, cash management, receivables management, and inventory control supporting efficient organizational operations and sustainable growth.
SDG 9: Industry, Innovation & Infrastructure	2	Encourages efficient financial resource management, adoption of modern inventory and cash management techniques, and improved operational efficiency in organizations.
SDG 12: Responsible Consumption & Production	3	Promotes optimal utilization of financial resources, inventory control, efficient receivables management, and reduction of operational inefficiencies through effective working capital practices.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain :	Finance	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	International Financial Management
2	Course Code	----
3	Credits	2
4	Contact (Learning) Hours per Week) (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	To provide comprehensive understanding of international financial management concepts, international financial systems, foreign exchange markets, and global financial operations. The course aims to develop analytical skills required for managing international financial risks, exchange rate exposure, multinational financing decisions, and international investment operations in global business environments.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the scope, significance, and concepts of international financial management and balance of payments. CO2: Analyze international monetary systems, exchange rate systems, and the role of international financial institutions in global finance. CO3: Apply theories of exchange rate determination and foreign exchange market mechanisms in international financial decision-making. CO4: Evaluate foreign exchange exposure risks and techniques for managing transaction, translation, and economic exposures. CO5: Assess multinational financial decisions related to foreign direct investment, international financing, capital budgeting, and multinational cash management. CO6: Integrate international financial management concepts, foreign exchange risk management, and multinational financial strategies for effective global financial decision-making.
8	Course Description	This course provides comprehensive understanding of international financial management and global financial operations in multinational business environments. It covers balance of payments, international monetary systems,

		foreign exchange markets, exchange rate theories, and foreign exchange risk management techniques. The course also focuses on multinational financial decisions including foreign direct investment, international financing, multinational capital budgeting, and multinational cash management. Students will develop analytical and strategic understanding of global financial systems, exchange rate exposure management, and international financial decision-making required for operating in dynamic international business environments.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to International Financial Management (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with the concepts, scope, and significance of international financial management and balance of payments.		
A	Meaning, Nature, Scope and Importance of International Financial Management, International vs Domestic Financial Management.	CO1, CO2	Financial Reports, Exchange Rate Data, PPTs, Case Studies, International Financial Databases
B	Growing Importance of International Financial Operations and Global Financial Environment.		
C	Meaning, Nature, Components and Deficit in Balance of Payments.		
Unit 2:	International Monetary System (6-0-0-6 = 12 hrs)		
Objective	To develop understanding regarding international monetary systems, exchange rate systems, and international financial institutions.		
A	Gold Standard, Inter-war Period, Bretton Woods System, Smithsonian Agreement.	CO2, CO3	IMF Reports, Exchange Rate Charts, Historical Financial Data, Case Analysis
B	Flexible Exchange Rate System and Evaluation of Floating Exchange Rates.		
C	Role and Functions of International Financial Institutions in Global Financial Systems.		
Unit 3:	Foreign Exchange Markets (6-0-0-6 = 12 hrs)		
Objective	To provide understanding regarding foreign exchange markets, derivatives, and exchange rate determination theories.		
A	Structure and Functions of Foreign Exchange Markets.	CO3, CO4	Forex Market Data, Trading Simulations, Financial Calculators, Exchange Rate Analysis Tools
B	Foreign Currency Futures and Foreign Currency Options.		
C	Purchasing Power Parity and International Fisher Effect.		
Unit 4:	Managing Foreign Exchange Exposure (6-0-0-6 = 12 hrs)		
Objective	To examine foreign exchange risk exposure and techniques for managing international financial risks.		
A	Concept and Importance of Foreign Exchange Risk Management.	CO4, CO5	Risk Management Models, Forex Simulations, Financial Analytics Tools, Case Studies
B	Management of Translation Exposure and Transaction Exposure.		
C	Management of Economic Exposure and International Risk Analysis.		
Unit 5:	Asset-Liability Management (6-0-0-6 = 12 hrs)		
Objective	To develop understanding regarding multinational financing, international capital budgeting, and multinational financial management practices.		
A	Foreign Direct Investment, International Capital Structure and Cost of Capital.	CO5, CO6	Multinational Financial Reports, Investment

B	International Capital Budgeting and Sources of International Financing.		<i>Analysis Tools, Financial Models, Excel</i>
C	Multinational Cash Management, Accounts Receivable Management, and Inventory Management.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work includes foreign exchange analysis, exchange rate computation exercises, case studies on multinational financial operations, presentations, quizzes, international market analysis, and practical applications related to foreign exchange risk management and international financing decisions. SL: Self-learning through IMF reports, World Bank publications, RBI reports, forex market portals, international financial databases, research articles, online financial simulations, and analysis of global financial market developments and multinational financial practices.				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Text Books: 1.P.G. Apte & Sanjeevan Kapshe — International Financial Management, Tata McGraw Hill. 2.Vyuptakesh Sharan — International Financial Management, PHI Learning. 3.Alan C. Shapiro & Peter Moles — International Financial Management, Wiley Publication.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PSO 3	PS04
C01	3	2	1	–	2	1	–	1	–	1	1	3	1	2	1
C02	3	3	1	–	3	2	–	2	–	2	1	3	2	3	2
C03	3	3	1	–	3	2	–	3	–	2	1	3	2	3	2
C04	3	3	1	1	3	2	–	3	1	2	1	3	2	3	3
C05	3	3	1	1	3	2	–	3	1	3	1	3	2	3	3
C06	3	3	2	1	3	3	1	3	1	3	2	3	3	3	3
AVG	3.00	2.83	1.17	1.00	2.83	2.00	1.00	2.50	1.00	2.17	1.17	3.00	2.00	2.83	2.33

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops analytical understanding of international financial systems, foreign exchange markets, multinational finance, and global financial decision-making.
SDG 8: Decent Work & Economic Growth	3	Enhances competencies in international finance, foreign exchange management, multinational investment, and global financial operations supporting economic growth and employability.
SDG 9: Industry, Innovation & Infrastructure	2	Encourages adoption of modern international financial practices, global financing strategies, and innovative financial instruments in multinational business environments.
SDG 12: Responsible Consumption & Production	2	Promotes responsible financial planning, international investment analysis, and efficient management of multinational financial resources and risks.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) = Not Applicable

COURSE PLAN

1.Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Business Analytics	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Social Media & Web Analytics
2	Course Code	MBSBA04
3	Credits	2
4	Contact (Learning) Hours per Week) (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 30 hrs Credits: 2
5	Course Type	Theory
6	Course Objective	This course aims to provide students with knowledge and analytical skills to measure, interpret, and optimize social media and web performance. It enables learners to understand key metrics, use analytical tools, and apply data-driven insights for improving marketing strategies, customer engagement, and business outcomes across digital platforms.
7	Course Outcomes (COs)	After successful completion of this course, the students will be able to: CO1: Recall the basic concepts, tools, and metrics used in social media and web analytics. CO2: Explain social media analytics techniques and digital marketing measurement tools. CO3: Apply web analytics tools to analyze audience behavior and campaign performance. CO4: Analyze digital marketing data using dashboards, KPIs, and visualization techniques. CO5: Evaluate campaign effectiveness and ethical considerations in digital analytics. CO6: Design data-driven marketing strategies and predictive solutions for competitive business environments.
8	Course Description	This course introduces students to the fundamentals of social media and web analytics used in digital marketing. It covers social media metrics, web analytics tools, audience analysis, campaign tracking, dashboard creation, and data-driven

		decision-making. The course also focuses on ethical issues, privacy concerns, and future trends in digital analytics to help students understand and optimize online marketing performance.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Social Media and Web Analytics (6-0-0-6 = 12 hrs)		
Objective	To understand the basics of social media and web analytics.		
A	Digital and Social Media Analytics: Meaning & Introduction	CO1, CO2	PPTs, Excel, Case Studies, Videos
B	Importance of Analytics in Digital Marketing		
C	Social Media Metrics and Web Analytics Basics		
Unit 2:	Social Media Analytics Tools & Techniques (6-0-0-6 = 12 hrs)		
Objective	To understand social media analytics tools and performance measurement techniques.		
A	Social Media Analytics Tools:	CO3, CO4	PPTs, Excel, Case Studies, Videos
B	Listening Tools and Sentiment Analysis		
C	Influencer Analytics, Campaign Performance, Hashtag and Trend Analysis		
Unit 3:	Web Analytics and Tools (6-0-0-6 = 12 hrs)		
Objective	To understand website analytics and audience behavior analysis.		
A	Google Analytics: Overview, Setup	CO4, CO5	PPTs, Excel, Case Studies, Videos
B	Traffic Sources, Audience Insights, User Behavior Analysis		
C	Conversion Tracking, Funnel Analysis, Goal Setting, Heatmaps		
Unit 4:	Data Interpretation, Visualization & Reporting (6-0-0-6 = 12 hrs)		
Objective	To understand digital analytics reporting and data visualization methods.		
A	Creating Effective Dashboards	CO4, CO5 CO6	Research Papers, PPTs, Group Discussion, Case Studies
B	Data Visualization Tools: Google Data Studio, Tableau		
C	KPIs, Custom Reporting, Automated Insights		
Unit 5:	Strategy Optimization and Ethics (6-0-0-6 = 12 hrs)		
Objective	To understand optimization strategies and ethical issues in analytics.		
A	Data-Driven Decision Making in Digital Marketing	CO5, CO6	PPTs, Demonstration, Case Study Analysis, Project Work, Discussion
B	A/B Testing and Campaign Optimization		
C	Privacy, Ethics, Legal Issues, Future Trends in Digital Analytics		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work (includes assignments, seminars, industrial visits, any other student activities etc.) Mini Project, Research and presentation on AI SL: Self-learning through MOOCs, online tutorials, and industry datasets Group discussions and assignments on ethics, privacy, and governance in analytics
--	--

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Textbook: 1. Marshall Sponder & Gohar F. Khan (2023). Digital Analytics for Marketing. Routledge. 2. Avinash Kaushik (2023). Web Analytics 2.0: The Art of Online Accountability & Science of Customer Centricity. Wiley.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	1	-	-	-	-	-	1	-	-	1	2	1	-	-
C02	3	2	1	1	1	1	-	2	-	-	2	2	2	-	-
C03	3	3	2	2	1	2	-	3	1	-	2	3	2	1	2
C04	2	3	2	2	1	2	-	3	1	1	2	3	2	2	2
C05	2	3	3	2	2	2	1	3	2	1	2	2	3	2	2
C06	2	3	3	3	2	3	2	3	2	2	3	3	3	3	3
AVG	2.50	2.50	1.83	1.66	1.33	1.66	0.50	2.50	1.00	0.83	2.00	2.50	2.16	1.50	1.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Enhances digital analytics and data interpretation skills
SDG 8: Decent Work & Economic Growth	3	Supports digital marketing efficiency and business growth
SDG 9: Industry, Innovation & Infrastructure	3	Promotes digital innovation and analytics-based strategies
SDG 12: Responsible Consumption & Production	2	Helps optimize marketing resources and customer targeting
SDG 16: Peace, Justice & Strong Institutions	2	Covers ethics, privacy, and responsible data practices

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Business Analytics	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Business Intelligence & Visualization
2	Course Code	
3	Credits	2
4	Contact (Learning Hours per Week) (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 15hrs P: 00 hrs SL: 30 hrs Total: 30 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	To develop a comprehensive understanding of Business Intelligence (BI) concepts, processes, and visualization techniques used in modern business environments. The course aims to equip students with skills in data analysis, visualization tools, and BI-driven decision-making, while fostering critical thinking on data governance, ethics, and future trends in business analytics.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall the concepts, components, and importance of Business Intelligence systems. CO2: Explain data warehousing, ETL processes, and BI tools used in organizations. CO3: Apply data visualization techniques and BI tools for business reporting and analysis. CO4: Analyse business problems using dashboards, analytics, and visualization methods. CO5: Evaluate BI applications, ethical issues, and governance practices in organizations. CO6: Design data-driven BI solutions and visualization strategies for organizational decision-making.
8	Course Description	This course introduces students to the concepts and applications of Business Intelligence (BI) and data visualization in modern organizations. It covers BI architecture, data warehousing, ETL processes, dashboards, visualization tools,

		and business analytics applications. The course also focuses on ethical issues, data governance, and emerging trends such as AI-driven analytics and self-service BI tools to support effective business decision-making.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Business Intelligence (6-0-0-6 = 12 hrs)		
Objective	To understand the fundamentals and strategic importance of Business Intelligence.		
A	Concept, Scope, and Architecture of Business Intelligence	CO1, CO2	<i>PPTs, Excel, Case Studies, Videos</i>
B	BI in Data-Driven Decision Making, Components of BI Systems		
C	Evolution and Strategic Importance of BI in Organizations		
Unit 2:	Data Warehousing and BI Processes (6-0-0-6 = 12 hrs)		
Objective	To understand data warehousing concepts and BI processes.		
A	Fundamentals of Data Warehousing, Architecture, Design Principles	CO3, CO4	<i>PPTs, Excel, Case Studies, Videos</i>
B	ETL Processes and Data Integration		
C	Data Marts and Overview of BI Tools for Reporting and Analytics		
Unit 3:	Data Visualization Techniques and Tools (6-0-0-6 = 12 hrs)		
Objective	To understand visualization principles and tools for business analytics.		
A	Principles of Effective Data Visualization, Charts, Graphs, Dashboards	CO4, CO5	<i>PPTs, Excel, Case Studies, Videos</i>
B	Visualization Tools: Tableau, Microsoft Power BI, Google Data Studio		
C	Business Reporting and Decision Support using Visualization		
Unit 4:	Business Intelligence Applications and Case Studies (6-0-0-6 = 12 hrs)		
Objective	To understand BI applications in functional business areas.		
A	BI Applications in Marketing, Finance, Supply Chain, CRM	CO4, CO5 CO6	<i>Research Papers, PPTs, Group Discussion, Case Studies</i>
B	Case Studies on BI-driven Decision Making		
C	Best Practices and Challenges in BI Implementation		
Unit 5:	Ethics, Data Governance, and Emerging Trends in BI (6-0-0-6 = 12 hrs)		
Objective	To understand ethical issues, governance, and future trends in BI.		
A	Ethics in Data Collection, Analysis, and Reporting	CO5, CO6	<i>PPTs, Demonstration, Case Study Analysis, Research paper</i>
B	Data Privacy, Security, Governance Frameworks, Legal Regulations		
C	AI-driven Analytics, Predictive Visualization, Self-service BI Tools		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work (includes assignments, seminars, industrial visits, any other student activities etc.) Mini Project, Research and presentation on AI SL: Self-learning through MOOCs, online tutorials, and industry datasets Group discussions and assignments on ethics, privacy, and governance in analytics
--	---

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	10%	10%	5%	25%	50%
	*Five Quizzes of 4 marks each.				
References	Textbook: 1. Ramesh Sharda, Dursun Delen, Efraim Turban — Business Intelligence: A Managerial Approach — Pearson Education 2. David McCandless — Knowledge is Beautiful — HarperCollins Publishers.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	1	–	–	–	–	–	1	–	–	1	2	1	–	–
C02	3	2	1	1	1	1	–	2	–	–	2	2	2	–	–
C03	3	3	2	2	1	2	–	3	1	–	2	3	2	1	2
C04	2	3	2	2	1	2	–	3	1	1	2	3	2	2	2
C05	2	3	3	2	2	2	1	3	2	1	2	2	3	2	2
C06	2	3	3	3	2	3	2	3	2	2	3	3	3	3	3
AVG	2.50	2.50	1.83	1.66	1.33	1.66	0.50	2.50	1.00	0.66	2.00	2.50	2.16	1.50	1.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Enhances analytical, visualization, and BI skills
SDG 8: Decent Work & Economic Growth	3	Supports efficient and data-driven organizational growth
SDG 9: Industry, Innovation & Infrastructure	3	Promotes business innovation through BI technologies
SDG 12: Responsible Consumption & Production	2	Encourages efficient use of business data and resources
SDG 16: Peace, Justice & Strong Institutions	2	Addresses ethics, governance, privacy, and compliance in BI systems

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low)

COURSE PLAN

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Business Analytics	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	SQL for Database Management
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week) (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	To develop understanding of database management concepts and SQL for data storage, retrieval, manipulation, reporting, and decision-making in business environments.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, components, and importance of database management systems and SQL. CO2: Analyze database structures, data models, and relational database concepts. CO3: Apply SQL commands for data definition, manipulation, and retrieval. CO4: Examine advanced SQL queries and database applications for business decision-making. CO5: Evaluate database security, integrity, and emerging trends in database management. CO6: Evaluate database management practices and SQL-based solutions for organizational efficiency and informed decision-making.
8	Course Description	This course focuses on the fundamentals of database management and Structured Query Language (SQL). It covers relational databases, database design, SQL commands, data retrieval techniques, advanced queries, database security, and business applications of database systems. The course emphasizes practical understanding of managing organizational data for effective business operations and decision-making.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Database Management Systems (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with database concepts, database systems, and their business applications.		
A	Meaning, Nature and Importance of Database Management Systems	CO1, CO6	Lectures, PPT Presentations,
B	Database Environment and Components		
C	Relational Database Concepts and Business Applications		
Unit 2:	Database Design and Data Models (6-0-0-6 = 12 hrs)		
Objective	To understand database structures and relational data models.		
A	Data Models and Database Design Concepts	CO2, CO6	Assignments, Presentations, Database Design Exercises
B	Tables, Relationships, Keys and Constraints		
C	Entity Relationship (ER) Model and Normalization Basics		
Unit 3:	SQL Fundamentals (6-0-0-6 = 12 hrs)		
Objective	To develop understanding of SQL commands for database creation and data manipulation.		
A	Data Definition Language (DDL) Commands	CO3, CO6	SQL Demonstrations, Query Exercises, Business Examples
B	Data Manipulation Language (DML) Commands		
C	Data Query Language (DQL) and Basic Queries		
Unit 4:	Advanced SQL and Business Applications (6-0-0-6 = 12 hrs)		
Objective	To analyze advanced SQL techniques and business reporting applications		
A	Joins, Subqueries and Aggregate Functions	CO4, CO6	SQL Exercises, Case Analysis, Data Interpretation Activities
B	Views, Indexes and Stored Procedures		
C	SQL for Business Reporting and Decision Support		
Unit 5:	Database Security and Emerging Trends (6-0-0-6 = 12 hrs)		
Objective	To examine database security issues and future developments in database management.		
A	Database Security, Integrity and Backup Management	CO5, CO6	Research Assignments, Industry Discussions, Audio-Visual Learning Resources
B	Data Privacy and Governance Issues		
C	Cloud Databases, Big Data and Future Trends in Database Management		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Database design exercises, SQL query development, case studies, presentations, business data analysis activities, and group discussions. SL: MOOCs, online SQL tutorials, database case studies, research papers, industry reports, and self-learning activities related to database technologies and business analytics.				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Text Book: 1. Database System Concepts – Abraham Silberschatz, Henry F. Korth & S. Sudarshan, McGraw Hill.				

2. Fundamentals of Database Systems – Ramez Elmasri & Shamkant B. Navathe, Pearson Education.
3. SQL: The Complete Reference – James R. Groff & Paul N. Weinberg, McGraw Hill.
4. Learning SQL – Alan Beaulieu, O'Reilly Media.
5. Database Management Systems – Raghu Ramakrishnan & Johannes Gehrke, McGraw Hill.
6. SQL for Data Analysis – Cathy Tanimura, O'Reilly Media.

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PSO 3	PS04
C01	3	2	1	1	1	1	-	3	1	1	2	3	1	1	1
C02	3	2	1	1	1	1	-	3	1	2	2	3	1	1	1
C03	3	3	1	1	1	1	-	3	1	2	2	3	1	1	1
C04	3	3	1	1	1	2	-	3	1	2	2	3	1	1	2
C05	2	2	3	1	1	1	2	2	3	2	3	2	2	2	1
C06	3	3	2	2	1	2	1	3	2	2	3	3	2	2	2
AVG	2.83	2.50	1.50	1.17	1.00	1.33	1.50	2.83	1.50	1.83	2.33	2.33	1.33	1.33	1.33

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix-

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG4: Quality Education	3	Develops database management, SQL, and digital information management competencies.
SDG 8: Decent Work & Economic Growth	2	Enhances employability and business decision-making through database skills.
SDG 9: Industry, Innovation & Infrastructure	3	Supports digital infrastructure, information systems, and technology-enabled business processes.
SDG16: Peace, Justice & Strong Institutions	2	Promotes responsible data governance, security, transparency, and ethical information management.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Operations	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Project Management
2	Course Code	
3	Credits	2
4	Contact (Learning Hours per Week) (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 15hrs P: 00 hrs SL: 30 hrs Total: 30 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	The course aims to equip students with theoretical and practical knowledge of project management. The course helps in understanding the project life cycle, feasibility analysis, scheduling and monitoring tools, and how to manage stakeholders for successful project outcomes.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall the fundamental concepts, characteristics, and life cycle of project management. CO2: <i>Explain</i> project identification techniques, feasibility analysis, and project organization structures. CO3: <i>Apply</i> project appraisal and evaluation methods for business decision-making. CO4: <i>Analyze</i> project planning, scheduling, and network techniques for project execution. CO5: <i>Evaluate</i> project monitoring, control systems, and stakeholder management practices. CO6: <i>Design</i> effective project management strategies for successful project implementation and closure.
8	Course Description	This course introduces students to the concepts, tools, and techniques of project management used in business organizations. It covers project identification, feasibility analysis, project appraisal, planning, scheduling, monitoring, and project closure. The course also focuses on financial evaluation, stakeholder

		management, and project control techniques such as PERT, CPM, and Earned Value Analysis to support effective project execution and decision-making.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Fundamentals of Project Management (6-0-0-6 = 12 hrs)		
Objective	To understand the basic concepts, importance, and structures of project management.		
A	Definition, History, and Characteristics of Project Management	CO1, CO2	<i>PPTs, Case Studies, Videos, Discussion</i>
B	Importance of Project Management in Business		
C	Types of Projects, Project Life Cycle, Project Organization Structures		
Unit 2:	Project Identification and Idea Generation (6-0-0-6 = 12 hrs)		
Objective	To understand project idea generation and feasibility assessment techniques.		
A	Project Idea Generation Techniques	CO3, CO4	<i>PPTs, Case Studies, Videos, Discussion, Activity</i>
B	Setting Objectives and SWOT Analysis		
C	Screening of Ideas and Initial Feasibility		
Unit 3:	Project Appraisal and Evaluation (6-0-0-6 = 12 hrs)		
Objective	to understand project appraisal and evaluation methods.		
A	Market and Technical Appraisal	CO4, CO5	<i>PPTs, Case Studies, Videos, Discussion</i>
B	Socio-Economic and Ecological Evaluation		
C	Financial Appraisal and Social Cost Benefit Analysis (SCBA)		
Unit 4:	Project Planning and Scheduling (6-0-0-6 = 12 hrs)		
Objective	To understand project scheduling and network planning techniques.		
A	Steps in Project Scheduling	CO4, CO5 CO6	<i>PPTs, Case Studies, Videos, Discussion</i>
B	Work Breakdown Structure (WBS) and Gantt Charts		
C	Network Techniques: PERT and CPM		
Unit 5:	Project Monitoring, Control and Closure (6-0-0-6 = 12 hrs)		
Objective	To understand project monitoring, stakeholder management, and project closure strategies.		
A	Monitoring and Control Cycle	CO5, CO6	<i>PPTs, Case Studies, Videos, Discussion</i>
B	Earned Value Analysis (PV, EV, CV, SV, CPI, SPI)		
C	Stakeholder Management and Project Termination Strategies		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work (includes assignments, seminars, industrial visits, any other student activities etc.) Mini Project, Research and presentation on AI SL: Self-learning through MOOCs, online tutorials, and industry datasets Group discussions and assignments on ethics, privacy, and governance in analytics
--	--

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Textbook: 1.Chandra, P. Project: Preparation, Appraisal, Budgeting and Implementation. (TMH, 5th Ed.) 2. Chaturvedi & Jauhari. Project Management. (Himalaya Publishing) 3.Mishra. Project Management. (Excel Books) 4.Goyal, B. B. Project Management: A Development Perspective. (Deep & Deep) 5.Gopalan. Project Management Core Text Book. (Wiley)				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PSO 3	PS04
C01	3	1	-	-	-	-	-	-	-	-	1	2	1	-	-
C02	3	2	1	1	-	1	-	-	1	-	2	2	2	-	-
C03	3	3	2	2	1	2	1	1	1	-	2	3	2	1	2
C04	2	3	2	2	1	2	2	1	1	1	2	3	2	2	2
C05	2	3	3	2	2	2	2	1	2	1	2	2	3	2	2
C06	2	3	3	3	2	3	3	2	2	2	3	3	3	3	3
AVG	2.50	2.50	2.33	1.66	1.00	1.66	0.50	1.33	1.16	0.66	2.00	2.50	2.16	1.33	1.50

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops project planning, analytical, and managerial skills
SDG 8: Decent Work & Economic Growth	3	Supports effective project execution and organizational productivity
SDG 9: Industry, Innovation & Infrastructure	3	Encourages innovation and structured project implementation
SDG 11: Sustainable Cities & Communities	2	Project evaluation includes social and ecological considerations
SDG 12: Responsible Consumption & Production	2	Promotes efficient utilization of project resources

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Operations	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Six Sigma & Lean Management
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial (T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	To develop understanding of Six Sigma and Lean Management principles, quality improvement techniques, process optimization, waste reduction, and continuous improvement practices for organizational excellence.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, principles, and significance of Six Sigma and Lean Management. CO2: Analyze business processes using Lean tools and Six Sigma methodologies for quality improvement. CO3: Apply Lean Management techniques for waste reduction and process efficiency CO4. Examine Six Sigma tools, DMAIC methodology, and statistical quality improvement techniques. CO5: Evaluate challenges, implementation issues, and continuous improvement practices in organizations. .CO6: Evaluate Lean and Six Sigma practices for enhancing organizational performance, quality, and operational excellence.
8	Course Description	This course focuses on the concepts and applications of Six Sigma and Lean Management for process improvement and operational excellence. It covers Lean principles, waste management, Six Sigma methodology, DMAIC process, quality tools, process capability, and continuous improvement practices. The course emphasizes efficiency, quality enhancement, customer satisfaction, and strategic

		process management in organizations.
--	--	--------------------------------------

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Six Sigma and Lean Management (3-0-1-2 = 6 hrs)		
Objective	To familiarize students with the concepts, principles, and significance of Six Sigma and Lean Management.		
A	Meaning, Nature, Scope and Importance of Six Sigma and Lean Management	CO1, CO6	<i>Lectures and PPT Presentations Case Studies Group Discussions</i>
B	Evolution and Principles of Lean Management		
C	Quality Management and Continuous Improvement Concepts		
Unit 2:	Lean Management Tools and Techniques (3-0-1-2 = 6 hrs)		
Objective	To understand Lean tools and techniques for process improvement and waste reduction.		
A	Types of Waste (Muda) and Lean Thinking	CO2, CO3, CO6	<i>Assignments and Presentations, Lean Exercises, Industry Examples</i>
B	5S, Kaizen, Value Stream Mapping and Just-in-Time (JIT)		
C	Process Flow Improvement and Workplace Organization		
Unit 3:	Six Sigma Methodology and Quality Tools (3-0-1-2 = 6 hrs)		
Objective	To develop understanding of Six Sigma methodology and quality improvement tools.		
A	Six Sigma Concepts and DMAIC Methodology	CO3, CO4, CO6 	<i>Lectures and PPT Presentations, Quality Simulations, Statistical Exercises</i>
B	Quality Tools: Cause-and-Effect Diagram, Pareto Chart, Control Charts		
C	Process Capability and Defect Reduction Techniques		
Unit 4:	Lean Six Sigma Implementation and Process Improvement (3-0-1-2 = 6 hrs)		
Objective	To analyze Lean Six Sigma implementation and organizational process improvement practices.		
A	Lean Six Sigma Integration and Implementation Strategies	CO4, CO5, CO6	<i>Case Analysis, Group Activities, Process Improvement Projects</i>
B	Role of Leadership and Teamwork in Lean Six Sigma		
C	Benchmarking and Performance Measurement		
Unit 5:	Emerging Trends and Challenges in Lean Six Sigma (3-0-1-2 = 6 hrs)		
Objective	To examine challenges, technological developments, and future trends in Lean Six Sigma management.		
A	Challenges in Lean Six Sigma Implementation	CO5, CO6	<i>Research Assignments, Audio-Visual Learning Resources, Industry Discussions</i>
B	Lean Six Sigma in Service and Manufacturing Industries		
C	Industry 4.0, Automation and Future Trends in Operational Excellence		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Term work (includes assignments, Lean Six Sigma case studies, quality exercises, presentations, group discussions, and other student activities etc.) SL: Self Learning, MOOCs, research papers, journals, online educational resources, quality reports, and industry examples etc. Example: Self-Learning beyond Classroom, Process Improvement Analysis, Lean Exercises, Quality Case Study, Seminar on Emerging Trends in Operational Excellence.
---	---

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
*Five Quizzes of 4 marks each.					
References	Text Book: 1. Lean Thinking – James P. Womack & Daniel T. Jones, Simon & Schuster. 2. The Six Sigma Way – Peter S. Pande, Robert P. Neuman & Roland R. Cavanagh, McGraw Hill. 3. Lean Six Sigma for Service – Michael L. George, McGraw Hill. 4. Total Quality Management – Dale H. Besterfield, Pearson Education. 5. Operations Management – Jay Heizer, Barry Render & Chuck Munson, Pearson Education. 6. Lean Six Sigma – D. H. Stamatis, CRC Press.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Strategic Decision Making	Business Ethics & Values	Leadership & Team	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision	Ethical Leadership and Organizational	Global and Sustainable	Innovation, Entrepreneurship and Continuous Development	
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PSO 3	PS04
C01	3	2	1	1	1	1	-	2	1	1	2	3	1	1	1
C02	3	3	1	2	1	2	-	2	1	2	2	3	1	1	2
C03	3	3	1	2	1	2	-	2	1	2	2	3	1	1	2
C04	2	3	1	2	1	2	-	3	1	2	2	3	2	1	2
C05	2	2	2	2	1	2	2	2	2	2	3	2	2	2	2
C06	3	3	2	2	1	2	1	3	2	2	3	3	2	2	2
AVG	2.67	2.67	1.33	1.83	1.00	1.83	1.50	2.33	1.33	1.83	2.33	2.83	1.50	1.33	1.83

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix-

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	2	Develops analytical and operational excellence competencies related to quality and process improvement.
SDG 8: Decent Work & Economic Growth	3	Enhances productivity, operational efficiency, and organizational performance through continuous improvement practices.
SDG 9: Industry, Innovation & Infrastructure	3	Promotes process innovation, operational excellence, and efficient industrial systems through Lean Six Sigma practices.
SDG 12: Responsible Consumption & Production	3	Encourages waste reduction, resource optimization, and sustainable production and operational practices.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Operations	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Procurement and Inventory Management
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL)	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	The course aims to provide students with a comprehensive understanding of procurement, purchasing, sourcing, warehousing, and inventory management practices within supply chains. It focuses on sustainable procurement strategies, supplier relationship management, inventory optimization, warehouse operations, and information systems to enhance supply chain performance and organizational competitiveness.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall the concepts, principles, and strategic importance of procurement, purchasing, sourcing, and inventory management. CO2: Explain procurement strategies, sustainable sourcing practices, purchasing systems, and supplier relationship management. CO3: Apply procurement, sourcing, warehouse, and inventory management techniques to improve supply chain efficiency. CO4: Analyze supplier selection, risk-sharing mechanisms, inventory models, and warehouse management systems for effective decision-making. CO5: Evaluate procurement performance, inventory optimization strategies, and sustainable supply chain practices. CO6: Design integrated procurement, purchasing, warehousing, and inventory management solutions using information systems and sustainable business practices.
8	Course	This course provides an in-depth understanding of procurement, purchasing,

	Description	sourcing, warehousing, and inventory management within modern supply chains. It examines procurement strategies, supplier relationship management, vendor evaluation, negotiation processes, warehouse design, inventory control techniques, and sustainable procurement practices. The course also explores circular economy principles, waste management, risk-sharing mechanisms, and the role of information systems in purchasing and inventory management. Emphasis is placed on developing strategic and analytical capabilities required for efficient supply chain and operations management.
--	--------------------	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Procurement Management (6-0-0-6=12)		
Objective	To understand procurement concepts, strategies, and sustainability dimensions.		
A	Introduction to Procurement, Principles and Strategies of Procurement, Strategic Procurement	CO1, CO2	<i>PPTs, Videos, Case Studies</i>
B	Procurement and Sourcing Management		
C	Procurement Strategies, Sustainable Development, Circular Economy and Waste Management		
Unit 2:	Infrastructure Sector (6-0-0-6=12)		
Objective	To understand purchasing functions, systems, and supplier relationships.		
A	Purchasing Organization, Importance of Purchasing as a Function	CO2, CO3	<i>PPTs, Videos, Case Studies</i>
B	Purchasing Principles, Procedures and Systems		
C	Seller–Buyer Relations, Negotiation, Codification, Price Analysis and Market Structure		
Unit 3:	Sourcing and Warehouse Management (6-0-0-6=12)		
Objective	To apply sourcing and warehouse management concepts in supply chains.		
A	Procurement Strategies, Vendor Selection and Vendor Rating	CO3, CO4	<i>PPTs, Videos, Case Studies</i>
B	Risk Sharing and Supply Chain Performance, Supplier Selection through Auctions and Negotiations		
C	Warehouse Design Principles, Material Handling Equipment (MHE), Safety and Security, Warehouse Management Systems		
Unit 4:	Inventory Management and SCM (6-0-0-6=12)		
Objective	To analyse inventory management practices and inventory-related decision models.		
A	Role, Functions and Types of Inventory; Inventory Management in Competitive Strategy	CO4, CO5	<i>PPTs, Videos, Case Studies</i>
B	Inventory Costs, Need to Hold Inventory, Uncertainty in Supply Chains, Safety Inventory		
C	Economic Order Quantity (EOQ) Models and Inventory Control Techniques		
Unit 5:	Sustainable Inventory and Information Systems (6-0-0-6=12)		
Objective	To evaluate inventory optimization and technology-enabled procurement systems.		
A	Purchasing Models with Minimum Waste	CO5, CO6	<i>PPTs, Videos, Case Studies Research Articles, Industry Reports</i>
B	Manufacturing Models with Minimum Waste Management		
C	Purchasing Models and Role of Information Systems in Purchasing and Inventory Management		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work (includes assignments, seminars, industrial visits, any other student activities etc.) Mini Project, Group discussions SL: Self-learning through MOOCs, online tutorials, research papers, and industry reports				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Textbook: 1. Supply chain Logistics Management-Bowersox, Closs & Cooper- McGraw Hill, 2 nd Indian edition. 2. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India, 2014				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Functional Management Competency	Applied Managerial Problem Solving	Sectoral Sustainability Awareness	Innovation, Entrepreneurship and Continuous Development
	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO 2	PSO3	PSO4
C01	3	1	1	-	-	-	1	-	1	-	1	2	1	2	-
C02	3	2	1	1	1	1	2	-	1	-	1	2	1	3	1
C03	3	2	1	1	1	2	2	1	1	1	2	3	1	3	2
C04	3	3	1	2	1	2	2	2	1	1	2	3	2	3	2
C05	2	3	2	2	1	2	3	2	2	2	2	3	2	3	2
C06	3	3	2	2	1	3	3	3	2	2	3	3	2	3	3
Avg	2.83	2.33	1.33	1.60	1.00	1.67	2.17	2.00	1.33	1.50	1.83	2.67	1.50	2.83	2.00

Note: Row averages are computed over non-zero entries only

6. Course-to-SDG Matrix

This course aligns with 6 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 8: Decent Work & Economic Growth	3	Enhances supply chain efficiency, procurement effectiveness, productivity, and organizational competitiveness.
SDG 9: Industry, Innovation and Infrastructure	2	Supports efficient procurement systems, warehousing infrastructure, and technology-enabled supply chains.
SDG 12: Responsible Consumption and Production	3	Emphasizes sustainable procurement, circular economy principles, waste reduction, and inventory optimization.
SDG 13: Climate Action	2	Promotes environmentally responsible sourcing and sustainable inventory management practices
SDG 16: Peace, Justice & Strong Institutions	2	Encourages ethical procurement, transparent supplier selection, negotiation practices, and governance mechanisms.
SDG 17: Partnerships for the Goals	3	Strengthens supplier relationships, collaborative sourcing, risk-sharing, and stakeholder engagement.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Information Technology	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Managing Software Projects
2	Course Code	----
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory(Elective)
6	Course Objective	To provide comprehensive understanding of software project management principles, software development processes, project planning techniques, software quality assurance, and project execution methodologies. The course aims to develop managerial and analytical skills required for planning, monitoring, controlling, and successfully managing software projects and IT teams in dynamic business environments.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain software project management concepts, software development models, and software development life cycle processes. CO2: Analyze project planning techniques, project scheduling tools, and factors influencing success or failure of software projects. CO3: Apply software project management principles, software engineering practices, and project monitoring techniques in software development processes. CO4: Evaluate software testing methods, software quality assurance techniques, and project review mechanisms for ensuring software quality and reliability. CO5: Assess the roles, responsibilities, leadership skills, and communication requirements of IT project managers in managing software development teams. CO6: Integrate software project management techniques, software quality practices, project planning tools, and team management skills for effective execution of software projects.
8	Course	This course introduces the principles of software project management, including

	Description	project planning, scheduling, software development methodologies, testing, and quality assurance. It also emphasizes leadership, communication, and team management skills required to effectively manage software projects. Students learn to plan, execute, monitor, and successfully deliver software projects in organizational settings.
--	--------------------	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Software Development Process (6-0-6 = 12 hrs)		
Objective	To familiarize students with software development processes, software life cycle models, and process improvement techniques used in software project management.		
A	Definition of Software Development Process, Process Tailoring, Process Discipline and Process Improvement.	CO1	Software Project Management Tools, SDLC Diagrams, Case Studies, Project Planning Templates, PPTs
B	Waterfall Model, Prototyping Model, RAD Model, Incremental Model, Spiral Model, Component Assembly Model.		
C	Software Production Process and Software Development Life Cycle.		
Unit 2:	Software Project Planning and Team Management (6-0-6 = 12 hrs)		
Objective	To develop understanding regarding software project planning, project scheduling, leadership, and software development team management.		
A	Software Development Team Structure, Leadership, Communication and Personality Traits in Team Management.	CO2, CO5	Gantt Charts, PERT Charts, Project Scheduling Software, Team Collaboration Tools
B	Top-Down and Bottom-Up Planning, Project Organizations and Types of Activities.		
C	Project Duration Estimation, Gantt Chart, PERT Chart and Critical Path Method.		
Unit 3:	Project Review and Software Engineering (6-0-6 = 12 hrs)		
Objective	To provide understanding regarding unsupervised learning techniques and their applications in business analytics and customer intelligence.		
A	Tracking Meetings, Recovery Plans, Schedule Work and Escalation Meetings.	CO3, CO5	Requirement Analysis Tools, Project Review Templates, Escalation Matrices, Documentation Tools
B	Customer Problem Analysis, Initial Investigation, Information Requirement Strategies.		
C	Information Gathering Tools and Product Objective Formulation.		
Unit 4:	Problem Solving and Software Testing (6-0-6 = 12 hrs)		
Objective	To examine software specification techniques, feasibility analysis, and software testing methods used in software project management.		
A	Product Specifications, Data Flow Diagrams, Data Dictionary, Decision Trees, Decision Tables, Feasibility Study.	CO4	Testing Frameworks, DFD Tools, Decision Modeling Tools, Software Testing Tools
B	Verification and Validation, White Box Testing, Black Box Testing.		
C	Unit Testing, System Integration Testing, Validation Testing and System Testing.		
Unit 5:	Software Quality Assurance (6-0-6 = 12 hrs)		
Objective	To develop understanding regarding software quality assurance practices, software reviews, and reliability management in software projects.		
A	Software Quality, Quality Measures, FURPS Model and	CO4, CO6	Quality Assurance

	Software Reliability.		<i>Frameworks, Review Checklists, SQA Plans, Software Reliability Models</i>
B	Software Quality Assurance, Software Reviews, Formal Technical Reviews (FTR).		
C	Software Quality Assurance Plans, Clean Room Methodology and Formal SQA Approaches.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work includes software project planning exercises, project scheduling activities, case studies, software testing assignments, project review analysis, team-based project work, presentations, and practical applications using software project management tools. SL: Self-learning through software engineering case studies, project management software tools, research articles, online tutorials, software quality assurance frameworks, Agile and SDLC resources, and practical exercises related to software project planning and testing.				
Mode of Examination	Weightage Distribution:				
	CA		Mid Term Assessment (MTA)		End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
*Five Quizzes of 4 marks each.					
References	Text Books: 1.Steve McConnell — Software Project Survival Guide, Microsoft Press. 2.Roger S. Pressman — Software Engineering: A Practitioner's Approach, McGraw-Hill Education. 3.Mike Cohn — Agile Estimating and Planning, Prentice Hall.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Strategic Decision Making	Business Ethics & Values	Leadership & Team	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision	Ethical Leadership and Organizational	Global and Sustainable	Innovation, Entrepreneurship and Continuous Development	
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PSO 3	PS04
C01	3	2	–	1	–	1	–	2	–	1	1	2	1	–	1
C02	3	3	–	2	–	1	–	2	–	2	1	3	2	–	2
C03	3	3	–	2	–	1	–	2	–	2	1	3	2	–	2
C04	3	3	1	1	–	1	–	3	–	2	1	3	1	–	2
C05	3	3	1	3	–	2	–	3	1	2	2	3	3	–	3
C06	3	3	1	3	1	2	–	3	1	3	2	3	3	1	3
AVG	3.00	2.83	1.00	2.00	1.00	1.33	–	2.50	1.00	2.00	1.33	2.83	2.00	1.00	2.17

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops knowledge and practical understanding of software project management, software engineering processes, and quality assurance techniques required in modern IT environments.
SDG 8: Decent Work & Economic Growth	3	Enhances professional competencies in software project planning, team management, software quality management, and IT project execution supporting employability and organizational productivity.
SDG 9: Industry, Innovation & Infrastructure	3	Promotes adoption of software engineering methodologies, project management tools, software testing frameworks, and innovative software development practices.
SDG 12: Responsible Consumption & Production	2	Encourages efficient resource utilization, software quality assurance, process optimization, and systematic project execution for sustainable software development practices.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Information Technology	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Cloud Computing for Business
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial (T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	<u>To develop understanding of cloud computing concepts, cloud services, business applications, digital infrastructure, cloud security, and strategic use of cloud technologies in organizations</u>
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, scope, models, and significance of cloud computing in business environments. CO2: Analyze cloud service models, deployment models, and cloud-based business solutions. CO3: Apply cloud computing technologies for business operations, collaboration, and digital transformation. CO4: Examine cloud infrastructure, virtualization, and cloud-based enterprise applications CO5: Evaluate security, ethical, legal, and managerial challenges associated with cloud computing CO6: Evaluate cloud computing practices for improving business agility, efficiency, and organizational performance.
8	Course Description	This course focuses on the concepts, technologies, and business applications of cloud computing. It covers cloud service models, deployment models, virtualization, cloud infrastructure, enterprise applications, cloud security, and digital transformation. The course emphasizes strategic adoption and management of cloud technologies for enhancing business efficiency and

		competitiveness.
--	--	------------------

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Cloud Computing (3-0-1-2 = 6 hrs)		
Objective	To familiarize students with the concepts, scope, and importance of cloud computing in business.		
A	Meaning, Nature, Scope and Importance of Cloud Computing	C01, C06	<i>Lectures and PPT Presentations,</i>
B	Evolution and Characteristics of Cloud Computing		
C	Benefits and Challenges of Cloud Adoption		
Unit 2:	Cloud Service Models and Deployment Models (3-0-1-2 = 6 hrs)		
Objective	To understand cloud service models and deployment models for business applications		
A	Cloud Service Models: IaaS, PaaS and SaaS	C02, C03, C06	<i>Presentations, Cloud Demonstrations, Industry Examples</i>
B	Public, Private, Hybrid and Community Cloud Models		
C	Cloud-based Business Applications and Collaboration Tools		
Unit 3:	Cloud Infrastructure and Virtualization (3-0-1-2 = 6 hrs)		
Objective	To develop understanding of cloud infrastructure, virtualization, and enterprise cloud solutions.		
A	Virtualization Concepts and Technologies	C03, C04, C06	<i>Lectures and PPT Presentations, Cloud Simulations, Technology Activities</i>
B	Cloud Infrastructure and Data Centres		
C	Enterprise Resource Planning (ERP) and Cloud-based Systems		
Unit 4:	Cloud Security and Business Transformation (3-0-1-2 = 6 hrs)		
Objective	To analyze cloud security, governance, and digital transformation through cloud technologies.		
A	Cloud Security, Data Privacy and Risk Management	C04, C05, C06	<i>Case Analysis, Group Activities, Security Discussions</i>
B	Cloud Governance and Compliance		
C	Cloud Computing and Digital Business Transformation		
Unit 5:	Emerging Trends and Future of Cloud Computing (3-0-1-2 = 6 hrs)		
Objective	To examine emerging trends, challenges, and future developments in cloud computing.		
A	Artificial Intelligence, Big Data and Cloud Integration	C05, C06	<i>Research Assignments, Audio-Visual Learning Resources, Industry Discussions</i>
B	Edge Computing, Serverless Computing and IoT Integration		
C	Future Trends in Cloud-enabled Business Innovation		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Term work (includes assignments, cloud computing case studies, presentations, technology analysis exercises, group discussions, and other student activities etc.) SL: Self Learning, MOOCs, research papers, journals, online educational resources, cloud technology reports, and industry examples etc. Example: Self-Learning beyond Classroom, Cloud Service Analysis, Cloud Infrastructure Review, Technology Case Study, Seminar on Emerging Cloud Computing Trends.
---	---

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Text Book: 1.Cloud Computing: Concepts, Technology & Architecture – Thomas Erl, Ricardo Puttini & Zaigham Mahmood, Pearson Education. 2.Cloud Computing for Dummies – Judith Hurwitz, Robin Bloor & Marcia Kaufman, Wiley Publications. 3.Cloud Computing – Rajkumar Buyya, Christian Vecchiola & S. Thamarai Selvi, McGraw Hill. 4.Cloud Strategy – Gregor Hohpe, O'Reilly Media. 5.Digital Business and E-Commerce Management – Dave Chaffey, Pearson Education. 6.Cloud Security and Privacy – Tim Mather, Subra Kumaraswamy & Shahed Latif, O'Reilly Media.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	1	1	2	2	-	3	1	1	2	3	1	1	2
C02	3	3	1	1	2	2	-	3	1	2	2	3	1	1	2
C03	3	3	1	2	2	2	-	3	1	2	2	3	1	1	2
C04	2	3	1	2	2	2	-	3	1	2	2	3	2	1	2
C05	2	2	3	1	2	2	2	2	3	2	3	2	2	2	2
C06	3	3	2	2	2	2	1	3	2	2	3	3	2	2	2
AVG	2.67	2.67	1.50	1.50	2.00	2.00	1.50	2.83	1.50	1.83	2.33	2.83	1.50	1.33	2.00

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix-

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	2	Develops digital competencies and technological understanding related to cloud computing and business applications
SDG 8: Decent Work & Economic Growth	3	Enhances organizational efficiency, business agility, and digital innovation through cloud technologies.
SDG 9: Industry, Innovation & Infrastructure	3	Promotes digital infrastructure, technological innovation, and cloud-enabled business systems.
SDG 12: Responsible Consumption & Production	2	Encourages efficient resource utilization and sustainable digital infrastructure through cloud computing practices

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Information Technology	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Enterprise Resource Planning
2	Course Code	
3	Credits	02
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	The objective of this course is to develop understanding of ERP systems, enterprise integration, business process management, and ERP implementation strategies. The course aims to equip students with analytical and technological competencies required to evaluate ERP applications and support organizational decision-making and process optimization.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain ERP concepts, enterprise systems, business process integration, and business process reengineering in organizations. CO2: Analyze ERP architecture, enterprise applications, ERP implementation methodologies, and associated organizational risks. CO3: Evaluate functional ERP modules and ERP solutions used in finance, HR, production, supply chain, and customer relationship management. CO4: Apply ERP concepts and manufacturing planning tools to improve operational efficiency, resource utilization, and organizational performance. CO5: Assess ERP implementation strategies, vendor selection processes, training requirements, and post-implementation support mechanisms. CO6: Apply ERP concepts, enterprise applications, implementation strategies, and analytical approaches to solve integrated business process and organizational management problems.
8	Course Description	This course provides a contemporary perspective on Enterprise Resource Planning (ERP) systems, technologies, and applications in organizations. It focuses on ERP concepts, business process integration, ERP modules, implementation

		strategies, and emerging ERP-related technologies. The course emphasizes both conceptual understanding and practical applications to help students analyze ERP-enabled business transformation and organizational process optimization.
--	--	---

3. Course Outline:

Units		CO Mapping	Tools Used
Unit 1:	Introduction to ERP (6-0-0-6 = 12 hrs)		
Objective	To understand ERP concepts, business process integration, and enterprise information systems.		
A	ERP Introduction, Advantages, ERP and Business Value Creation, Business Processes and BPM Systems	CO1, CO6	PPTs, ERP Demonstrations
B	Integrated Data Model, DSS, EIS and MIS		
C	Business Process Modeling, Automation, BPR and Integrated Enterprise Systems		
Unit 2:	ERP Systems and Technologies (6-0-0-6 = 12 hrs)		
Objective	To analyze ERP evolution, implementation methodologies, and related technologies.		
A	Enterprise Systems, Evolution and Benefits of ERP Systems	CO2, CO6	PPTs, ERP Case Analysis, Group Discussion
B	ERP Related Technologies: Database, Data Warehouse, Data Mining, OLAP, Workflow Management Systems		
C	ERP Life Cycle and ERP Implementation Methodologies		
Unit 3:	ERP Modules (6-0-0-6 = 12 hrs)		
Objective	To evaluate ERP functional modules and sector-specific ERP solutions.		
A	ERP Modules: Finance, Production Planning, Sales & Distribution, HRM	CO3, CO6	PPTs, ERP Simulations, Industry Examples
B	Inventory Control, Quality Management, SCM and CRM		
C	SAP, Oracle ERP, BAAN and Sector-Specific ERP Solutions		
Unit 4:	ERP Manufacturing Perspective and Benefits (6-0-0-6 = 12 hrs)		
Objective	To apply ERP planning tools for operational and manufacturing effectiveness.		
A	MRP, BOM, MRP-II, DRP and PDM	CO4,CO6	PPTs, Live Demonstrations, Digital Marketing Tools
B	Lead-Time Reduction, Cycle-Time Reduction and Resource Utilization		
C	Supplier Performance, Information Accuracy and Decision-Making Capability		
Unit 5:	ERP Implementation Strategies (6-0-0-6 = 12 hrs)		
Objective	To assess ERP implementation, vendor selection, and post-implementation support strategies.		
A	ERP Components, Third-Party Products, Database Requirements and ERP Approaches	CO5,CO6	PPTs, Vendor Evaluation Exercises, ERP Implementation Cases
B	Vendor Analysis, Contract Management, ERP Training and Go-Live Readiness		
C	Post-Production Support, Knowledge Transfer, CSFs and Scope Management		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	Team Work and Self-Learning Activities - ERP case study analysis - SAP/Oracle ERP overview exploration - Business process mapping exercises - ERP implementation case discussions - Vendor comparison analysis
--	---

	- ERP-enabled organizational transformation studies - Research on Industry 4.0 and cloud ERP - Group presentations on ERP success and failure cases															
Mode of Examination	Weightage Distribution:															
	<table><tr><th colspan="3">CA</th><th>Mid Term Assessment (MTA)</th><th>End Term Examination (ETE)</th></tr><tr><th>Quiz*</th><th>Assignment</th><th>Attendance</th><td></td><td></td></tr><tr><td>20%</td><td>10%</td><td>5%</td><td>15%</td><td>50%</td></tr></table>	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)	Quiz*	Assignment	Attendance			20%	10%	5%	15%	50%
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)											
Quiz*	Assignment	Attendance														
20%	10%	5%	15%	50%												
	*Five Quizzes of 4 marks each.															
References	Textbooks - Alexis Leon, ERP Demystified, Third Edition, McGraw Hill Education, 2014. - Joseph A. Brady, Ellen F. Monk & Bret J. Wagner, Concepts in Enterprise Resource Planning, Thomson Learning.															
	Reference Books - Vinod Kumar Garg & N.K. Venkitakrishnan, ERP Concepts and Practice - Latest ERP implementation case studies - Research papers on ERP and Digital Transformation - SAP and Oracle ERP online documentation resources															

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment and Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO 11	PSO1	PSO2	PSO3	PSO4
C01	3	2	1	1	1	1	–	2	–	1	1	3	1	–	1
C02	3	3	1	1	1	1	–	3	–	2	1	3	1	–	1
C03	3	2	1	1	1	2	1	3	1	1	1	3	1	1	2
C04	3	3	1	2	–	2	2	2	1	1	1	3	2	2	2
C05	3	3	2	2	1	2	1	2	1	2	2	3	2	1	2
C06	3	3	2	2	1	2	1	3	1	2	3	3	2	1	3
Avg	3.0	2.7	1.3	1.5	0.8	1.7	0.8	2.5	0.7	1.5	1.5	3.0	1.5	0.8	1.8

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops technological, analytical, and managerial competencies in ERP systems.
SDG 8: Decent Work and Economic Growth	2	Supports organizational productivity and operational efficiency through ERP implementation.
SDG 9: Industry, Innovation and Infrastructure	3	Promotes digital transformation, enterprise integration, and technology-enabled innovation.
SDG 12: Responsible Consumption and Production	2	Encourages efficient resource planning and sustainable operational management.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Domain:	Family Business & Entrepreneurship	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Dynamics of Family Business Management
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Tutorial(T) + Lab Instruction (P) + Self Learning (SL) L: 30 hrs T: 00hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	To provide comprehensive understanding of the dynamics of family-owned businesses and the interaction between family, ownership, and business systems. The course aims to develop knowledge of governance structures, succession planning, leadership transitions, family enterprise evolution, conflict management, and sustainability of family businesses across generations. Students will gain analytical understanding of family business challenges and strategies for ensuring continuity, harmony, and long-term value creation in family enterprises.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Recall and explain the concepts, characteristics, governance structures, and systems associated with family-owned businesses. CO2: Analyze family relationships, family structures, and succession planning processes influencing the continuity of family enterprises. CO3: Apply family business management frameworks and leadership models to address transition, governance, and growth challenges. CO4: Evaluate the evolution of family enterprises and assess organizational and ownership transition strategies. CO5: Examine interpersonal conflicts, family myths, narcissism, envy, and behavioral challenges affecting family business performance. CO6: Develop strategies for governance, leadership succession, conflict resolution, and sustainable growth in family-owned businesses.
8	Course Description	This course provides comprehensive understanding of family business management and the unique dynamics arising from the interaction of family,

		ownership, and business systems. It focuses on governance mechanisms, succession planning, family enterprise evolution, leadership transitions, and conflict resolution. The course examines family relationships, organizational development, behavioral challenges, and strategic continuity issues faced by family-owned businesses. Through theoretical frameworks and practical applications, students will develop managerial capabilities required for sustaining family enterprises across generations while balancing family harmony and business performance.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Family-Owned Business (6-0-6 = 12 hrs)		
Objective	To familiarize students with the concepts, structures, governance mechanisms, and systems approach associated with family-owned businesses.		
A	Defining Family-Owned Business, Characteristics and Importance of Family Enterprises.	CO1	Family Business Case Studies, Governance Frameworks, Family Enterprise Models, PPTs
B	The Family System, Ownership System and Enterprise System.		
C	Enterprise Governance, Family Governance (Family Council), Owner Governance (Ownership Forms), Systems Approach to Family Interaction: Triangle, Scapegoat, Homeostasis and Boundaries.		
Unit 2:	Family Genogram and Family Systems (6-0-6 = 12 hrs)		
Objective	To develop understanding regarding family structures, relationships, and family system analysis in family enterprises.		
A	Developing Business Family Genograms and Mapping Family Relationships.	CO2	Family Mapping Tools, Genogram Templates, Family Assessment Models
B	Using the Genogram to Identify Family Scripts, Values, Beliefs and Themes.		
C	Family Cohesion, Family Flexibility and Family Relationship Dynamics.		
Unit 3:	Succession Planning in Family Business (6-0-6 = 12 hrs)		
Objective	To provide understanding regarding succession planning, leadership transition, and successor development in family enterprises.		
A	Personal Readiness: Identity, Capacity, Temperament and Health. Family Readiness: Spouse, Children and Extended Family.	CO2, CO3	Succession Planning Frameworks, Leadership Assessment Tools, Case Studies
B	Enterprise Readiness, Owners, Successors, Community and Cultural Norms.		
C	Succession Planning Process, Advice to Successor and Successors, Moore's and Barrett's 4L Framework of Family Business Leadership.		
Unit 4:	Evolution of Family Enterprises (6-0-6 = 12 hrs)		
Objective	To examine family business life cycles, organizational evolution, and ownership transition alternatives.		
A	Individual Life Cycle (Levinson), Family Life Cycle and Family Business Life Cycle.	CO3, CO4	Organizational Development Models, Family Business Life Cycle Frameworks, Strategic Planning Tools
B	Greiner's Model of Organizational Evolution and Growth.		
C	Exit, Delegation, Pruning the Tree, Dividing into Silos, Spinoff, Split-off, Split-up and Sale Strategies.		

Unit 5:	Narcissism, Envy and Myths in Family Firms (6-0-6 = 12 hrs)		
Objective	To develop understanding regarding behavioral challenges, conflict management, and sustainability of family enterprises.		
A	Managerial Implications of Dysfunctional Narcissism in Family Firms.	C05, C06	<i>Conflict Resolution Frameworks, Behavioral Analysis Models, Family Business Cases</i>
B	The Power of Envy and its Impact on Family Relationships and Business Performance.		
C	The Role of Family Myths, Impact on Business Continuity, Conflict Management and Sustainable Family Business Practices.		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) (SL: 30 hrs)	TW: Term work includes family business case analysis, family governance framework design, succession planning exercises, genogram preparation, conflict resolution workshops, leadership transition projects, presentations, quizzes, and evaluation of real-life family business scenarios. SL: Self-learning through family business case studies, biographies of business families, governance reports, succession planning literature, research articles, entrepreneurship resources, and analysis of successful and failed family enterprises across generations.				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Text Books: 1. Peter F. Drucker — Innovation and Entrepreneurship, Harper Business. 2. Norman Scarborough & Jeffrey Cornwall — Essentials of Entrepreneurship and Small Business Management, Pearson. 3. Mohanakrishnan Raman — Family Business: Methods and Essentials of Building Business Families, Notion Press.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business	Innovation, Entrepreneurship and Continuous
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2	PSO3	PSO4
C01	3	2	1	1	-	2	-	-	1	1	1	2	2	1	2
C02	3	2	1	2	-	2	-	-	1	2	1	2	2	1	2
C03	3	3	1	2	1	3	-	-	1	2	1	3	2	1	3
C04	3	3	1	2	1	2	-	-	1	2	1	3	2	1	2
C05	3	3	2	3	-	2	-	-	2	2	1	3	3	1	2
C06	3	3	2	3	1	3	1	-	2	3	2	3	3	2	3
AVG	3.00	2.67	1.33	2.17	1.00	2.33	1.00	-	1.33	2.00	1.17	2.67	2.33	1.17	2.33

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Develops understanding of family business governance, succession planning, leadership development, conflict management, and sustainable business continuity across generations.
SDG 8: Decent Work & Economic Growth	3	Enhances entrepreneurial capabilities, family business sustainability, business continuity planning, and long-term wealth creation contributing to economic growth and employment generation.
SDG 9: Industry, Innovation & Infrastructure	2	Promotes organizational adaptability, innovation, leadership succession, and strategic transformation of family enterprises to remain competitive in changing business environments.
SDG 12: Responsible Consumption & Production	2	Supports sustainable stewardship of family-owned resources, responsible business continuity, and long-term value creation through effective governance and succession planning.
SDG 16: Peace, Justice & Strong Institutions	3	Strengthens family governance structures, conflict resolution mechanisms, ethical leadership practices, transparency, accountability, and effective decision-making within family businesses.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Family Business and Entrepreneurship	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Platform Business and Strategy
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
7	Course Objective	To develop understanding of platform businesses, digital ecosystems, platform-based strategies, network effects, innovation, and competitive advantage in the digital economy.
8	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, characteristics, and significance of platform businesses in the digital economy. CO2: Analyze platform business models, network effects, and value creation mechanisms. CO3: Apply strategic frameworks for managing digital platforms and ecosystem participants CO4: Examine platform governance, innovation, and competitive strategies in technology-driven markets. CO5: Evaluate challenges, risks, and ethical issues associated with platform businesses. CO6: Evaluate platform-based business strategies for achieving sustainable growth and competitive advantage.
9	Course Description	This course focuses on platform-based business models and strategies in the digital economy. It covers digital platforms, ecosystem management, network

		effects, platform governance, innovation, competitive strategies, and emerging trends in technology-enabled business models. The course emphasizes strategic decision-making and value creation through digital platforms and ecosystems.
--	--	---

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Platform Businesses (6-0-0-6 = 12 hrs)		
Objective	This unit aims to familiarize students with the concept, evolution, scope, and importance of platform businesses and digital ecosystems in the modern economy. It also seeks to enable students to examine how family businesses can leverage platform-based business models and digital transformation strategies to enhance competitiveness, drive innovation, achieve sustainable growth, and adapt to the changing business environment.		
A	Meaning, Nature, Scope and Importance of Platform Businesses	CO1, CO6	Lectures, PPT Presentations, Case Studies, Group Discussions
B	Evolution of Digital Platforms and Ecosystems		
C	Platform Economy and Business Transformation		
Unit 2:	Platform Business Models and Network Effects (6-0-0-6 = 12 hrs)		
Objective	This unit enables students to understand platform business models and their value proposition, along with the role of direct and indirect network effects in creating business value. It also helps them analyze multi-sided markets and the interactions among platform participants, and apply these concepts to evaluate how family businesses can leverage platform-based strategies for growth, competitiveness, and long-term sustainability.		
A	Platform Business Models and Value Proposition	CO2, CO3, CO6	Assignments, Presentations, Industry Examples
B	Direct and Indirect Network Effects		
C	Multi-sided Markets and Platform Participants		
Unit 3:	Platform Strategy and Ecosystem Management (6-0-0-6 = 12 hrs)		
Objective	This unit enables students to understand platform strategy and competitive positioning along with ecosystem development and stakeholder management in digital businesses. It also helps them analyze value creation and value capture mechanisms in platform businesses and apply these concepts to design effective strategies for enhancing the growth, competitiveness, and sustainability of family businesses in a platform-driven economy.		
A	Platform Strategy and Competitive Positioning	CO3, CO4, CO6	Strategy Simulations, Case Analysis, Group Activities
B	Ecosystem Development and Stakeholder Management		
C	Value Creation and Value Capture in Platform Businesses		
Unit 4:	Platform Governance and Innovation (6-0-0-6 = 12 hrs)		
Objective	This unit enables students to understand platform governance, regulatory issues, innovation, and digital transformation through platforms. It also helps them examine platform leadership and strategic partnerships, and apply these concepts to effectively manage compliance, foster innovation, and enhance the competitiveness and sustainability of family businesses in a platform-driven economy.		
A	Platform Governance and Regulatory Issues	CO4, CO5 CO6	Case Studies
B	Innovation and Digital Transformation through Platforms		
C	Platform Leadership and Strategic Partnerships		
Unit 5:	Challenges and Future Trends in Platform Businesses (6-0-0-6 = 12 hrs)		
Objective	This unit enables students to understand ethical issues, privacy concerns, and data governance in platform businesses along with competition and regulatory aspects affecting digital platforms and sustainability. It also helps them analyze future trends such as AI-driven platforms, super apps, and evolving digital ecosystems, and apply these insights to develop responsible, forward-looking strategies for family businesses in the digital economy.		
A	Ethical Issues, Privacy and Data Governance	CO5, CO6	Research Assignments,

B	Competition, Platform Regulation and Sustainability		<i>Industry Discussions, Audio-Visual Learning Resources</i>
C	Future Trends: AI-driven Platforms, Super Apps and Digital Ecosystems		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Platform business case studies, ecosystem analysis, strategic exercises, presentations, group discussions, industry examples, and platform strategy projects. SL: MOOCs, research papers, journals, platform economy reports, technology business case studies, online resources, and self-learning activities related to digital platform businesses.				
Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
	*Five Quizzes of 4 marks each.				
References	Text Books: 1. Platform Revolution – Geoffrey G. Parker, Marshall W. Van Alstyne & Sangeet Paul Choudary, W.W. Norton & Company. 2. The Business of Platforms – Michael A. Cusumano, Annabelle Gawer & David B. Yoffie, Harper Business. 3. Platform Scale – Sangeet Paul Choudary, Platform Thinking Labs. 4. Digital Business and E-Commerce Management – Dave Chaffey, Pearson Education. 5. Competing in the Age of AI – Marco Iansiti & Karim R. Lakhani, Harvard Business Review Press. 6. Matchmakers: The New Economics of Multisided Platforms – David S. Evans & Richard Schmalensee, Harvard Business Review Press.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04	
C01	3	2	1	1	2	2	-	2	1	1	2	3	1	1	2	
C02	3	3	1	1	2	2	-	2	1	2	2	3	1	1	2	
C03	3	3	1	2	2	3	-	2	1	2	2	3	1	1	3	
C04	2	3	1	2	2	3	1	2	1	2	2	3	2	1	3	
C05	2	2	3	1	2	2	2	1	3	2	3	2	2	2	2	
C06	3	3	2	2	2	3	1	2	2	2	3	3	2	2	3	
AVG	2.67	2.67	1.50	1.50	2.00	2.50	1.50	1.83	1.50	1.83	2.33	2.83	1.50	1.33	2.50	

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix-

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG4: Quality Education	2	Develops understanding of emerging digital business models and platform-based innovation.
SDG8: Decent Work & Economic Growth	3	Promotes digital entrepreneurship, innovation, and platform-enabled economic growth.
SDG9: Industry, Innovation & Infrastructure	3	Focuses on technology platforms, digital ecosystems, and innovation-driven business transformation.
SDG12: Responsible Consumption & Production	2	Encourages responsible platform governance, resource optimization, and sustainable digital business practices.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026–2028
Program:	MBA	Current Academic Year:	2027–28
Domain:	Family Business and Entrepreneurship	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Business Plan
2	Course Code	
3	Credits	2
4	Contact (Learning) Hours per Week (L-T-P-SL))	2-0-0-2
4.1	Teaching & Learning Scheme (hrs in semester)	Classroom Instruction (L) + Self Learning (SL) L: 30 hrs T: 00 hrs P: 00 hrs SL: 30 hrs Total: 60 hrs Credits: 2
5	Course Type	Theory (Elective)
6	Course Objective	To develop entrepreneurial thinking and equip students with the knowledge and skills required for preparing, evaluating, and presenting effective business plans for new ventures and business opportunities.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Explain the concepts, purpose, and importance of business planning in entrepreneurial ventures. CO2: Analyze business opportunities, market potential, and feasibility of business ideas. CO3: Apply business planning tools and techniques for developing viable business models. CO4: Examine financial, operational, and marketing aspects of business plan preparation. CO5: Evaluate risks, challenges, and sustainability issues associated with business ventures. CO6: Evaluate business plans and entrepreneurial strategies for achieving long-term business success and competitive advantage.
8	Course Description	This course focuses on the preparation and evaluation of business plans for entrepreneurial ventures. It covers opportunity identification, market analysis, business models, operational planning, financial planning, risk assessment, and

		venture sustainability. The course emphasizes practical business plan development and entrepreneurial decision-making.
--	--	--

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Introduction to Business Planning (6-0-0-6 = 12 hrs)		
Objective	To familiarize students with the concept, importance, and structure of business plans.		
A	Meaning, Nature and Importance of Business Plans	CO1, CO6	<i>Lectures, PPT Presentations, Case Studies, Group Discussions</i>
B	Business Planning Process and Entrepreneurial Vision		
C	Components of an Effective Business Plan		
Unit 2:	Opportunity Identification and Feasibility Analysis (6-0-0-6 = 12 hrs)		
Objective	To understand opportunity identification and feasibility assessment of business ideas.		
A	Business Opportunity Identification and Idea Generation	CO2, CO3, CO6	<i>Assignments, Presentations, Opportunity Analysis Exercises</i>
B	Market Research and Industry Analysis		
C	Technical, Market and Financial Feasibility Analysis		
Unit 3:	Business Model and Marketing Plan (6-0-0-6 = 12 hrs)		
Objective	To develop understanding of business models and marketing planning		
A	Business Model Development and Value Proposition	CO3, CO4, CO6	<i>Business Model Canvas Exercises, Case Analysis, Workshops</i>
B	Customer Analysis and Market Segmentation		
C	Marketing Strategies and Competitive Positioning		
Unit 4:	Operational and Financial Planning (6-0-0-6 = 12 hrs)		
Objective	To analyze operational and financial aspects of business plan preparation		
A	Operational Planning and Resource Requirements	CO4, CO5, CO6	<i>Financial Planning Exercises, Group Activities, Business Simulations</i>
B	Cost Estimation, Revenue Forecasting and Break-even Analysis		
C	Funding Sources and Financial Projections		
Unit 5:	Risk Assessment and Business Plan Presentation (6-0-0-6 = 12 hrs)		
Objective	To evaluate business risks and present comprehensive business plans.		
A	Risk Identification and Risk Mitigation Strategies	CO5, CO6	<i>Business Plan Presentations, Industry Interaction, Research Assignments</i>
B	Sustainability and Growth Planning		
C	Business Plan Evaluation and Investor Pitching		

4. Course Evaluation & References

Team Work and Self-Learning (in Hours) TW + SL: (30 hrs)	TW: Business idea generation, feasibility analysis, market research, business model development, financial planning exercises, business plan preparation, presentations, and group activities. SL: MOOCs, entrepreneurial case studies, startup reports, business journals, industry resources, and self-learning activities related to venture planning and entrepreneurship.
--	--

Mode of Examination	Weightage Distribution:				
	CA			Mid Term Assessment (MTA)	End Term Examination (ETE)
	Quiz*	Assignment	Attendance		
	20%	10%	5%	15%	50%
*Five Quizzes of 4 marks each.					
References	Text Books: 1. Entrepreneurship: Successfully Launching New Ventures – Bruce R. Barringer & R. Duane Ireland, Pearson Education. 2. New Venture Creation – David H. Holt, Prentice Hall. 3. Business Model Generation – Alexander Osterwalder & Yves Pigneur, Wiley Publications. 4. Entrepreneurship Development – S. S. Khanka, S. Chand Publications. 5. Innovation and Entrepreneurship – Peter F. Drucker, Harper Business. 6. The Lean Startup – Eric Ries, Crown Business Publications.				

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility Strategic Decision Making	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous Development
	P01	P02	P03	P04	P05	P06	P07	P08	P09	P010	P011	PS01	PS02	PS03	PS04
C01	3	2	1	1	1	3	1	1	1	1	2	2	1	1	3
C02	3	3	1	1	1	3	1	2	1	2	2	3	1	1	3
C03	3	3	1	2	1	3	1	2	1	2	2	3	1	1	3
C04	2	3	1	2	1	2	1	2	1	2	2	3	1	1	2
C05	2	2	2	2	1	2	2	1	2	2	3	2	2	2	2
C06	3	3	2	2	1	3	2	2	2	2	3	3	2	2	3
AVG	2.67	2.67	1.33	1.67	1.00	2.67	1.33	1.67	1.33	1.83	2.33	2.67	1.33	1.33	2.67

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix-

This course aligns with 4 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG4: Quality Education	2	Develops entrepreneurial knowledge, planning skills, and business decision-making competencies.
SDG 8: Decent Work & Economic Growth	3	Promotes entrepreneurship, startup creation, employment generation, and economic development.
SDG 9: Industry, Innovation & Infrastructure	3	Encourages innovation, new venture development, and sustainable business models.
SDG12: Responsible Consumption & Production	2	Supports sustainable business planning and responsible entrepreneurial practices.
SDG13: Climate Action	2	Incorporates environmental risk assessment and sustainable operational planning. Encourages businesses to adopt climate-resilient strategies.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable

COURSE PLAN

1. Course Identification

School:	SSBS	Batch:	2026-2028
Program:	MBA	Current Academic Year:	2027-28
Branch:	MBA	Semester:	IV

2. Course Details

S. No	Attribute	Details
1	Course Title	Dissertation Report & Viva Voce
2	Course Code	
3	Credits	4
4	Contact (Learning) Hours per Week) (L-T-P-SL)	1-0-6-2
4.1	Teaching & Learning Scheme (hrs in semester)	Practical/Project Work (P) + Self Learning (SL) L:15 hrs P: 90 hrs SL: 15 hrs Total: 120 hrs Credits: 4
5	Course Type	Practical / Viva-Voce / Project Work
6	Course Objective	The MBA Dissertation course aims to provide students with an opportunity to undertake independent research on a contemporary business or management issue. It enables students to apply theoretical knowledge, research methodologies, and analytical tools to investigate real-world organizational problems. The course develops critical thinking, problem-solving, and decision-making skills through systematic inquiry and data analysis. It also enhances students' ability to prepare a scholarly dissertation report and effectively communicate research findings through presentations and viva-voce examinations.
7	Course Outcomes (COs)	<i>After successful completion of this course, the students will be able to:</i> CO1: Identify and formulate a relevant research problem, research objectives, and hypotheses in the area of business and management. CO2: Review and synthesize relevant literature to develop a conceptual framework and appropriate research design. CO3: Apply suitable data collection methods and research techniques for conducting systematic investigation. CO4: Analyze and interpret quantitative and/or qualitative data using appropriate analytical tools and techniques. CO5: Prepare a well-structured dissertation report and develop evidence-based findings, conclusions, and recommendations.

		CO6: Integrate research methodology, analytical skills, managerial knowledge, professional ethics, and communication competencies to successfully complete, present, and defend a dissertation addressing real-world business and management challenges.
8	Course Description	This course enables MBA students to undertake an independent research study on a contemporary business or management issue. It develops skills in problem identification, research design, data collection, and analysis. Students apply management concepts and research methodologies to generate meaningful findings and recommendations. The course culminates in the preparation, presentation, and defense of a dissertation report.

3. Course Outline:

Units	Outline Syllabus	CO Mapping	Tools Used
Unit 1:	Research Problem Identification and Proposal Development (3-0-18-3 = 24 hrs)		
Objective	To develop the ability to identify research problems and prepare a research proposal.		
A	Identification of Research Problem and Research Gap	CO1, CO2	Literature Survey, Research Discussions, Faculty Mentoring
B	Formulation of Research Objectives, Questions, and Hypotheses		
C	Preparation and Presentation of Research Proposal		
Unit 2:	Literature Review and Research Design (3-0-18-3 = 24 hrs)		
Objective	To develop skills in reviewing literature and designing a research framework.		
A	Review of Literature and Theoretical Framework	CO1, CO3	Academic Databases, Research Articles, Review Workshops
B	Research Design and Sampling Techniques		
C	Selection of Data Sources and Research Instruments		
Unit 3:	Data Collection and Analysis (3-0-18-3 = 24 hrs)		
Objective	To collect, organize, and analyze data using appropriate research techniques.		
A	Primary and Secondary Data Collection	CO3, CO4, CO5	Questionnaires, Surveys, SPSS/Excel, Statistical Software
B	Data Coding, Tabulation, and Processing		
C	Statistical Analysis and Interpretation of Results		
Unit 4:	Dissertation Writing and Documentation (3-0-18-3 = 24 hrs)		
Objective	To prepare a systematic and scholarly dissertation report.		
A	Structure and Components of Dissertation Report	CO4, CO5, CO6	Report Writing Workshops, Citation Tools, Research Documentation,
B	Presentation of Findings, Discussion, and Recommendations		
C	Referencing, Citation, and Ethical Considerations in Research		
Unit 5:	Dissertation Presentation and Viva-Voce (3-0-18-3 = 24 hrs)		
Objective	To develop professional presentation, defense, and communication skills.		
A	Preparation of Dissertation Presentation	CO5, CO6	Presentation Practice, Mock Viva, Faculty Feedback
B	Presentation of Research Findings and Managerial Implications		
C	Viva-Voce, Research Defense, and Final Evaluation		

4. Course Evaluation & References

Team Work and Practical Learning (in Hours) TW + P : (15 hrs)	TW+P: Students will engage in research discussions, peer learning activities, data collection exercises, and interactions with faculty supervisors. Practical learning will include literature review, research design development, data analysis using appropriate tools, report writing, and presentation preparation. These activities will enhance teamwork, analytical thinking, problem-solving, and professional communication skills.	
Mode of Examination	Weightage Distribution:	
	CA	ETE
	70%	30%
References	Text Book: 1. Business Research Methods – C.R. Kothari & Gaurav Garg, New Age International. 2. Research Methodology – R. Paneerselvam, PHI Learning. 3. Effective Technical Communication – M. Ashraf Rizvi, McGraw Hill. 4. Business Communication – Lesikar & Flatley, McGraw Hill. 5. Project and Internship Guidelines issued by SBSB/MBA Department.	

5. CO-PO and CO-PSO Mapping Matrix

CO / PO	Integrated Business Knowledge & Versatility	Strategic Decision Making	Business Ethics & Values	Leadership & Team Management	Global Perspective	Innovative & Entrepreneurial Mindset	Environment & Sustainability	Data Analysis & Digital Proficiency	Social Responsibility	Research Aptitude	Life-long Learning	Business Analysis and Strategic Decision Capability	Ethical Leadership and Organizational Effectiveness	Global and Sustainable Business Competence	Innovation, Entrepreneurship and Continuous
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PS01	PS02	PS03	PS04
C01	2	2	1	1	1	1	1	1	1	3	2	2	1	1	2
C02	3	2	1	1	1	1	1	1	1	3	2	3	1	1	2
C03	3	2	1	1	1	1	1	3	1	2	1	3	1	2	1
C04	3	3	1	1	1	1	1	3	1	2	1	3	1	2	1
C05	2	3	2	2	1	1	1	2	2	2	2	2	2	2	2
C06	3	3	3	3	2	2	2	3	2	3	3	3	3	3	3
AVG	2.67	2.50	1.50	1.50	1.17	1.17	1.17	2.17	1.33	2.50	1.83	2.67	1.50	1.83	1.83

Note: Row averages are computed over non-zero entries only.

6. Course-to-SDG Matrix

This course aligns with 5 of 17 UN Sustainable Development Goals. Mapping uses a 3-point scale (3 = Core contribution, 2 = Supports through skills/activities, 1 = Indirect benefit).

SDG Goal & Description	Mapping	Justification
SDG 4: Quality Education	3	Promotes research, innovation, lifelong learning, and advanced academic skills.
SDG 8: Decent Work & Economic Growth	3	Encourages research on organizational effectiveness, productivity, entrepreneurship, and sustainable economic development.
SDG 9: Industry, Innovation & Infrastructure	2	Supports innovation, technology adoption, and business research for industrial development.
SDG 12: Responsible Consumption and Production	2	Enables research on sustainable business practices, resource efficiency, and corporate responsibility.
SDG 16: Peace, Justice and Strong Institutions	2	Promotes ethical research practices, corporate governance, transparency, and responsible management.

Strength Scale: 3 = Substantial (High) 2 = Moderate 1 = Slight (Low) – = Not Applicable