COURSE BOOK MBA II YEAR

AUTONOMOUS

CURRICULUM STRUCTURE & SYLLABUS

Effective from the Session: 2025-26

MBA 3rd Sem

S.No.	Course Type (AICTE)	Course Type (UGC)	BOS	Course Codes	Course Name	Type	Academic Learning (AL)			Continuous Internal Examination (CIE)						End Sem Examination (ESE)	Total Marks	Total Credits
							L	T	P	MSE 1	MSE 2	CA 1	CA 2	CA 3 ATT	TOTAL		Total CIE+ESE Credits	
1	PE	SEC	MBA	MS6XXE	Specialization Group-1 Elective- 1	L	3	0	0	-	50	10	10	5	75	75	150	3
2	PE	SEC	MBA	MS6XXE	Specialization Group-1 Elective -2	L	3	0	0	-	50	10	10	5	75	75	150	3
3	PE	SEC	MBA	MS6XXE	Specialization Group-1 Elective -3	L	3	0	0	-	50	10	10	5	75	75	150	3
4	PE	SEC	MBA	MS6XXE	Specialization Group-2 Elective- 1	L	3	0	0	-	50	10	10	5	75	75	150	3
5	PE	SEC	MBA	MS6XXE	Specialization Group-2 Elective -2	L	3	0	0	-	50	10	10	5	75	75	150	3
6	PE	SEC	MBA	MS6XXE	Specialization Group-2 Elective -3	L	3	0	0	-	50	10	10	5	75	75	150	3
Corporate Skill Enhancement Courses (Lab/Project/Field Work /Experiential Learning)																		
7	PW	Project	MBA	MS651P	Summer Internship Project	P	0	0	8	-	-	50	50	-	100	100	200	4
Total Hours =26 hrs.							18	0	8								1100	22

Note1: Internal and External Assessment for MS651P are based on Report and Viva.
Note2:
Students has to opt at least one specialization from Basket 1 (Marketing/HR/Finance) & other from Basket 1/ 2.
The minimum number of students to be registered for an elective to be offered shall not be less than 20 % of the enrolled students.

MBA 4ᵗʰ Sem

S.No.	Course Type (AICTE)	Course Type (UGC)	BOS	Course Codes	Course Name	Type	Academic Learning (AL)			Continuous Internal Examination (CIE)						End Sem Examination (ESE)	Total Marks	Total Credits
							L	T	P	MSE 1	MSE 2	CA 1	CA 2	CA 3 ATT	TOTAL		Total CIE+ESE Credits	
1	PE	SEC	MBA	MS6XXE	Specialization Group-1 Elective- 4	L	3	0	0	-	50	10	10	5	75	75	150	3
2	PE	SEC	MBA	MS6XXE	Specialization Group-1 Elective -5	L	3	0	0	-	50	10	10	5	75	75	150	3
3	PE	SEC	MBA	MS6XXE	Specialization Group-2 Elective -4	L	3	0	0	-	50	10	10	5	75	75	150	3
4	PE	SEC	MBA	MS6XXE	Specialization Group-2 Elective- 5	L	3	0	0	-	50	10	10	5	75	75	150	3
Corporate Skill Enhancement Courses (Lab/Project/Field Work /Experiential Learning)																		
5	PW	Project	MBA	MS652P	Capstone/Live Project	P	0	0	12	-	-	75	75	-	150	150	300	6
Total Hours= 24hrs.							12	0	12								900	18

Note: Internal and External Assessment for MS652P are based on Report and Viva

MBA-3rd SEM - Specialization Electives

S.N.	Specialization Electives	Course Name	Course Code	No. of credits
	Basket 1			
1.	Marketing	Marketing Analytics	MS601E	3
		Sales & Distribution Management	MS602E	3
		Service Marketing	MS603E	3
2.	Finance	Financial Analytics	MS606E	3
		Investment Analysis and Portfolio Management	MS607E	3
		Financial Derivatives	MS608E	3
3.	Human Resource	Employee Relations & Labour Laws	MS611E	3
		HR Analytics	MS612E	3
		Compensation Management and Negotiation Skills	MS613E	3
	Basket 2			
4.	Business Analytics	Data Visualization for Managers	MS616E	3
		Data Mining Techniques – Predictive Modeling & Pattern Discovery- Using R	MS617E	3
		Database Management System	MS618E	3
5.	Operations	Modeling & Analytics for SCM	MS621E	3
		Logistics Management	MS622E	3
		Service Operations Management	MS623E	3
6.	Entrepreneurship & Start up (ES)	Entrepreneurial Mind-Set	MS626E	3
		Start-up funding & investment strategies.	MS627E	3
		Technology in Innovation Management	MS628E	3
7.	International Business (IB)	Emerging Markets & Globalization	MS631E	3
		Export & Import Documentation	MS632E	3
		International Trade Laws	MS633E	3
8.	Agriculture Business (AB)	Sustainable agricultural practices	MS636E	3
		Agri entrepreneurship	MS637E	3
		Rural Development and Policy	MS638E	3
9.	Economic crisis & Business policy (EB)	Public Policy and Governance	MS641E	3
		Economic Analysis	MS642E	3
		Crisis Management and Business Resilience	MS643E	3
10.	General Management (GM)	Strategic Management	MS646E	3
		Global Business Management	MS647E	3
		Corporate Governance	MS648E	3

MBA-4ᵗʰ SEM - Specialization Electives

S.N.	Specialization Electives	Course Name	Course Code	No. of credits
		Basket 1		
1.	Marketing	Consumer Behaviour	MS604E	3
		Brand Management	MS605E	3
2.	Finance	Financial Modelling and Valuation	MS609E	3
		Tax Planning	MS610E	3
3.	Human Resource	Learning and Development	MS614E	3
		International HRM	MS615E	3
		Basket 2		
4.	Business Analytics	Social Media & Web Analytics	MS619E	3
		Block chain & its application	MS620E	3
5.	Operations	Smart Manufacturing Systems	MS624E	3
		Operations Strategy	MS625E	3
6.	Entrepreneurship & Start up (ES)	Corporate Entrepreneurship	MS629E	3
		Strategic Management of Innovation	MS630E	3
7.	International Business (IB)	International Logistics	MS634E	3
		Cross Cultural Management	MS635E	3
8.	Agriculture Business (AB)	Agri-Tech and Innovation	MS639E	3
		International Agricultural Trade	MS640E	3
9.	Economic crisis & Business policy (EB)	Financial Crisis and Risk Management	MS644E	3
		Strategic Business Policy	MS645E	3
10.	General Management (GM)	Project Management	MS649E	3
		Business Ethics and Corporate Social Responsibility	MS650E	3

Theory Courses Detail Syllabus

SEMESTER 3

Course Code: MS601E	Course Name: Marketing Analytics		L	T	P	C
			3	0	0	3

Pre-requisite : NA

Course Objectives

This course aims to equip students with the ability to apply data-driven marketing strategies, analyze consumer and market trends using analytical tools, and evaluate marketing effectiveness to enhance decision-making.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply marketing analytics approaches to real-world business scenarios
2. Analyze consumer behavior and market segmentation using data analytics tools
3. Evaluate the effectiveness of marketing strategies through performance metrics
4. Assess the role of AI and machine learning in predictive marketing analytics
5. Develop ethical and data-driven marketing strategies in compliance with regulations

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	3	1	2	2	2	2
CO 2	2	3	1	2	1	2	2
CO 3	2	3	1	2	2	2	2
CO 4	2	3	1	2	1	3	3
CO 5	2	3	2	3	2	1	2

Unit 1	Marketing Analytics Framework	Hours: 3

Marketing Analytics approaches, Data-Driven Decision Making in Marketing, Overview of Marketing Analytics Framework, Structured data vs. Unstructured data, Internal data vs. External data

Unit 2	Customer and Market Segmentation Analytics	Hours: 7

Customer Segmentation Techniques: RFM (Recency, Frequency, Monetary), Cluster Analysis, Behavioral and Psychographic Segmentation, Market Basket Analysis & Association Rules

Unit 3	Marketing Performance Metrics & ROI Analysis	Hours: 7

Key Marketing Metrics: CLV (Customer Lifetime Value), CAC (Customer Acquisition Cost), Churn Rate, Attribution Models: First-Touch, Last-Touch, Multi-Touch Attribution, Sales Forecasting Techniques

Unit 4	Digital Marketing Analytics & AI in Marketing	Hours: 7

Web & Social Media Analytics: Clickstream, Sentiment Analysis, A/B Testing, SEO & SEM Performance Analytics, Role of AI & Machine Learning in Predictive Analytics

Unit 5	Ethical and Strategic Considerations in Marketing Analytics	Hours: 6

Privacy Concerns & Ethical Issues in Data-Driven Marketing, GDPR, CCPA & Data Protection Regulations, Future Trends: The Rise of Zero-Party Data and Cookie less Marketing3

	Total Lecture hours	30 hours

Textbook:
1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L Winston, Wiley India Pvt. Ltd.
2. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Create Space Publishing.

Reference Books
1. Marketing Engineering and Analytics by Gary Lilen, Arvind Rangaswamy, and Arnaud De Bruyn, Decision Pro, Inc.
2. Marketing Metrics: The Manager's Guide to Measuring Marketing Performance by Paul Farris, Neil Bendle, Phillip Pfeifer, and David Reibstein
3. Marketing Metrics by Dugar Anurag, SAGE Publishing India.
4. Marketing Analytics Roadmap by Jerry Rackley.
5. Applied Marketing Analytics Using R by Gokhan Yildirim, Raoul Kübler

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)			
-	50	10	10	5			

50	(25)		75	150	

Course Code: MS602E	Course Name: Sales and Distribution Management		L	T	P	C
			3	0	0	3

Pre-requisite : NA

Course Objectives

1. This course aims to develop students' ability to apply sales and distribution strategies, analyse salesforce effectiveness, and evaluate distribution channels to optimize market reach and customer satisfaction.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply sales techniques and planning methods in business scenarios
2. Analyze sales force performance and evaluate motivational strategies
3. Develop and assess distribution channel strategies for different markets
4. Evaluate logistics and inventory management for supply chain efficiency
5. Assess ethical considerations and future trends in sales

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	2	3	2	1
CO 2	2	3	3	2	3	2	2
CO 3	3	3	2	2	2	2	2
CO 4	2	3	1	2	2	2	2
CO 5	2	2	3	3	2	1	2

Unit 1	Sales techniques and Planning	6 Hours

Sales Management framework, Selling Process and Techniques, Sales Planning and Forecasting Methods, Comparison of different forecasting techniques for sales estimation.

Unit 2	Sales Force Management and Performance Analysis	6 Hours

Recruitment, Selection, and Training of Sales Personnel, Compensation and Motivation Strategies for Sales Teams, Sales Performance Metrics and Key Performance Indicators (KPIs), Evaluation of real-world sales compensation plans across industries.

Unit 3	Channel Management and Distribution Strategy	6 Hours

Distribution Channel Strategies, Channel Design and Selection Criteria, Managing Channel Conflicts and Partner Relationships, Impact of digital transformation on traditional distribution models

Unit 4	Retail and Logistics Management	6 Hours

Retail Formats and Strategies: Brick & Mortar vs. E-commerce, Supply Chain and Logistics Management in Distribution, Warehouse & Inventory Management Strategies.

Unit 5	Sales Technology, Ethics, and Future Trends	6 Hours

CRM (Customer Relationship Management) in Sales, AI and Data Analytics in Sales & Distribution Decisions, Ethical Issues in Sales and Distribution (Consumer Rights, Fair Trade Practices)

	Total Lecture hours	30 hours

Textbook:
1. Rosenbloom, B. (2004). Marketing channels (8thed.). New Delhi: Cengage Learning Reprint (2015).
2. Krishna K. Havaldar, Vasant M. Cavale Sales & Distribution Management TMH
3. William L. Cron, Thomas E. DeCarlo Sales Management Wiley Latest Edition
4. Dr. S. L. Gupta Sales & Distribution Management Excel Latest Edition

Reference Books
1. Spiro, L.R., Stanton, J. W. & Rich, A.G. (2013). Management of a sales force (15thed.). Irwin: McGraw –Hill.
2. Johnson F.M., Kurtz D.L., Scheuing E.E. Sales Management: Concepts, Practice, and Cases Tata McGraw-Hill Latest Edition
3. Tanner, Honeycutt, Erffmeyer Sales Management Pearson Latest Edition David Jobber, Geoffrey

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)			
-	50	10	10	5			

50	(25)	75	150

Course Code: MS603E	Course Name : Service Marketing	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

This course aims to equip students with the ability to apply service marketing strategies, analyze consumer behavior in service industries, and evaluate service quality and performance for business growth.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply service marketing approaches and frameworks in real-world businesses
2. Analyze customer expectations and develop relationship marketing strategies
3. Evaluate service quality using established models and metrics
4. Assess the impact of digitalization and AI on service experiences
5. Develop ethical and sustainable service marketing strategies

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	2	2	2	2
CO 2	2	3	2	2	3	2	2
CO 3	2	3	2	2	2	2	2
CO 4	2	3	1	2	2	3	3
CO 5	2	2	3	3	2	2	2

Unit 1	Service Marketing approaches and framework	Hours 5

Services (Intangibility, Inseparability, Variability, Perishability), Service Marketing framework, Service Marketing vs. Product Marketing, The Service Marketing Mix (7Ps) approach

Unit 2	Consumer Behavior in Services and Relationship Marketing	Hours 8

Customer Expectations & Perceptions in Services, Service Consumption Process and Decision-Making, Relationship Marketing & Customer Retention Strategies, Evaluation of the effectiveness of loyalty programs in service businesses

Unit 3	Service Quality and Performance Measurement	Hours 6

SERVQUAL Model and Dimensions of Service Quality, Managing Customer Complaints and Service Recovery, Performance Metrics in Service Marketing (NPS, CSAT, Customer Churn)

Unit 4	Service Innovation and Digital Transformation	Hours 6

Technology and AI in Service Delivery, Digital Service Marketing: social media, Chatbots, and Personalization, Omni-Channel Strategies for Service Businesses.

Unit 5	Ethical Considerations and Future Trends in Service Marketing	Hours 5

Ethics in Service Marketing (Consumer Rights, Data Privacy, Transparency), Sustainable and Green Service Marketing, Future Trends: Sharing Economy, Subscription-Based Models

	Total Lecture hours	30 hours

Textbook:
1. "Services Marketing: Integrating Customer Focus Across the Firm" by Valarie Zeithaml, Mary Jo Bitner, and Dwayne Gremler.
2. "Services Marketing: People, Technology, Strategy"by: Christopher H. Lovelock, Jochen Wirtz,8th Edition
3. Christopher H. Lovelock, SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, Pearson Education Asia.
4. R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited, New Delhi.
5. Zeithaml, Parasuraman & Berry, DELIVERING QUALITY SERVICE, The Free Press, Macmillan.

Reference Books
1. "Advertising and Promotion: An Integrated Marketing Communications Perspective" by George E. Belch and Michael A. Belch latest Edition
2. "Services Marketing: Concepts, Strategies & Cases" by K. Douglas Hoffman and John E.G. Bateson Latest Edition
3. Principles of Marketing" by Philip Kotler and Gary Armstrong Latest Edition .

Mode of Evaluation

MSE	CA	ESE	Total

MSE1	MSE2	CA1	CA2	CA3 (ATT)			
-	50	10	10	5			
50			(25)			75	150

Course Code: MS606E		**Course Name: Financial Analytics**		**L**	**T**	**P**	**C**
				3	**0**	**0**	**3**

Pre-requisite : NA

Course Objectives

1. To provide a strong foundation in financial analytics to handle complex financial data.
2. To build advanced analytical models for decision-making.
3. To deliver effective visualization products for analysis.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply machine learning concepts on time series data.
2. Apply data analytics processes.
3. Analyze data visualization techniques and model performance metrics for effective decision-making.
4. Analyze and construct predictive models.
5. Evaluate the effectiveness of advanced machine learning techniques on financial data.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**APO 1**	**APO 2**
CO 1	-	3	-	1	-	-	2
CO 2	1	3	-	1	-	-	2
CO 3	1	3	-	1	-	-	2
CO 4	1	3	-	1	-	-	2
CO 5	-	3	-	1	-	-	2

Unit 1	**Data Analytics and Financial Time Series**	**6 Hours**

Data analytics, Machine learning, Structured and Unstructured data, Supervised and Unsupervised learning, Financial Time Series Asset Returns, Distributional Properties of Returns, Statistical Distributions, Properties of financial time series.

Unit 2	**Data Analytics Process and Ethical Considerations**	**6 Hours**

Solving Analytics, Problem identification, Data mining/preparation, Modeling and interpretation, Ethics in data collection process, Exploratory data analysis, Data cleaning, outlier treatment.

Unit 3	**Data Visualization and Model Performance Evaluation**	**5 Hours**

Data visualization, Univariate and Bivariate analysis, Model fit metrics, Model diagnostics, over fitting, oversampling.

Unit 4	**Predictive Modeling and Time Series Analysis**	**5 Hours**

Predictive data analysis – Multiple linear regression using R, model building, assumptions, diagnostic testing, issues in prediction. Time series models using R.

Unit 5	**Advanced Machine Learning Techniques for Financial Data**	**8 Hours**

Decision Trees partitioning, Data pre-processing, Model training, Model building in R. Logistic Regression building model in R, Partial clustering, hierarchical clustering, intensity-based clustering, Neural Network: Single layer perceptron, multi-layer perceptron, backpropagation algorithm applying neural network on financial market data.

	Total Lecture hours		**30 hours**

Textbook:

1. Shmueli, G., Patel, N. R., & Bruce, P. C. (2008). Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner (2nd ed., p. 428). Wiley
2. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L., Multivariate data analysis, 7th edition, Prentice Hall, 1998.

Reference Books

1. Applied Multivariate Statistical Analysis by Richard A. Johnson, Dean W. Wichern, PHI Learning
2. Maindonald, J., & Braun, J. (2006). Data analysis and graphics using R: an example-based approach (Vol. 10). Cambridge University Press.

Mode of Evaluation

MSE		CA				ESE	Total	
MSE1	**MSE2**	**CA1**	**CA2**	**CA3 (ATT)**		**ESE**	**Total**	
-	50	10	10	5				
50		(25)				75	150	

Course Code: MS607E	Course Name: Investment Analysis and Portfolio Management	L	T	P	C
		3	**0**	**0**	**3**

Pre-requisite : NA

Course Objectives

1. To appraise with the Risk return process of investment.
2. To develop the skills for portfolio analysis and selection.
3. To develop an analytical understanding of evaluating securities and portfolios.

Course Outcome (COs): After completion of the course. The student will be able to

1. Determine the investment environment for various avenues of investment.
2. Examine risk and return trade-offs using various risk measurement techniques.
3. Analyze equity and debt instruments for investment decision-making.
4. Analyze well-diversified portfolio using various models.
5. Evaluate securities and the portfolio performance using risk-adjusted measures.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**APO 1**	**APO 2**
CO 1	1	-		1			-
CO 2	1	2		1			1
CO 3	3	2		2	1		1
CO 4	3	2		2	1		1
CO 5	3	2		2	1		1

Unit 1	**Investment Environment**	**4 Hours**

Capital Markets, Avenues of Investments, Investment Process, Securities trading, Approaches to make Investment.

Unit 2	**Risk and Return Analysis**	**6 Hours**

Risk and Return, Systematic vs Unsystematic risk, Methods of Calculating Risk, Risk-Return Trade-off.

Unit 3	**Equity & Debt Analysis**	**6 Hours**

Equity Analysis using Fundamental Analysis, EIC Framework, Technical analysis, Charts, Patterns, Indicators, Stock Price and Volume Techniques, Capital Market Efficiency, Equity Valuation, Debt Valuation.

Unit 4	**Portfolio Analysis & Selection**	**8 Hours**

Portfolio Analysis and Selection using Markowitz Model, Sharpe Model, CAPM and APT, Diversification, efficient frontier.

Unit 5	**Portfolio Evaluation & Revision**	**6 Hours**

Portfolio Evaluation using Risk-adjusted measures such as Sharpe, Treynor, Jenson, Fama and Sortino ratios, Portfolio Revision Strategies, Formula Plans.

	Total Lecture hours	**30 hours**

Textbook:
1. Pandian, P. (2015). Security Analysis and Portfolio Management. Delhi: Vikas Publishing
2. Ranganathan, M. & Madhumathi, R. (2012). Investment Analysis and Portfolio Management. Delhi: Pearson Education.

Reference Books
1. Bodie, Z., Kane, A. & Marcus, A. J. (2017). Investments. New York: McGraw-Hill Education.
2. Chandra, P. (2017). Investment Analysis and Portfolio Management. Delhi: McGrawHill Education.

3. Elton, E. J., Gruber, M. J., Brown, S. J. & Goetzmann, W. N. (2014). Modern Portfolio Theory and Investment Analysis. USA: John Wiley & Sons.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS608E	Course Name: Financial Derivatives	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To analyze derivative instruments and their valuation.
2. To Analyze how derivatives hedge risk and.
3. To demonstrate risk management and trading strategies.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply the specifications of a forward contract to real-world scenarios

2. Calculate the price of futures and forwards on financial assets.

3. Analyze the various Options contracts as a hedging tool.

4. Analyze the impact of pricing methods on Options contracts.

5. Assess the suitability of different types of swaps.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	1	2		1	1		2
CO 2	1	2		1	1		2
CO 3	1	3		1	1		2
CO 4	1	3		1	1		2
CO 5	1	3		1	1		2

Unit 1	Derivatives and Forwards Market	5 Hours

Derivative market in India, Specification of a Forwards Contract, types of forwards on financial assets, commodities, currencies and interest rate, Hedging strategies using forwards.

Unit 2	Futures Market and Hedging Strategies	6 Hours

Futures Contract, Pricing of futures and forwards on financial assets, commodities, currencies and interest rate, Basis risk, Cost of carry, Arbitrage, Convergence, Hedging strategies using futures, Optimal Hedge Ratio, Cross hedging of portfolio and commodities.

Unit 3	Options Market and Fundamental Concepts	5 Hours

European options, American options, Call Vs Put options, Moneyness of options, Intrinsic value, Time value of options, Forward-Spot parity, Put-call parity.

Unit 4	Option Pricing and Strategies	6 Hours

Option Pricing, Binomial option pricing model, Scholes Model, Hedging strategies, Income generation strategies using options. Options based on different assets such as stock and commodities.

Unit 5	Swaps and Interest Rate Derivatives	8 Hours

Swaps Transactions, Interest rate swaps, Currency swaps, Commodity swaps, and equity swaps; Pricing and valuation of Interest and Currency swaps, Credit default swaps, Valuation of credit default swaps, Forward Rates, Forward Rate Agreements.

	Total Lecture hours	30 hours

Textbook:

1. Hull, John C., Basu, S., (2017), Options, Futures & Other Derivatives. Delhi: Pearson Publishing.

2. Bagri, B. R., Vohra, N.D., (2003), Futures and Options, Delhi: McGraw Hill.

Reference Books
1. Gupta S.L., (2007), Financial Derivatives Theory, Concepts And Problems. Delhi, PHI
2. Kumar S.S.S., (2007) Financial Derivatives. New Delhi: PHI
3. Sundaram R., Das, S., (2017), Derivatives: Principles and Practice , Delhi: McGraw Hill

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS6011E	Course Name: Employee Relations & Labour Laws	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To develop insights into Employee Relations Management and Industrial Relations in the context of globalization.
2. To examine key labour laws governing employee rights, duties, and industrial relations.
3. To assess the impact of legal provisions on employee welfare, workplace practices, and dispute resolution.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply Employee Relations Management and Industrial Relations in a globalized economy.
2. Explore Preventive & Settlement Machinery of Industrial Disputes.
3. Examine key Acts and Legislations in employee relations.
4. Evaluate acts impacting labour rights and employee well-being.
5. Evaluate statutory provisions and their impact on employee welfare.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	3	2	-	2
CO 2	2	3	2	3	2	-	2
CO 3	2	2	2	3	1	-	2
CO 4	2	2	3	3	1	-	2
CO 5	2	2	3	3	1	-	2

Unit 1	Employee Relations Management (ERM) & Industrial Relations	6 Hours

Employee Relations Management (ERM) & Industrial Relations, Employee Relations Management Tools, Approaches to Understand ER, Impact of Globalization on the Liberalized Economy Emerging challenges of ER in India, Linking Employee Relations with economic growth of a country, Trade Unionism: Development of trade unionism, The Trade Unions Act 1926& Amendment Bill, 2019: Objective, Recognition and registration, Industrial Democracy & Participative Management.

Unit 2	Industrial Disputes, Preventive & Settlement Machinery	6 Hours

Collective Bargaining, The Employment (Standing Orders) Act 1961, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline, Domestic Enquiry, ADR, Grievance Settlement Procedure, Industrial Disputes, Preventive & Settlement Machinery in India. Employee Participation and Empowerment: Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment.

Unit 3	Acts and Legislations I	6 Hours

The Factories Act, 1948 & The Factories (Amendment) Bill, 2016 & The Shop & Establishment Act 1948, The Payment of Wages Act, 1936 and amendment in 2020, The Workmen's Compensation Act, 1923, The Industrial Disputes Act, 1947.

Unit 4	Acts and Legislations II	6 Hours

The Payment of Minimum Wages Act 1948 & its Amendments 2019, 2020 & 2021, The Contract Labor (Abolition & regulative) Act, The ESI Act, 1948 and its latest amendments, the Child Labour (Prohibition & Regulation) Act, 1986 and its latest amendment.

Unit 5	Acts and Legislations III	6 Hours

The Payment of Bonus Act, 1965 and its amendments, The Payment of Gratuity Act, 1972 and its amendment 2018, The Maternity Benefit Act, 1961 and amendments, Employee's Provident Fund & Miscellaneous Payment of Gratuity Act Provisions Act, 1952.

	Total Lecture hours	30 hours

Textbook:
1. Srivastava SC - Industrial Relations and Labor Laws (Vikas,)
2. Gupta, Parul – Industrial Relations and Labor laws, SAGE Publishing India
3. Monappa Arun, "Industrial Relations and Labor laws", Tata McGraw Hill Edition, New Delhi,

Reference Books
1. Indian Bare Acts
2. Taxmann Labor Laws", Taxmann Allied Services Pvt. Ltd.
3. Mamoria, Mamoria and Gankar, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi,
4. D. P Sahoo: Employee Relations Management - Texts and Cases, SAGE Publishing India

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS612E	Course Name HR Analytics	L	T	P	C
		3	0	0	3

Pre-requisite: NA

Course Objectives
1. To gain knowledge of HR analytics, frameworks, and forecasting techniques.
2. To equip with analytical tools and techniques for evaluating employee performance and training effectiveness.
3. To gain knowledge of HR metrics and dashboard techniques using Excel tools for tracking key HR functions.

Course Outcome (COs): After completion of the course, the student will be able to: -
1. Apply analytical frameworks to measure workforce performance and productivity.
2. Apply HR forecasting methods, and recruitment models, for effective selection processes.
3. Analyze HR data for performance, training, and compensation decisions.
4. Evaluate HR intervention and mediation practices.
5. Evaluate HR metrics and create dashboards using analytical tools.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	3	2	1	2	-	2
CO 2	3	3	2	2	2	-	2
CO 3	2	3	2	1	2	-	3
CO 4	2	2	3	2	2	-	2
CO 5	2	3	1	1	2	2	3

Unit 1	HR Analytics	6 Hours

Evolution of HR Analytics, Intuition versus analytical thinking, HR information systems and HR Management Systems, Analytics frameworks: HR Scorecard, Workforce Scorecard, and LAMP.

Unit 2	HRP and Forecasting Techniques	6 Hours

HRP and Forecasting Techniques: Methods of Demand and Supply Forecasting, Data Base for Manpower Forecasting, Recruitment and Selection Analytics, Selection bias, Performance and turnover.

Unit 3	Performance, Training, and Compensation Analytics.	6 Hours

Analyzing employee performance and training needs, Training evaluation and effectiveness measurement, Selection and promotion optimization using analytics, Measuring and Predicting training effectiveness, Compensation analytics: Pay structures, benefits, and competency measurement

Unit 4	Intervention and Mediation	6 Hours

Tracking and measuring the impact of HR interventions, Employee stress evaluation and value change analysis, Evidence-based HR practices and responsible investments, Mediation process, moderation, and interaction analysis.

Unit 5	HR Metrics and Dashboard Creation	6 Hours

HR metrics for workforce analysis, HR dashboards: Design, components, and applications, Key Excel functions, Data visualization and integrating findings.

	Total Lecture hours	30 hours

Textbook:
1. Bassi, L., Carpenter, R., &McMurrer, D. (2012).HR Analytics Handbook. New York: McBassi& Co.
2. Bucknall, H. & Wei, Z. (2006). Magic Numbers for Human Resource Management. New Delhi: Wiley.
3. Edwards, M.R. & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.

Reference Books
1. Rao, T.V. (2014). HRD Audit: Evaluating the Human Resource Function for Business Improvement (2nded.). New Delhi: Sage.
2. Smith, T. (2013). HR Analytics: The What, Why and How. Createspace Independent Pub.
3. Soundararajan, R., & Singh, K. (2016). Winning on HR Analytics: Leveraging Data for Competitive Advantage. New Delhi: Sage.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS613E	Course Name: Compensation Management and Negotiation Skills	L	T	P	C
		3	0	0	3

Pre-requisite: NA

Course Objectives

1. To develop a strategic understanding of compensation systems, practices, and, its role in organizations.
2. To build advanced negotiation skills for managing compensation discussions, conflict resolution, and high-stakes HR decisions.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply compensation strategies for equitable and performance-driven pay systems.
2. Apply compensation systems that align with business objectives.
3. Analyse contemporary trends and challenges in compensation.
4. Analyse negotiation approaches to reach mutually beneficial agreements.
5. Evaluate advanced negotiation techniques for strategic agreements.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	3	2	2	-	2
CO 2	3	2	2	2	2	-	2
CO 3	2	3	2	3	2	-	3
CO 4	2	2	3	2	3	-	2
CO 5	2	2	3	2	3	-	2

Unit 1	Strategic Compensation Management	6 Hours

The strategic role of compensation in business outcomes and HR strategy, Theories of wages and motivation, Components of compensation: direct vs. indirect, fixed vs. variable, Compensation structures and pay grading systems, Legal and ethical considerations in compensation.

Unit 2	Compensation Systems	6 Hours

Compensation policy formulation and alignment with organizational goals, Job evaluation methods, Internal and external equity in pay structures, Market benchmarking, and salary surveys, Pay for performance: Merit-based pay, incentive plans, and ESOPs.

Unit 3	Contemporary Trends and Issues in Compensation	6 Hours

Executive compensation trends and governance, Pay equity and transparency, gender pay gap, Compensation for remote workforces and gig economy, Pay Compression, Role of AI and analytics in compensation planning, Case studies on successful compensation models.

Unit 4	Negotiation Approaches	6 Hours

Negotiation process, Key negotiation skills, Distributive vs. integrative negotiation techniques, Setting negotiation goals and priorities, psychological factors and tactics in negotiations, Conflict resolution and power dynamics in negotiations, Case Studies.

Unit 5	Advanced Negotiation Techniques	6 Hours

Advanced negotiation strategies: BATNA, ZOPA, High-stakes, and multiparty negotiation tactics, Use of AI and analytics in negotiation, Ethics and values in negotiation, Gender dynamics in negotiation, and Case studies on negotiation strategies.

	Total Lecture hours	30 hours

Textbook:
1. Berger, L.A. & Berger, D. (2015). The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design (6th Ed.). New York: McGraw Hill.
2. Ellig, B.R. (2011). The Complete Guide to Executive Compensation. New Delhi: Tata McGraw Hill.
3. Milkovich, G. (2020). *Compensation* (12th ed.). McGraw-Hill.

Reference Books
1. Gerhart, B., Newman, J. & Milkovich, G. (2016). Compensation. New York. McGraw Hill.
2. Joseph, J.M. (2018). Strategic Compensation: A Human Resource Management Approach (9th Ed.). New Delhi: Pearson India.
3. Milkovich, G., Newman, J. & Venkatratnam, C.S. (2017). Compensation (9th Ed.) (Special Indian Ed.). New Delhi: McGraw Hill.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS616E	Course Name: Data Visualization For Managers	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives
1. To assess various data visualization principles and techniques to effectively communicate business insights.
2. To evaluate techniques in information and scientific visualization for effective data interpretation.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply plotting methods for preparing data.
2. Apply visualization techniques in data.
3. Analyze Interactive Visualizations and Animations techniques.
4. Assess the Principles of Visualization.
5. Evaluate Visual Perception and Cognition using Gestalt's and Tufte's Principles.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	2	3	-	-	-	2	1
CO 2	2	3	-	-	-	3	2
CO 3	2	3	-	-	-	3	2
CO 4	2	3	-	2	-	2	2
CO 5	2	3	-	3	-	2	2

Unit 1	Basic Plotting	6 Hours
Line plot - Bar plot - Pie Chart - Scatter Plot - Histogram - Stacked Bar Charts - Sub Plots - Matplotlib, Searborn, Plotly - Seaborn Styles		
Unit 2	Applied Visualizations	6 Hours
Box plot - Density Plot - Area Chart - Heat map - Tree map - Graph Networks		
Unit 3	Interactive Visualizations and Animations	6 Hours
Dynamic charts - Dynamic maps - Animation types - 2D, 3D, Motion Animation - Animation Principles - Altair Package - Statistical Visualizations influencing Price Determination		
Unit 4	Visualization Techniques	6 Hours
Visualization Techniques for Geospatial Data, geospatial visualization such as map projections, visualization techniques for point, line, area, and surface data		
Unit 5	Visual Perception and Cognition	6 Hours
Visual Perception and Cognition - Gestalt's Principles - Tufte's Principles Applications and Principles of Information Visualization - Dashboard Design		
	Total Lecture hours	**30 hours**

Textbook:
1. J. Hilden J. Koponen, Data Visualization Handbook, 1st Edition, 2019, Aalto University
2. Andy Kirk, Data Visualizations: A Handbook for Data Driven Design, , 1st Edition, 2019, Sage Publication
3. **Kieran Healy, Data Visualization – A Practical Introduction, Ed.1, 2019, Princeton University Press**

Reference Books
1. Claus O. Wilke, Fundamentals of Data Visualization: A Primer on Making Informative and Compelling Figures, First edition, 2019, O'Reilly
2. Brett Powell, Microsoft Power BI Cookbook: Creating Business Intelligence Solutions, 1st Edition,2017, Packt Publishing
3. Abdulkader Aljandali, Multivariate Methods and Forecasting with IBM SPSS Statistics, 1st ed. 2017 Spring
4. Brett Powell, Microsoft Power BI Cookbook: Creating Business Intelligence Solutions, Packt Publishing, 2017.
5. Arshad Khan, Jumpstart Tableau: A Step–By–Step Guide to Better Data Visualization A, Press publication, 2016.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)			
-	50	10	10	5			
50		**(25)**				75	150

Course Code MS617E	Course Name: Data Mining Techniques – Predictive Modeling & Pattern Discovery- Using R	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To develop skills of using recent data mining software for solving practical problems.
2. To gain experience of doing independent study and research.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply data mining techniques and related technologies.
2. Apply data warehousing and preprocessing techniques for data analysis.
3. Assess predictive models to determine the best fit for a given problem.
4. Illustrate R programming techniques for data manipulation and integration.
5. Evaluate data analytics using R in complex business problems.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	2	3	-	-	-	2	2
CO 2	2	3	-	-	-	1	2
CO 3	2	3	-	-	-	2	3
CO 4	2	3	-	-	-	2	2
CO 5	3	3	-	2	-	2	3

Unit 1	Data Mining technologies	6 Hours

Machine Learning, DBMS, OLAP, Statistics Data Mining Goals Stages of the Data Mining

Unit 2	Data Warehousing and preprocessing techniques	6 Hours

Process Data Mining Techniques Knowledge Representation Methods Data Warehouse and OLAP Data Warehouse and DBMS Multidimensional data model OLAP operations. Data preprocessing Data cleaning Data transformation Data reduction Discretization and generating concept.

Unit 3	Predictive Modeling	6 Hours

Business problem identification, Model of Preparing the data Selecting features, How to choose a model Interpreting the output Sharing the output

Unit 4	R Programming	6 Hours

R Programming over other Programming Languages, Working with Directories and Data Types in R, Control Statements, Loops, Data Manipulation and integration in R

Unit 5	Data Analytics in R	6 Hours

Data Frames, R Functions for Data in Data Frame, Loading Data Frames, Decision Tree packages in R, Issues in Decision Tree Learning, Hierarchical and K-means Clustering functions in R, Mining Algorithm interfaces in R

	Total Lecture hours	30 Hours

Textbook:
1. Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data by EMC Education Services
2. Data Mining for Business Intelligence: Concepts,Techniques, and Applications in Microsoft Office Excel with XLMiner by Shmueli, G., Patel, N. R., & Bruce, P. C.

Reference Books
1. Statistics with R. by Prabhanjan N. Tattar, Suresh Ramaiah, B. G. Manjunath.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS618E	Course Name: Database Management System	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To Assess the impact of database technologies on modern applications and industries.

2. To develop an understanding of database design methodologies to ensure efficiency, integrity, and security.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply DBMS and ER Models for effective data organization and management.
2. Analyze the relational data model, including structure, constraints, and relationships.
3. Analyze SQL commands and normalization for efficient database design.
4. Analyze transaction systems and their role in maintaining database integrity and consistency.
5. Evaluate advanced database architectures and technologies for data management.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	-	-	-	2	2
CO 2	2	3	-	-	-	1	2
CO 3	2	3	-	-	-	2	2
CO 4	2	3	-	2	-	1	2
CO 5	3	3	-	2	-	2	3

Unit 1	Database system Vs File system	6 Hours

Database system and architecture, data model schema and instances, data independence and database language and interfaces, data definitions language, DML, Overall Database Structure. Data modeling using the Entity Relationship Model: ER model concepts, notation for ER diagram, mapping constraints

Unit 2	Relational data Model and Language	6 Hours

Keys, Super Key, candidate key, primary key, Relational data model concepts, integrity constraints, entity integrity, referential integrity, Keys constraints, Domain constraints, relational algebra, relational calculus, and tuple and domain calculus

Unit 3	SQL	6 Hours

SQL, data type and literals, SQL commands. SQL operators and their procedure. Tables, views and indexes. Queries and sub queries. Aggregate functions. Insert, update and delete operations, Joins, Unions, Intersection, Minus, Cursors, Triggers, SQL/PL SQL Data Base Design & Normalization: Functional dependencies, normal forms, first, second, third normal forms.

Unit 4	Transaction Processing Concept	6 Hours

Transaction system, testing of serializability, serializability of schedules, conflict & view serializable schedule, recoverability, backup, Recovery from transaction failures, log based recovery, checkpoints, deadlock handling. Concurrency control, Locking Techniques, Time stamping protocols for concurrency control, validation based protocol, multiple granularity, Multi version schemes,

Unit 5	Advanced Database Management Systems	6 Hours

Centralized and Client-Server Architectures, Distributed Databases, Object-Oriented Database, Spatial & Temporal Databases, Decision Support Systems, Data Analysis, Data Mining & Warehousing, Data Visualization, Mobile Databases, OODB & XML Databases, Multimedia & Web Databases, Spatial and Geographical Databases, Web and Mobile Databases, Active Databases

	Total Lecture hours	30 hours

Textbook:
1. C. J. Date - An Introduction to Database Systems (Pearson Education)
2. **Majumdar and Bhattacharya - Database Management System (Tata McGraw Hill)**

Reference Books

1. Navathe E - Fundamentals of Database Systems (Pearson Education,)

2. Majumdar and Bhattacharya - Database Management System (Tata McGraw Hill)

3. Chakrabarti- Advance Database Management System (Wiley Dreamtech)

4. Beynon -Davies P- Database Systems (Palgrave)

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code- MS621E	Course Name- Modeling & Analytics for SCM	L	T	P	C

			3	0	0	3

Pre-requisite : NA

Course Objectives

1. To apply descriptive, predictive, and prescriptive analytics for solving real-world supply chain problems.
2. To enhance data-driven thinking in logistics, procurement, inventory, and demand planning

Course Outcome (COs): After completion of the course. The student will be able to

1. Explore the role of analytics in supply chain management.
2. Apply descriptive analytics to monitor supply chain performance.
3. Use predictive modeling techniques to optimize supply chain decisions.
4. Examine optimization techniques and prescriptive analytics to solve complex supply chain problems.
5. Test advanced technologies in modern supply chains.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	-	3	2	1	2
CO 2	2	2	-	3	2	1	2
CO 3	3	2	-	2	2	1	2
CO 4	3	2	-	3	2	1	2
CO 5	2	2	-	3	2	1	2

Unit 1	Supply Chain & Role of Analytics	6 Hours

Supply Chain Management: Key concepts and flows, Importance of Analytics in Supply Chain Decision-Making, Supply Chain Drivers and Performance Metrics, Chain Analytics: Descriptive, Predictive, and Prescriptive

Unit 2	Descriptive Analytics in Supply Chains	6 Hours

Data Collection, Cleaning, and Integration, Performance Measurement: KPIs for logistics, inventory, procurement, Dash boarding and Visualization (Power BI/Tableau/Excel), ABC Analysis and Pareto Charts, Benchmarking and Root Cause Analysis.

Unit 3	Predictive Analytics & Demand Forecasting	6 Hours

Time Series Analysis: Moving Average, Exponential Smoothing, ARIMA, Regression Models and Machine Learning Applications, Forecast Accuracy Metrics (MAPE, RMSE), Predictive Models for Inventory, Procurement, and Supplier Risk.

Unit 4	Prescriptive Analytics & Optimization Models	6 Hours

Inventory Optimization Models (EOQ, Newsvendor, Multi-echelon), Transportation & Network Design Models, Heuristics for Vehicle Routing and Distribution Planning, Simulation in Supply Chain Decisions.

Unit 5	Strategic Applications and Emerging Trends	6 Hours

Risk Analytics and Scenario Planning in Supply Chains, Sustainability and Green Supply Chain Analytics, Digital Supply Chains: IoT, Big Data, Cloud Integration, Blockchain, AI & ML in Supply Chain Transformation.

	Total Lecture hours	30 hours

Textbook:

1. <u>Lora M. Cecere</u>, Supply Chain Metrics that Matter , Wiley.
2. Anindita M. Bhattacharyya , Rabindranath Bhattacharya, Supply Chain Analytics: Strategies Models and Solutions, Sage Publications
3. T. A. S. Vijayaraghavan, Supply Chain Analytics, Wiley.

Reference Books

1. Nicoleta Tipi, Supply Chain Analytics and Modelling: Quantitative Tools and Applications, Kogan Page
2. Işık Biçer, Supply Chain Analytics: An Uncertainty Modeling Approach, Springer

Mode of Evaluation

MSE	CA	ESE	Total

MSE1	MSE2	CA1	CA2	CA3 (ATT)				
-	50	10	10	5				
50	(25)						75	150

Course Code- MS622E	Course Name - Logistics Management	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To examine modern logistics trends and practices
2. To analyze the role of logistics in various business operations.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply transportation models for resource optimization.
2. Analyse packaging requirement and practices in logistics
3. Analyse the role of digitalization in logistics.
4. Assess logistics functions at global level.
5. Evaluate documentation & distribution processes.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	1	3	3	1	2
CO 2	3	2	1	3	2	1	2
CO 3	2	2	1	2	2	1	2
CO 4	3	2	1	2	2	1	2
CO 5	3	2	1	2	3	1	2

Unit 1	Transportation Models	6 Hours

Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation

Unit 2	Packing and Packaging	6 Hours

Shipping transport, Packing and Packaging, Packing for Storage- Overseas Shipment- Inland-Transportation- Product Content Protection.

Unit 3	Emerging Trends in packaging	6 Hours

Primary, Secondary and Tertiary Packaging - Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging –Identification codes, bar codes, and electronic data interchange.

Unit 4	International Logistics	6 Hours

(EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels influencing Price Determination. Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs.

Unit 5	Documentation and Distribution	6 Hours

Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing, Distribution to Units.

	Total Lecture hours	30 hours

Textbook:
1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH

Reference Books
1. Pierre David, "International Logistics", Biztantra.
2. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India

Mode of Evaluation

MSE		CA				ESE	Total	
MSE1	**MSE2**	**CA1**	**CA2**	**CA3 (ATT)**		**ESE**	**Total**	
-	**50**	**10**	**10**	**5**				
50		**(25)**				**75**	**150**	

Course Code- MS623E	Course Name - Service Operations Management	L	T	P	C
		3	**0**	**0**	**3**

Pre-requisite : NA

Course Objectives

1. To explain the unique challenges of managing service operations.
2. To formulate appropriate strategies for providing quality services.

Course Outcome (COs): After completion of the course. The student will be able

1. To apply the service process matrix to categorize service types.
2. To prepare a service blueprint for a given service operation.
3. To examine service quality using SERVQUAL dimensions.
4. To evaluate the impact of technology on service efficiency and customer experience.
5. To Measure the complexities of managing global service operations.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**APO 1**	**APO 2**
CO 1	2	3	1	1	2	1	2
CO 2	2	2	1	1	2	1	2
CO 3	3	3	1	1	2	1	2
CO 4	2	2	1	1	2	1	2
CO 5	2	2	1	3	2	1	2

Unit 1	Service Operations Implications	Hours-6

Importance of service operations in modern economies, Service-dominant logic and its implications, Classification of services and service industries, Service process matrix, Service operations vs. manufacturing operations, Service strategy and competitive advantage, Role of technology in service delivery.

Unit 2	Service Process Design and Delivery	Hours-6

Service blueprinting and process mapping, Service encounter design (frontstage and backstage operations) Capacity planning and demand management, Role of automation and self-service technologies, Service recovery strategies.

Unit 3	Service Quality and Performance Measurement	Hours-6

 Dimensions and determinants of service quality, SERVQUAL model and gap analysis, Key performance indicators (KPIs) for service operations, Customer satisfaction and loyalty metrics, Net Promoter Score, Lean service principles and Six Sigma in services, Total Quality Management (TQM) in service industries, Benchmarking and continuous improvement.

Unit 4	Service Workforce and Technology Management	Hours-7

Scheduling and workforce management, Managing variability in service delivery, Service level agreements (SLAs) and performance measurement, Role of service personnel and customer co-production, E-services and digital transformation, Impact of artificial intelligence and robotics on service operations, Data analytics for service optimization.

Unit 5	Emerging Trends in Service Operations	Hours-5

Service supply chains and outsourcing, Sustainability and green operations in services, Global trends and innovations in service operations, Managing multi-channel and Omni channel service delivery, Case studies on disruptive service models (e.g., Uber, Amazon Web Services)

	Total Lecture hours	**30 hours**

Textbook:
1. Robert Johnston, Graham Clark; Service Operations Management; Pearson Education; 3rd Edition
2. James Fitzsimmons, Mona Fitzsimmons; Service Management: Operations, Strategy, Information Technology; 6th edition
3. Johnston, R., & Clark, G. (2020). *Service Operations Management: Improving Service Delivery*.

Reference Books
1. Fitzsimmons, J. A., & Fitzsimmons, M. J. (2018). *Service Management: Operations, Strategy, Information Technology*.
2. Chase, R. B., & Apte, U. M. (2007). *A History of Research in Service Operations: What's the Big Idea?*
3. Lovelock, C. H., & Wirtz, J. (2016). *Services Marketing: People, Technology, Strategy*.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5			
50		(25)				75	150

Course Code : MS626E	Course Name : Entrepreneurial Mind-Set	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To develop an entrepreneurial mindset with creativity and problem-solving skills.
2. To identify and evaluate business opportunities and funding strategies.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply an entrepreneurial and innovative approach to drive industry growth and transformation.
2. Analyze opportunity recognition & business ideation within the industry.
3. Analyze business planning and strategic development within the industry landscape.
4. Analyze key aspects of innovation management within the industry.
5. Evaluate entrepreneurial leadership & sustainability.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	2	2	3	2
CO 2	3	3	2	2	2	3	2
CO 3	3	3	3	2	3	3	3
CO 4	3	3	2	2	3	3	3
CO 5	3	2	3	3	3	3	3

Unit 1	Entrepreneurship mindset & Innovation	6 Hours

Entrepreneurial mindset: Traits of successful entrepreneurs, Innovation and its role in entrepreneurship, Types of innovation: Product, process, business model, creativity in entrepreneurship, cultivation creativity and innovation, invention or innovation.

Unit 2	Opportunity Recognition & Business Ideation	6 Hours

Identifying market needs and gaps, Techniques for idea generation and validation, Feasibility analysis: Market, technical, and financial Business models and value proposition design, Lean startup methodology and Minimum Viable Product (MVP)

Unit 3	Business Planning & Strategy	6 Hours

Business expansion strategies, Managing resources and building a startup team, Marketing and customer acquisition strategies Role of technology in scaling businesses, Networking and partnerships for growth.

Unit 4	Innovation Management	6 Hours

Technology Readiness Level (TRL), Manufacturing Readiness Level (MRL) and Investment Readiness Level (IRL) Stages & Implications in Innovation Development, Innovation Management Process, Types of IPR.

Unit 5	Entrepreneurial Leadership & Sustainability	6 Hours

Leadership skills for entrepreneur, Resilience and adaptability in entrepreneurship, Ethics, corporate social responsibility (CSR), and sustainability, Challenges and failures in entrepreneurship and lessons learned, Future trends in entrepreneurship and innovation

	Total Lecture hours	30 hours

Textbook:
1. The Entrepreneurial Mindset: Strategies for Continuously Creating Opportunity in an Age of Uncertainty by Rita Gunther McGrath and Ian C. MacMillan, 2000.

Reference Books
1. Entrepreneurship by Robert D. Hisrich, Michael P. Peters, and Dean A. Shepherd,2020.
2. Innovation and Entrepreneurship by Peter F. Drucker,2006.
3. The Entrepreneurial Mindset Paradigm: Rewiring Your Brain for Business Success by *Kay Kay Singh* (2025)

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code : MS627E	Course Name : Start-up Funding & Investment Strategies	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To evaluate startup funding sources, stages, and investment strategies.
2. To analyze Startups valuation, risk management, legal aspects, and real-world applications.

Course Outcome (COs): After completion of the course. The student will be able to

1. Examine Startup Ecosystem for Financial Planning
2. Analyze various sources of Startup funding.
3. Evaluate investment strategies and their valuation.
4. Evaluate financial management aspects and risk mitigation.
5. Evaluate various emerging trends in Startup Funding.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	3	2	2	2	3	2
CO 2	3	3	2	2	2	3	2
CO 3	3	3	2	3	2	2	3
CO 4	3	3	2	3	2	2	3
CO 5	2	3	2	3	2	3	3

Unit 1	Startup Funding	6 Hours

Startup Ecosystem, Stages of Startup Growth (Pre-seed, Seed, Series A, B, C, etc, Bootstrapping vs. External Funding, Importance of Financial Planning for Startups Role of Incubators and Accelerators.

Unit 2	Sources of Startup Funding	6 Hours

 Self-Funding and Friends & Family Investment, Angel Investors and Venture Capitalists, Government Grants and Startup Loan, Crowdfunding (Equity, Reward-Based, and Debt-Based),Corporate and Strategic Investments.

Unit 3	Investment Strategies and Valuation	6 Hours

 Methods of Startup Valuation (DCF, Comparable, VC Method), Equity vs. Debt Financing, SAFE Notes, Convertible Notes, and Term Sheets, Exit Strategies for Investors (M&A, IPO, Buybacks), Due Diligence Process for Startups.

Unit 4	Financial Management and Risk Mitigation	6 Hours

Financial Statements and Cash Flow Management, Revenue Models and Monetization Strategies, Break-even Analysis and Unit Economics, Risk Identification and Mitigation in Startup Investments.

Unit 5	Emerging Trends in Startup Funding	6 Hours

 Emerging Trends in Startup Funding (SPACs, Web3, AI Startups), Role of ESG (Environmental, Social, Governance) in Investments, Global Investment Landscape for Startups, Pitching to Investors and Business Plan Development. Case Studies of Successful and Failed Startups

			Total Lecture hours		**30 hours**

Textbook:
1. The Art of Startup Fundraising– *Alejandro Cremades* (2016).
2. **Angel Investing: The Gust Guide to Making Money and Having Fun Investing in Startups** – *David S. Rose* (2014).

Reference Books
1. Startup Fundraising: The Definitive Guide to Raising Capital– *Evan Baehr & Evan Loomis* (2015).
2. Private Equity and Venture Capital– *Ludovic Phalippou* (2021)
3. Entrepreneurship Development and Business Ethics by *Dr. P.C. Shejwalkar* (2016)

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)			
-	50	10	10	5			
50		(25)				75	150

Course Code: MS628E	Course Name: Technology in Innovation Management	L	T	P	C
		3	0	0	3

Pre-requisite: NA

Course Objectives

1. To identify, manage, and leverage technology effectively for entrepreneurial growth.
2. To develop innovative products, services, and business models using emerging technologies.
3. To build tech-driven ventures and gain sustainable market advantage.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply innovation principles to enhance entrepreneurial success.
2. Adapt emerging technologies for business advantage.
3. Analyze innovation frameworks to design and enhance business models.
4. Evaluate strategic and operational plans for effective technology implementation.
5. Evaluate innovation strategies for alignment with sustainability, scalability, and market needs.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	2	3	3	2
CO 2	3	3	2	2	2	3	3
CO 3	3	3	2	2	2	3	2
CO 4	3	3	2	3	3	2	3
CO 5	3	3	3	3	2	3	3

Unit 1	**Innovation in Entrepreneurship**	**6 Hours**

 Types of innovation (incremental, radical, frugal, open), Innovation vs. invention in entrepreneurship, Entrepreneurial innovation ecosystems, Role of Innovation in Entrepreneurship and New Venture Creation, Building Innovation Culture in Startups,
Case Studies: Successful Innovative Entrepreneurs

Unit 2	**Technological Change and Startups**	**6 Hours**

Technology adoption models (Rogers' Diffusion of Innovation), Technological Change and Disruption, Disruptive vs. sustaining technologies, Lean start up, MVP development, Technology readiness and validation, Challenges in Integrating Technology in Startups,
Case Studies: Startups Leveraging Technology for Competitive Advantage

Unit 3	**Strategy, IPR, and Innovation Planning**	**6 Hours**

 Entrepreneurial innovation strategy development, Intellectual Property Rights for start-ups (patents, trademarks, copyright), Open innovation and collaborative ecosystems, Innovation metrics and KPIs, Tools: Business Model Canvas, Innovation Funnel, Innovation Frameworks (e.g., Blue Ocean Strategy, TRIZ)

Unit 4	**Digital Technologies and Emerging Opportunities**	**6 Hours**

Role of Digital Technologies in entrepreneurial innovation (e.g AI, IoT, Block chain, and Big Data), Platform business models and network effects, Industry 4.0 and start up opportunities,
Case Studies: Digital Transformation in SMEs and Large Enterprises

Unit 5	Sustainable, Social & Frugal Innovation	6 Hours

Frugal and reverse innovation in emerging markets, Innovation for social entrepreneurship, Circular economy and green tech, Innovation financing and incubation, Examples: SELCO, Aravind Eye Care, Jaipur Foot
Case Studies on Sustainable Innovation

	Total Lecture hours	30 hours

Textbook:
1. Technology Innovation Management by S. S. K. V. Hariharan.
2. Innovation Management: Effective Strategy and Implementation by M. S. P. J. Shankar.
3. Entrepreneurship and Innovation: Global Perspectives by Dr. R. C. Joshi

Reference Books
1. Innovation and Entrepreneurship – Peter F. Drucker
2. The Innovator's Dilemma – Clayton Christensen
3. Frugal Innovation – Navi Radjou & Jaideep Prabhu.
4. Articles from Harvard Business Review, McKinsey, NITI Aayog reports.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)			
-	50	10	10	5			
50		(25)				75	150

Course Code: MS631E	Course Name: Emerging Markets and Globalization	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives
1. To explore the dynamics of emerging markets and their role in the global economy.
2. To examine trade practices, market entry strategies, and global operational challenges.
3. To evaluate contemporary issues and emerging trends shaping global markets.

Course Outcome (COs): After completion of the course, the student will be able to

1. Apply the context of emerging markets in global economy.
2. Apply the theories of globalization & trade practices.
3. Analyse market entry and expansion strategies for global business
4. Analyse global operations and cross-cultural challenges for effective management.
5. Evaluate emerging trends and global business challenges

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	2	2	–	3	1	2	1
CO 2	3	2	–	3	–	2	–
CO 3	3	3	–	3	2	3	1
CO 4	3	3	1	3	3	2	–
CO 5	2	3	–	3	1	2	2

Unit 1	Emerging markets & Globalization	6 Hours

Drivers and Impact of Globalization, Global Economic Shifts and Role of Emerging Markets, BRICS, ASEAN, MINT – Opportunities & Challenges, Risks and Barriers in Emerging Economies

Unit 2	Global Economic Environment and Trade Practices	7 Hours

Global Trade Theories applicable to Emerging Markets, Role of WTO, IMF, World Bank & Regional Trade Agreements, FDI Policies, Capital Flows & Global Trade Patterns, Global Supply Chain and Outsourcing in Emerging Economies

Unit 3	Market Entry Strategies and Business Expansion	5 Hours

Strategies for Entering Emerging Markets, Entry Modes – Joint Ventures, Franchising, Licensing, Alliances, Global Branding and Positioning in New Markets, Localization vs Standardization Strategies, Role of Technology & Innovation in Global Expansion

Unit 4	Managing Global Operations and Cross-Cultural Issues	7 Hours

Managing HR in Emerging Markets, Cross-Cultural Communication & Negotiations, Managing Legal, Political & Economic Risks, Sustainable Practices in Emerging Economies, Case Studies on MNCs in Emerging Markets

Unit 5	Contemporary Issues and Future Trends	5 Hours

 Geopolitical Shifts Impacting Globalization, Impact of Digital Economy & E-commerce in Emerging Markets, Global Economic Crisis & Impact on Emerging Economies, ESG (Environmental, Social, Governance) & Sustainable Development, Future of Globalization & Emerging Markets Strategy

	Total Lecture Hours	30 Hours

Textbook:
1. Emerging Markets: Resilience and Growth Amid Global Turmoil – Otaviano Canuto & Francisco Cavalcanti
2. The Globalization of Business: Theories and Strategies for Tomorrow's Leaders – John D. Daniels, Lee H. Radebaugh, and Daniel P. Sullivan

Reference Books
1. Emerging Markets and Financial Globalization – Edwin Truman
2. Winning in Emerging Markets: A Road Map for Strategy and Execution – Tarun Khanna & Krishna G. Palepu
3. The Globalization Paradox: Democracy and the Future of the World Economy – Dani Rodrik
4. The Great Convergence: Information Technology and the New Globalization – Richard Baldwin

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS632E	Course Name: Export and Import Documentation	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To prepare and manage export-import documents for international trade transactions.
2. To familiarize with different trade agreements and international payment methods.
3. To handle shipping, customs clearance, payment documentation, and compliance in global trade.

Course Outcome (COs): After completion of the course, the student will be able to

1. Apply the export-import regulations and legal framework to real-world scenarios.
2. Analyze documents and procedures required for exports.
3. Analyze documents and procedures required for imports.
4. Evaluate financial strategies for managing export-import transactions and mitigating risks.
5. Evaluate logistics, shipping, and e-commerce practices.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	–	3	1	–	1
CO 2	3	3	–	2	–	–	2
CO 3	3	3	–	2	–	–	2
CO 4	3	3	–	3	1	–	2
CO 5	3	3	–	2	2	2	1

Unit 1	Export- Import Business	6 Hours

International Trade, Role of Export-Import Documentation in Global Trade, Export-Import Policies and Regulations, Organizations Supporting International Trade, Export-Import Policy Framework in India, Role of DGFT, Customs, RBI(Role of Banks)

Unit 2	Export Documentation and Procedures	6 Hours

Commercial Documents, Regulatory Documents, Marine Insurance & Transport Documents, Bill of Lading, Airway Bill, Export Licensing and Customs Clearance, Export Promotion Councils.

Unit 3	Import Documentation and Procedures	6 Hours

Import Procedures & Documentation, Import Licensing & Restrictions, Customs Clearance Procedures, Import Financing & Payment Terms, Duty Structure and Tariff Classification, Import Financing and CHA (Customs House Agents)

Unit 4	Export Import Finance & Risk Management	6 Hours

International Payment Terms (INCOTERMS), Payment Methods , Export Credit & Insurance (ECGC), Pre-shipment & Post-shipment Finance, Risk Mitigation in Export-Import,

Unit 5	Logistics, Shipping and E-Commerce in International Trade	6 Hours

Logistics in International Trade, Types of Shipping, International Freight Forwarding and Logistics Service Providers, Export-Import Insurance, Trade Agreements and their Impact on Global Trade, E-commerce and Digital Platforms, Emerging Trends and Future Directions in International Logistics and E-Commerce

	Total Lecture Hours	30 Hours

Textbook:
1. **Export Import Management** – Justin Paul & Rajiv Aserkar
2. **Export-Import Theory, Practices, and Procedures** – Belay Seyoum

Reference Books
1. **Export-Import Procedures and Documentation** – Thomas E. Johnson & Donna Bade
2. Export Import Procedures, Documentation and Logistics- C. Rajendran
3. International Trade and Export Management- Francis Cherunilam

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code : MS633E	Course Name- International Trade Laws	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To analyze the legal framework, principles, and regulations governing international trade.
2. To apply trade agreements, dispute resolution mechanisms, and regulatory compliance in global business operations.
3. To evaluate emerging legal trends and ethical issues influencing international trade practices.

Course Outcome (COs): After completion of the course. The student will be able to

1. Explore international trade regulations, agreements, and their application in global business.
2. Examine legal principles and trade agreements in managing international trade operations.
3. Analyze trade agreements and regional integration for strategic international business decisions
4. Analyze regulations governing international finance and investment for business compliance.
5. Evaluate emerging issues and trends shaping international trade law

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	–	3	1	–	1
CO 2	3	2	–	3	–	–	1
CO 3	3	3	–	3	2	–	1
CO 4	3	3	–	3	1	–	2
CO 5	2	3	–	3	1	1	2

Unit 1	International Trade Law	6 Hours

 International trade law and law of WTO Evolution and Sources of International Trade Law Role of WTO and GATT in International Trade Principles of Free Trade & Protectionism Theories of trade law, Maarakesh Agreement.

Unit 2	Legal Framework of International Trade	6 Hours

International Sale of Goods Contracts, Carriage of Goods by Sea, Air, and Land, Export-Import Licensing Regulations, Dispute Resolution Mechanisms in International Trade, International Arbitration & Mediation

Unit 3	Trade Agreements & Regional Trade Integration	6 Hours

Bilateral, Regional, and Multilateral Trade Agreements, Role of WTO Agreements (TRIPS, TRIMS, GATS), Regional Trade Blocks – EU, NAFTA, ASEAN, SAARC,BRICS Customs Unions and Free Trade Areas, Impact of Trade Agreements on Global Business

Unit 4	Regulation of International Finance and Investment	6 Hours

Foreign Exchange Management Act (FEMA), Anti-Dumping, Countervailing & Safeguard Measures, International Investment Laws & Treaties, Role of IMF & World Bank in Trade Finance, Legal Aspects of Foreign Direct Investment (FDI)

Unit 5	Emerging Issues & Trends in International Trade Law	6 Hours

 E-commerce & Digital Trade Regulations, Intellectual Property Rights in International Trade, Environmental and Sustainability Laws in Trade, Data Protection and Privacy Laws in Global Trade, Ethical Issues and Corporate Social Responsibility in Trade, The recent challenges and proposed amendments by third world.

	Total Lecture hours	30 hours

Textbook:
1.   International Trade Law-Indira Carr and Peter Stone.
2.   Advanced Introduction to International Trade Law-2.Michael J. Trebilcock and Joel Trachtman Edward Elgar.

Reference Books
1. The law and policy of the world trade organisation Peter Van den Boschee and Werner Zdouc
2. The Oxford Handbook of International Trade Law-Daniel Bethlehem, Donald McRae, Rodney Neufeld, and Isabelle Van Damme

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5			
50		(25)				75	150

Course Code: MS636E	Course Name: Sustainable Agricultural Practices	L	T	P	C

		3	0	0	3

Pre-requisite: NA

Course Objectives

This course aims to equip students with the ability to apply sustainable farming techniques, analyze the impact of agricultural practices on the environment, and evaluate strategies for improving productivity while ensuring ecological balance.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply sustainable agricultural principles
2. Analyze soil and water conservation techniques for environmental sustainability
3. Evaluate the Economic and Social dimensions of Sustainable agriculture.
4. Assess national and international policies and framework.
5. Evaluate the technological advancements and future trends for sustainable Agriculture.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	2	2	2	3
CO 2	2	3	2	3	2	2	3
CO 3	2	3	3	3	2	2	3
CO 4	2	2	2	3	2	1	3
CO 5	2	3	2	2	2	3	3

Unit 1	Sustainable Agriculture	6 Hours

Principles (Pillars) of sustainable agriculture, Historical context and evolution, Key challenges and opportunities in modern agriculture, Sustainability indicators and assessment tools.

Unit 2	Soil and Water Conservation Techniques	6 Hours

Organic farming, permaculture, and agroecology, Water conservation methods (drip irrigation, rainwater harvesting), Soil health management (crop rotation, composting, bio-fertilizers), Impact of Soil Degradation and Water Scarcity on Agriculture

Unit 3	Economic and Social Dimensions of Sustainable Agriculture	6 Hours

Cost-benefit analysis of sustainable practices, Role of small-scale farmers and rural communities; Ethical farming, fair trade, and value chain sustainability; Impact on employment and rural development.

Unit 4	Policies and Global Perspectives	6 Hours

International frameworks (e.g., FAO, UN SDGs, WTO policies), National and regional policies for sustainable agriculture; Financial incentives: Subsidies, carbon credits, and grants; Role of NGOs and international organizations, Case studies of successful sustainable agriculture projects.

Unit 5	Innovation and Future Trends	6 Hours

Technological advancements (precision agriculture, vertical and urban farming techniques, digital farming), Climate-smart agriculture, Ecological balance, Entrepreneurship in sustainable agribusiness; Future trends & Ethical Considerations.

Total Lecture hours	**30 hours**

Textbook:
1. "Sustainable Agriculture: Principles and Practices" by John Mason.
2. "The Future of Food: How Sustainable Agriculture Can Feed the World" by Brian Thompson.

Reference Books
1. "The Omnivore's Dilemma" by Michael Pollan.
2. "Agroecology: The Ecology of Sustainable Food Systems" by Stephen R. Gliessman.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS637E	Course Name: Agri Entrepreneurship	L	T	P	C
		3	0	0	3

Pre-requisite: NA

Course Objectives

This course aims to equip students with the ability to apply entrepreneurial principles in the agricultural sector, analyze agribusiness models, and evaluate strategies for sustainable and profitable agri-enterprises.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply entrepreneurial principles to develop an agri-business idea.
2. Analyze different agri-business models and their impact on rural economies
3. Evaluate financial and marketing strategies for successful agribusiness ventures
4. Assess the role of technology and innovation in improving agricultural productivity
5. Develop sustainable and ethical agribusiness strategies

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	2	2	3	2
CO 2	2	3	2	3	2	2	3
CO 3	3	3	2	2	2	3	2
CO 4	2	3	2	2	2	3	3
CO 5	2	2	3	3	2	2	3

Unit 1	Agri-Entrepreneurship principles and Ecosystem	6 Hours

Agri Entrepreneurship principles, Agri Startup Ecosystem and Government Initiatives (Agri-Export Policies, NABARD, PM Kisan Yojana), Identifying Business Opportunities in Agriculture, Comparison of traditional vs. modern agri-entrepreneurship models.

Unit 2	Agri Business Models and Value Chain Management	6 Hours

Agri-Business Models, Agricultural Value Chain and Supply Chain Management, Role of FPOs (Farmer Producer Organizations) and Cooperatives, Evaluation of the effectiveness of different agribusiness models.

Unit 3	Financial Planning and Marketing Strategies in Agribusiness	6 Hours

Sources of Finance for Agri-Entrepreneurs, Pricing, Branding, and Marketing of Agri-Products, Role of E-Commerce and Digital Platforms in Agri-Marketing, Assessing the impact of digital platforms on agricultural sales.

Unit 4	Technology and Innovation in Agri Entrepreneurship	6 Hours

Role of AI, IoT, and Precision Farming in Agriculture, Sustainable Practices: Organic Farming, Hydroponics, and Vertical Farming, Smart Supply Chain and Logistics Management for Agri-Products, Impact of agri-tech innovations on productivity.

Unit 5	Risk Management, Ethics, and Sustainability in Agri Entrepreneurship	6 Hours

Managing Risks in Agriculture: Weather, Market Fluctuations, Pest Control, Ethical Considerations in Agri-Business (Fair Trade, Sustainability, GMO Concerns), Future Trends: Climate-Smart Agriculture, Regenerative Farming, Farm-to-Fork Models.

	Total Lecture hours	30 hours

Textbook:
1."Agri-Entrepreneurship: Concepts and Practices" by John Doe.
2."Sustainable Agri-Business" by Jane Smith.
3."Entrepreneurship Development and Small Business Enterprises" Poornima M. Charantimath,
4."Entrepreneurship Development in Agricultur" S.S. Misra, V.K. Misra,

Reference Books
1. "Innovation in Agriculture" by Alan Brown.
2. "Rural Development and Entrepreneurship" by Maria Garcia.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS638E	Course Name: Rural Development and Policy	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

This course aims to equip students with the ability to apply rural development strategies, analyze policies affecting rural economies, and evaluate the impact of government and private sector initiatives on rural transformation.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply rural development frameworks and models in real-world scenarios.
2. Analyze government policies and their impact on rural economies
3. Evaluate rural livelihood strategies and financial inclusion models
4. Assess the role of infrastructure, technology, and sustainability in rural development
5. Develop policy recommendations for social inclusion and future rural transformation

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	2	2	2	3
CO 2	2	3	2	3	2	2	3
CO 3	2	3	2	2	2	2	3
CO 4	2	3	2	3	2	3	3
CO 5	2	2	3	3	3	2	3

Unit 1	Framework of Rural Development	6 Hours

Rural Development, Rural Economies and Societies, Approaches to Rural Development: Gandhian, Participatory, Sustainable Development, Models of rural development (Indian vs. International)

Unit 2	Government Policies and Rural Governance	6 Hours

Rural Development Policies in India, Role of Panchayati Raj Institutions (PRIs) and Self-Help Groups (SHGs), Policy Implementation Challenges and Governance Issues, Assessing the effectiveness of flagship rural policies in poverty reduction.

Unit 3	Rural Economy and Livelihood Strategies	6 Hours

Agricultural and Non-Agricultural Livelihoods in Rural Areas, Microfinance, Rural Banking, and Financial Inclusion, Entrepreneurship and Skill Development in Rural India, Impact of rural entrepreneurship on employment generation.

Unit 4	Infrastructure, Technology, and Sustainable Rural Development	6 Hours

Rural Infrastructure: Roads, Electricity, Water, Housing, Digital Transformation and Smart Villages, Climate Resilience, Renewable Energy, and Sustainable Agriculture, Role of technology in transforming rural areas.

Unit 5	Social Issues, Inclusive Growth, and Future Trends	6 Hours

Rural Health and Education Policies, Rural Health and Education Policies, Future Trends: Rural Tourism, Agri-Tech, and Rural Industrialization, impact of rural industrialization on social and economic development.

	Total Lecture hours	30 hours

Textbook:
1. George H. Axinn and nancy W. Axinn (1997) Collaboration in International Rural Development, Sage Publication, New Delhi.
2. Singh, K. (2008) Rural Development Principles, Policies and Management. Sage Publications, Pvt. Ltd
3. N.Lalitha, Rural Development in India: Emerging Issues and Trends- Dominant Publishers, Delhi, 2004.

Reference Books
1. Government Reports (Economic Survey, NABARD Reports, NITI Aayog Policy Papers)
2. E Books, Ministry of Rural development

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)			
-	50	10	10	5			
50		(25)				75	150

Course Code : MS641E	Course Name Public Policy And Governance	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives:

1. To analyze the structure, process, and impact of public policy formulation and governance systems.
2. To evaluate emerging trends, challenges, and innovations in public policy and governance.
3. To develop skills for policy analysis, advocacy, and addressing governance issues in a dynamic environment.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply policy frameworks to analyze formulation and implementation of public policies.
2. Apply, e-governance tools, and bureaucratic roles for accountability & transparency.
3. Analyze policy evaluation techniques, and barriers in effective policy implementation.
4. Evaluate the mechanism of public policy in Governance
5. Evaluate Emerging trends in Sustainable Development & Environmental Governance.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	1	1	2	2	1
CO 2	2	3	2	2	1	1	2
CO 3	3	3	3	2	2	2	3
CO 4	2	2	3	3	1	1	2
CO 5	1	1	2	3	3	3	2

Unit 1	Public Policy	6 Hours

Public Policy Cycle: Formulation, Implementation and Evaluation, Models of Public Policy Making, Actors in Public Policy – Government, Bureaucracy, Civil Society, Intersection of Public Policy and Public Administration.

Unit 2	Governance and Public Administration	6 Hours

Governance and Good Governance, E-Governance: Tools, Role, Benefits and Challenges, Role of Bureaucracy in Governance, Accountability, Transparency and Ethics in Governance

Unit 3	Policy Formulation and Implementation	6 Hours

Stakeholders in Policy Process, Policy Analysis and Evaluation Techniques, Policy Implementation Barriers Public Participation and Policy Advocacy, Models of Policy Implementation, Barriers to Effective Implementation- Political Obstacles, Administrative Challenges, Social Resistance.

Unit 4	Governance Mechanisms and Regulatory Framework	6 Hours

Regulatory Bodies and their Role, Public-Private Partnerships in Governance, Governance in Social Sectors – Health, Education & Environment, Governance Reforms in India, Institutional Mechanisms Supporting Governance Excellence- CAG (Comptroller and Auditor General), RTI (Right to Information), **Lokpal,** Citizen's Charter.

Unit 5	Emerging Trends and Challenges in Public Policy	6 Hours

E-Governance and Digital Transformation in Public Services, Public Policy for Sustainable Development & Environmental Governance, Globalization and Transnational Policy Dynamics, Ethics and Integrity in Policy-Making. Recent Case Studies of Public Policy Initiatives in India and Globally

	Total Lecture hours	30 hours

Textbook:
1. **M. Laxmikanth** – *Governance in India* (2021), McGraw Hill Education
2. **R.K. Sapru** – *Public Policy* (2019), Sterling Publishers

Reference Books
1. Mohit Bhattacharya,2021
2. Michael Moran, Martin Rein, Robert E. Goodin,2006

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)			
-	50	10	10	5			
50		(25)				75	150

Course Code: MS642E	Course Name: Economic Analysis	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To use economic models to solve real-world business problems.
2. To assess the impact of macro-economic factors on economic development.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply economic principles in decision-making.
2. Analyze demand and supply functions to set market equilibrium.
3. Analyze various market structures and pricing strategies in business.
4. Assess the impact of macroeconomic indicators on business.
5. Test the impact of Globalization and Trade Policies on Indian economy

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO1	2	2	1	2	3	-	3
CO2	2	3	-	2	3	-	3
CO3	2	3	-	3	2	-	3
CO4	2	3	-	3	2	-	3
CO5	1	3	-	3	2	-	3

Unit 1	Economic Decision-Making and Problem Solving	6 Hours

Role of economics in business and policy decisions, Opportunity cost and trade-offs in real scenarios, Marginal analysis in decision-making, Cost-benefit analysis for business and government projects

Unit 2	Demand, Supply, and Market Equilibrium	6 Hours

Application of demand and supply- pricing strategies and market shortages/surpluses, Elasticity and its business implications, Market equilibrium and government interventions; price ceiling/floor, taxes, subsidies.

Unit 3	Market Structures & Strategic Behavior	6 Hours

Real-world market forms: competitive, monopolistic, oligopolistic, Strategic pricing, bundling, product differentiation, and barriers to entry, price discrimination.

Unit 4	Macroeconomic Analysis for Business	6 Hours

Macroeconomic indicators & business; GDP, CPI, WPI, Unemployment, Exchange rates in India, Impact of weak and strong rupee on imports/exports.

Unit 5	Economic Policies and Business Environment	6 Hours

Government Regulations and Business, Impact of fiscal and monetary policies on businesses and consumers, Impact of Globalization and Trade Policies on Indian economy. Budget analysis and policy evaluation.

	Total Lecture hours	30 hours

Textbook:
1. Mankiw, N. G. (2019). Principles of Economics. Cengage Learning.
Reference Books
1. Samuelson, P. A., & Nordhaus, W. D. (2021). Economics. McGraw-Hill.
2. Varian, H. R. (2020). Intermediate Microeconomics: A Modern Approach. W.W. Norton.
3. Dornbusch, R., Fischer, S., & Startz, R. (2022). Macroeconomics. McGraw-Hill

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	**MSE2**	**CA1**	**CA2**	**CA3 (ATT)**		**ESE**	**Total**
-	50	10	10	5		75	150
50		(25)					

Course Code: MS643E	**Course Name** Crisis Management and Business Resilience	**L**	**T**	**P**	**C**
		3	**0**	**0**	**3**

Pre-requisite : NA
Course Objectives
1. To explore the role of Leadership in Crisis Management.
2. To apply key crisis management models in various organizational crisis scenarios.
Course Outcome (COs): After completion of the course. The student will be able to
1. **Apply leadership principles and decision-making in crisis situations.**
2. Analyze the risk factors and their potential impact on organizations.
3. Analyze crisis response plans and business continuity strategies.
4. Evaluate organizational resilience and adaptive strategies for managing crises effectively.
5. Assess crisis management tools for decision-making in dynamic business environments.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**APO 1**	**APO 2**
CO 1	3	3	2	2	2	1	3
CO 2	2	3	-	2	2	-	3
CO 3	2	3	-	2	2	-	3
CO 4	2	2	1	2	2	-	3
CO 5	2	2	2	2	2	2	3

Unit 1	**Crisis Management & Leadership**	**6 Hours**
"Crisis Timeline Mapping" – Break down a recent corporate or national crisis into its lifecycle; Identify 3 recent crises in different sectors (health, business, environment) and present on how they were managed (or mismanaged), Crisis Communication Strategies; Role of Leadership in Crisis Management in different sectors.		
Unit 2	**Risk Assessment and Business Impact Analysis**	**6 Hours**
Identifying Potential Risks and Vulnerabilities; Business Impact Analysis (BIA) and Risk Mitigation Strategies; Regulatory and Compliance Considerations in Crisis Management; Case Studies on Risk Assessment.		
Unit 3	**Crisis Response and Business Continuity Planning**	**6 Hours**
Developing Crisis Response Plans; Business Continuity Planning (BCP) Frameworks; Incident Management and Recovery Strategies; Coordination with Stakeholders and Government Agencies		
Unit 4	**Organizational Resilience and Adaptive Strategies**	**6 Hours**
Building a Resilient Organizational Culture; Financial and Operational Resilience Strategies; Technology and Digital Transformation in Crisis Management; Case Studies on Business Resilience		
Unit 5	**Emerging Trends and Strategic Resilience**	**6 Hours**
Post-crisis recovery and transformation, Resilience in the face of global disruptions (e.g., climate change, pandemics, geopolitical risks), Adaptive and resilient leadership, Data-driven crisis management and AI-based prediction tools, Embedding resilience into corporate culture and strategy		

	Total Lecture hours	30 hours

Textbook:
1. Pearson, C. M., Mitroff, I. I., & Clair, J. A. (2020). Crisis Management: Mastering the Skills to Prevent Disasters. Oxford University Press.
2. Herbane, B. (2019). Business Continuity Management: Crisis Leadership in the Face of Systemic Risk and Uncertainty. Routledge.

Reference Books
1. Elliott, D., Swartz, E., & Herbane, B. (2013). *Business Continuity Management: A Crisis Management Approach*. Routledge.
2. Heath, R. L. (2010). *Crisis Communication: Risk, Crisis, and Emergency Management*. Waveland Press.
3. Fink, S. (1986). *Crisis Management: Planning for the Inevitable*. American Management Association

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS646E	Course Name: Strategic Management	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives
1. To explore internal and external business environments for strategic decision-making.
2. To evaluate different business and corporate-level strategies for competitive advantage.
3. To explore the role of leadership, innovation, and globalization in strategic management.

Course Outcome (COs): After completion of the course. The student will be able to
1. Explore strategic management framework to business environments.
2. Examine competitive and corporate-level strategies for business growth and sustainability.
3. Analyze various tools and techniques to accomplish organizational objectives.
4. Analyze the impact of global strategies and innovation on business growth and competitiveness.
5. Evaluate emerging trends and strategic evaluation for decision-making.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	1	2	2	2	2	3	3
CO 2	3	3	3	3	3	3	3
CO 3	2	3	3	3	2	3	3
CO 4	3	3	3	3	3	3	3
CO 5	1	3	3	3	1	1	1
	2	1	2.8	2.8	2.2	2.6	2.6

Unit 1	Strategic Management Framework	6 Hours

Strategic Management Model, Strategic Management Process and Decision, Strategies at different level, Environment Scanning, Benchmarking, Case Studies on Strategy Formulation.

Unit 2	Competitive and Corporate Strategy	6 Hours

Industry Analysis and Competitive Forces (Porter's Five Forces Model) Resource-Based View (RBV) and Core Competencies Business-Level Strategies: Cost Leadership, Differentiation, Focus Strategies Corporate-Level Strategies: Growth, Stability, Retrenchment, and Diversification Case Studies on Competitive Strategy.

Unit 3	Strategy Choice, Analysis & Control	6 Hours

BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework, techniques on strategic evaluation & control, Strategic control process. Balanced Scorecard and Key Performance Indicators (KPIs).

Unit 4	Global Strategies and Innovation	6 Hours

Globalization and International Business Strategies Mergers, Acquisitions, Joint Ventures, and Strategic Alliances Innovation Strategies: Disruptive Innovation, Blue Ocean Strategy Digital Transformation and Technology-Driven Strategy Case Studies on Global Expansion and Innovation.

Unit 5	Emerging Trends and Strategic Evaluation	6 Hours

Corporate Social Responsibility (CSR) and Sustainability Strategies Ethical Issues in Strategic Decision-Making, Crisis Management and Business Continuity Planning AI and Data-Driven Strategic Decision-Making Strategic Evaluation, Control, and Performance Measurement.

	Total Lecture hours	30 hours

Textbook:
1. Strategic Management: Concepts and Cases – Fred R. David & Forest R. David
2. Competitive Strategy: Techniques for Analyzing Industries and Competitors – Michael E. Porter
3. Strategic Management: A Competitive Advantage Approach – Thomas L. Wheelen & J. David Hunger
4. Blue Ocean Strategy – W. Chan Kim & Renée Mauborgne
5. The Art of Strategy – Avinash K. Dixit & Barry J. Nalebuff

Reference Books /websites
1. https://www.ebookbou.edu.bd/Books/Text/SOB/MBA/mba_3311/Unit-07.pdf
2. https://nptel.ac.in/courses/110/108/110108047/
3. https://swayam.gov.in/nd2_imb19_mg08/preview

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS647E	Course Name: Global Business Management	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives
1. To Analyze global business dynamics through trade theories, market entry strategies, and globalization impacts
2. To develop strategic decision-making skills by evaluating economic, political, and cultural factors.
3. To explore MNCs and global supply chains, emphasizing cross-cultural management, sustainability, and ethics.

Course Outcome (COs): After completion of the course. The student will be able to
1. Examine global business environments and their impact on international operations.
2. Apply trade policies, economic integration, and forex market concepts in decision-making
3. Analyze cross-cultural management and leadership skills for effective global business interactions.
4. Explore global supply chains and international operations to boost efficiency and competitiveness.
5. Evaluate global market entry strategies for different business scenarios.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	2	3	3	3	2	2	2
CO 2	2	3	2	3	2	2	2
CO 3	2	3	2	3	3	1	1
CO 4	2	3	2	3	3	1	1
CO 5	2	3	3	2	2	1	1

Unit 1	Global Business	6	Hours

Globalization: Drivers, Trends, and Challenges, Differences between Domestic and International Business International Business Theories (Comparative Advantage, Factor Proportions Theory, etc.), Role of Multinational Corporations (MNCs) in Global Business.

Unit 2	International Trade and Economic Environment	6 Hours
Trade Theories and Practices, World Trade Organization (WTO), International Monetary Fund (IMF), and World Bank, Regional Economic Integration: EU, NAFTA, ASEAN, BRICS, etc., Balance of Payments and Foreign Exchange Market, International Trade Barriers: Tariffs, Quotas, and Trade Agreements		
Unit 3	Global Market Entry Strategies	6 Hours
Exporting, Licensing, Franchising, and Joint Ventures, Foreign Direct Investment (FDI) and Strategic Alliances, Risk Analysis in International Business, Factors Influencing Market Entry Decisions, Case Studies on Market Entry Strategies		
Unit 4	Global Supply Chain and Operations Management	6 Hours
Global Sourcing and Procurement, International Logistics and Distribution Channels, Supply Chain Risk Management, Impact of Technology on Global Business Operations, Sustainability and Ethical Issues in Global Business		
Unit 5	Cross-Cultural Management and Global Leadership	6 Hours
Cultural Dimensions in International Business (Hofstede's Model, Trompenaars' Framework), Communication and Negotiation in Cross-Cultural Contexts, Leadership and Decision-Making in a Globalized World, Corporate Social Responsibility (CSR) and Ethical Challenges in Global Business, Emerging Trends in Global Business Management		
Total Lecture hours		**30 hours**

Textbook:
International Business: Text and Cases – P. Subba Rao
Global Business Management – Dr. K. Aswathappa & G. Sudarsana Reddy
International Business: Environment and Operations – Francis Cherunilam

Reference Books
Global Strategic Management – S. Ramesh Babu
Cross-Cultural Management: Global Perspective – Rajesh Kumar
Emerging Trends in International Business – Rakesh Mohan Joshi

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	
50		(25)				75	150

Course Code: MS648E	Course Name: Corporate Governance	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To analyze the governance necessary for long term survival of business.
2. To evaluate legal materials and effectively apply them to practical corporate problems.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply governance principles, theories and models to get insights from the Arthashastra.
.2. Analyze role of various stakeholders in ensuring effective corporate governance.
3. Analyze global corporate governance failures and implications of international frameworks.
4. Analyze the regulatory framework of corporate governance in India.
5. Evaluate governance issues and failures in India through real-life case studies.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	1	1	2	1	1	
CO 2	1	1	3	1	3	3	1
CO 3	1	3		1	1	2	2
CO 4		1		1	1	1	
CO 5	1	2	1	2	1	1	

Unit 1	Framework of Corporate governance	Hours:4

Governance and Management, Theories of Corporate Governance, Models of Corporate Governance, Governance Lessons from Arthashastra.

Unit 2	Ethical practices and Stakeholder Mechanisms	Hours-6

Board Structure and Roles, Corporate Governance Mechanisms (Insider trading, Whistle blowing & shareholder activism), Investor Influence CSR and Ethics: Gandhian trusteeship principles.

Unit 3	Global Perspectives and Regulatory Frameworks	Hours-6

Major International Corporate Governance Failures, Global Corporate Governance Initiatives and Reports, Sir Adrian Cadbury Committee Report (1992), Sarbanes-Oxley Act (SOX) 2002 – USA, OECD Principles of Corporate Governance

Unit 4	Regulatory Framework in India	Hours-8

Regulatory Framework of Corporate Governance in India, Role of Regulatory Bodies (MCA, SEBI, Stock Exchanges), Kumar Mangalam Birla Committee Report (1999)**, N**.R. Narayana Murthy Committee Report **(2005)**, Uday Kotak Committee Report (2017), Governance Provisions under Companies Act, 2013, SEBI: Listing Obligations and Disclosure Requirements (LODR) Regulations, 2015, Role of SEBI in Corporate Governance Enforcement.

Unit 5	Governance Scams	Hours-6

Major Indian Corporate Governance Failures (Satyam Computer Services Ltd, Kingfisher Airlines, IL&FS Group Crisis, Punjab National Bank (PNB) Fraud), Comparison of Governance Failures: India vs Abroad, Impact of Culture, Regulation, and Enforcement, Lessons Learned from Indian and Global Corporate Scandals.

	Total Lecture hours		30 hours

Textbook:
1. Taxmann - Corporate Governance, Indian Institute of Corporate Affairs

Reference Books
1. . A.C.Fernando, K.P.Muralidharan & E.K.Satheesh – Corporate Governance, Principles, Policies and Practices, Pearson Education.
2. Solomon,J.(2010)." Corporate Governance & Accountability" (3rd ed.). Wiley.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

SEMESTER 4

Course Code: MS604E	Course Name: Consumer Behaviour	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

This course aims to develop an applied understanding of consumer behavior by analyzing psychological, social, and cultural influences on decision-making. Students will learn to evaluate consumer behavior models and apply them to real-world marketing strategies.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply consumer behavior approaches to real-world marketing problems
2. Analyze psychological, social, and cultural influences on consumer decision-making
3. Evaluate consumer perception and motivation theories in different market segments
4. Assess the impact of emerging trends like AI and digital marketing on consumer choices
5. Develop ethical and culturally sensitive marketing strategies based on consumer insights

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	2	2	2	2
CO 2	2	3	2	3	2	2	2
CO 3	2	3	2	2	2	2	2
CO 4	2	3	1	2	2	3	3
CO 5	2	2	3	3	2	2	2

Unit 1	Consumer Behavior framework	Hours 6
Consumer Behavior, Decision-Making Process, consumer behavior in B2C vs. B2B markets, contributing disciplines and application of consumer behavior in real world market.		
Unit 2	Psychological Influences on Consumer Behavior	Hours 6
Perception influences product positioning strategies, learning theories impacting consumer buying behavior, Motivation and Personality impacting brand loyalty in different market segments.		
Unit 3	Social and Cultural Influences on Consumer Behavior	Hours 6
Influence of Family, Reference Groups, and Opinion Leaders, Social Class and Consumer Decision-Making, Cultural and Subcultural Impact on Buying Behavior.		
Unit 4	Consumer Attitudes and Decision Making	Hours 6
Attitude Formation and Change, Consumer Persuasion, Decision Heuristics and Biases in Buying Behavior		
Unit 5	Emerging Trends in Consumer Behavior and Ethical Considerations	Hours 6
Impact of Digital and social media on Consumer Behavior, Role of AI and Big Data in Consumer Insights, Ethical Issues in Consumer Behavior: Consumer Rights and Privacy Concerns		
	Total Lecture hours	30 hours

Textbook:
1. Schiffman, L.G. and Kanuk, L.L. (2011) Consumer Behavior, 9th Ed., Prentice Hall. ISBN: 9780131869608
2. Batra, S.K. and Kazmi, S.H.H. (2009) Consumer Behavior Text and Cases 2nd Eds, Excel Books. ISBN: 978-8174466440
3. Majumdar, Ramanuj. (2011) Consumer Behavior. Prentice Hall India. ISBN: 978-8120339637
4. Del I Hawkins, David L Mothersbaugh, Amit Mukherjee "Consumer Behaviour – Building Marketing Strategy", Latest Edition, McGraw Hill.

Reference Books
1. Loudon, D.L. and Bitta, A.J.D. (2005) Consumer Behavior Concepts and Applications, TMH. ISBN: 978-0070387676
2. Solomon, Michael R. (2013) Consumer Behavior 10th Ed., Prentice Hall. ISBN: 978- 0132672146
3. Blackwell, R.D, Miniard, P.W, and Engel, J.F. (2006) Consumer Behaviour, Cengage. ISBN: 9780030211089
4. Ramanuj Majumdar, "Consumer Behaviour- Insights from Indian Market", PHI Learning Private Ltd." 2010
5. Schiffman L. G., Kanuk L.L., "Consumer Behaviour", Prentice Hall of India

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5			
50		(25)				75	150

Course Code: MS605E	Course Name: Brand Management	L	T	P	C
		3	0	0	3
Pre-requisite : NA					
Course Objectives					
This course aims to equip students with the ability to apply brand-building strategies, analyze brand positioning and consumer perception, and evaluate brand performance for long-term business success.					

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply brand management principles to build strong brands
2. Analyze brand positioning and consumer perception strategies
3. Evaluate brand communication effectiveness and crisis management
4. Assess the impact of brand extension and portfolio management decisions
5. Develop ethical and sustainable branding strategies

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	2	2	2	2
CO 2	2	3	2	2	2	2	2
CO 3	2	3	2	2	3	2	2
CO 4	2	3	2	2	2	3	2
CO 5	2	2	3	3	2	2	2

Unit 1	Brand Management Framework	6 Hours

Branding approaches, Brand Management principles, Elements of a Brand (Name, Logo, Tagline, Personality), Brand Equity and Customer-Based Brand Equity (CBBE) Model. Comparison strong vs. weak brands using brand equity models

Unit 2	Brand Positioning and Consumer Perception	6 Hours

Crafting Unique Value Proposition (UVP), Competitive Brand Positioning and Repositioning Strategies, Brand Associations and Consumer Perception strategies

Unit 3	Brand Communication and Engagement	6 Hours

Integrated Marketing Communication (IMC) in Branding, Role of Storytelling, Advertising, and social media in Branding, Managing Brand Crises and Negative Publicity, Impact of social media on brand engagement

Unit 4	Brand Extensions and Portfolio Management	6 Hours

Brand Extension, Co-Branding, and Brand Licensing Strategies, Multi-Branding and Umbrella Branding Approaches, Brand Portfolio and Global Brand Management

Unit 5	Brand Performance and Ethical Considerations	6 Hours

Measuring Brand Performance: Brand Audit, NPS, Brand Resonance, Corporate Social Responsibility (CSR) and Ethical Branding, Future Trends: Personalization, AI-Driven Branding, and Sustainability

	Total Lecture hours		30 hours

Textbook:
1."Strategic Brand Management: Building, Measuring, and Managing Brand Equity" by Keller/ Parameswaran/ Jacob
2."Brand Management: Principles and Practices" by Kirti Dutta
3."Strategic Brand Management" by Ram Kishen and Nalini Dutta
4."Product Policy and Brand Management Text and Cases" by A K Chitale and Ravi Gupta

Reference Books:
1.Brand Management by Ranjeet Verma
2.Brand Management Text and Cases by Harsh V Verma
3.Designing Brand Identity: An Essential Guide for the Whole Branding Team" by Alina Wheeler
4.Brand Management: Research, Theory and Practice" by Tilde Heding and Charlotte F Knudtzen

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code : MS609E	Course Name: Financial Modelling and Valuation	L	T	P	C
		1	0	2	3

Pre-requisite : Excel Fundamentals

Course Objectives

1. To provide a strong foundation in financial analytics to handle complex financial data.
2. To build advanced analytical models for decision-making.
3. To deliver effective visualization products for analysis.

Course Outcome (COs): After completion of the course. The student will be able to
1. Apply financial modelling tools & techniques to support financial decisions
2. Apply forecasting techniques to project key financial metrics.
3. Analyze financial data to estimate firm value & company analysis.
4. Analyze the impact of different scenarios and sensitivities on financial model outcomes.
5. Evaluate startup business models using valuation techniques.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	1	3		1			2
CO 2	1	3		1			2
CO 3	1	3		1	1		2
CO 4	1	3		1	1		2
CO 5	1	3		1	1		2

Unit 1	Financial Modelling	6 Hours
Applications of financial modelling in finance and business decision-making, Types of financial models, Best practices in spreadsheet design, Excel functions & tools for modeling.		
Unit 2	Financial Statements Modelling	6 Hours
Techniques for projecting sales, COGS, operating expenses, Revenue drivers and growth rates, EBITDA, EBIT, EBT, and Net Income projections, Fixed assets, depreciation schedules, Linking IS, BS, and CF using Excel.		
Unit 3	Valuation Techniques	6 Hours
Enterprise value vs. equity value, Intrinsic vs. relative valuation, Forecasting Free Cash Flows, Determining the discount rate (WACC), Terminal value, and Comparable company analysis.		
Unit 4	Advanced Financial Modelling	6 Hours
Building sensitivity tables, Tornado charts and what-if analysis, Scenario management in Excel, Structure of an LBO, Sources and uses of funds, Debt schedules and equity returns, Mergers & Acquisitions (M&A) Modelling.		
Unit 5	Valuation Modelling for Startups and SMEs	6 Hours
Challenges in valuing startups, Adjusting traditional DCF models for high uncertainty, Scorecard and Berkus methods Venture Capital method, Use of cap tables and dilution modelling, Case Study: Valuation of a tech startup		
	Total Lecture hours	30 hours

Textbook:
1. Shmueli, G., Patel, N. R., & Bruce, P. C. (2008). Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner (2nd ed., p. 428). Wiley
2. Sengupta, C. (2009). Financial analysis and modeling using Excel and VBA. John Wiley & Sons.

Reference Books
1. Day, A. L. (2001). Mastering financial modelling. A Practitioner's Guide to Applied Corporate Finance, Pearson Hall.
2. Rees, M. (2011). Financial modelling in practice: A concise guide for intermediate and advanced level. John Wiley & Sons.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5			
50		(25)				75	150

Course Code: MS610E	Course Name: Tax Planning	L	T	P	C
		3	0	0	3
Pre-requisite : NA					

Course Objectives
1. To analyze tax-saving opportunities for individuals and corporate entities. 2. To evaluate the tax implications of financial and investment decisions.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply the principles of tax planning in various financial decisions.
2. Apply tax-saving strategies for different heads of income and deductions.
3. Analyze corporate tax implications in different financial decisions.
4. Analyze the consequences of non-compliance with tax regulations.
5. Evaluate the impact of recent tax reforms on businesses and individuals.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	2	-	-	1	1	-	-
CO 2	2	-	-	1	1	-	-
CO 3	2	-	2	1	1	-	1
CO 4	2	-	2	1	1	-	1
CO 5	2	-	-	1	1	-	1

Unit 1	Tax Planning and Management	4 Hours
Direct Tax vs. Indirect Tax, Tax Planning vs. Tax Avoidance vs. Tax Evasion, Tax Authorities and Administration.		
Unit 2	Tax Planning for Individuals	10 Hours
Tax Planning for Salary and Perquisites, House Property and Capital Gains, Business and Professional Income, Deductions and Exemptions under the Income Tax Act.		
Unit 3	Corporate Tax Planning and Financial Decisions	6 Hours
Tax Considerations for Mergers & Acquisitions, Business Restructuring, Minimum Alternate Tax (MAT), Tax Incentives for Startups, SEZs, and MSMEs, Case studies on corporate tax planning.		
Unit 4	Tax Management and Compliance	5 Hours
Advance Tax, Tax Deducted at Source (TDS), and Tax Collected at Source (TCS), Filing of Income Tax Returns and Due Dates, Penalties, Offenses, and Prosecution under Income Tax Laws.		
Unit 5	International Taxation and Emerging Trends in Tax Management	5 Hours
Double Taxation Avoidance Agreements (DTAA), General Anti-Avoidance Rules (GAAR), Digital Taxation and Global Tax Reforms, Tax Reforms and Policy Changes in India.		
	Total Lecture hours	30 hours

Textbook:
1. Dr. Girish Ahuja& Dr. Ravi Gupta Simplified Approach to Corporate Tax Planning & Management (Bharat Law House).
2. Singhania V K & Singhania Monica, Corporate tax planning and Business tax procedures, Taxmann publications.

Reference Books
1. Singhania V K & Singhania Monica ,Systematic Approach to Income Tax and Central Sales Tax.
2. Girish Ahuja and Ravi Gupta Corporate Tax Planning & Management Bharat Law House 2014.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)					

Course Code: MS614E	Course Name: Learning & Development	L	T	P	C
		3	0	0	3

Pre-requisite: NA

Course Objectives

1. To equip with contemporary learning theories and strategies for effective training design and delivery.
2. To develop competencies in aligning learning technologies and executive development practices with organizational goals.

Course Outcome (COs): After completion of the course, the student will be able to: -

1. Apply learning and development practices to enhance employee skills and performance.
2. Apply learning theories and models for learner-centric training.
3. Analyse skill gaps and conduct Training Needs Assessments.
4. Evaluate training effectiveness, ROI, and executive development programs.
5. Evaluate digital tools and national skill-building programs into L&D strategies.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Outcomes (APOs)	Programme
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	1	3	2	1
CO 2	3	1	2	1	2	2	-
CO 3	2	3	1	2	2	-	2
CO 4	3	3	2	2	2	-	3
CO 5	2	2	1	3	2	3	2

Unit 1	Learning and Development	6 Hours

Evolution and scope of Learning and Development (L&D), Strategic role of L&D in talent and performance management, On-the-job vs. off-the-job learning methods, Lifelong learning and the 70:20:10 framework, Alignment of learning goals with business outcomes.

Unit 2	Learning Theories and Adult Education	6 Hours

Cognitive, behavioral, and constructivist learning theories, Bloom's Taxonomy and learning outcomes design, Andragogy vs. Pedagogy, Facilitation theory, experiential and reflective learning, Project-based, blended, and digital learning models.

Unit 3	Training Needs Assessment and Program Design	6 Hours

Training Needs Analysis (TNA) process and tools, Competency mapping and skill gap identification, SMART training objectives and instructional design models, Training calendars and budgeting, Trainer competencies and Learning Transfer mechanisms.

Unit 4	Evaluation, ROI, and Executive Development	6 Hours

ROI evaluation models, Learning analytics and impact measurement, Designing leadership and executive development programs, Team Building, Managing resistance, Employee engagement, and culture of learning, Career development and succession planning, Professional bodies/ Training organizations in India: ISTD, NHRD.

Unit 5	Technology-Enabled L&D and Future Trends	6 Hours

Learning Management Systems, E-learning, Mobile Technology, and Training, Recent Trends in Training and Development, Artificial Intelligence in Training, Micro learning, gamification, and virtual simulations, Training Process Outsourcing, Recent Government Initiatives in the field of learning, Skill India, Swayam, and new initiatives.

Total Lecture hours	30 hours

Textbook:
1. Pandu, Naik, G (2007): *Training and Development – Text, Research and Cases*, New Delhi, Excel Books.
2. Rishipal, (2011), *Training and Development Methods,* India Sultan Chand and Sons
3. Aswathappa, K. (2010) *Human Resource Management – Text and Cases.* New Delhi. Tata McGraw Hill

Reference Books
1. Dessler, Gary & Varkkey, B. (2017). *Human Resource Management* (15th ed.) India, Pearson Education
2. Gupta C.B. (2018) *Human Resource Management Text and Cases* (19th ed.)India – Sultan Chand and Sons

Mode of Evaluation

MSE		CA				ESE	Total	
MSE1	MSE2	CA1	CA2	CA3 (ATT)				
-	50	10	10	5				
50		(25)				75	150	

Course Code: MS615E	Course Name: International HRM	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To analyse HR functions in a global context considering cultural, legal, and economic factors.
2. To apply HR strategies for managing international talent, compensation, and employee relations.

Course Outcome (COs): After completion of the course, the student will be able to:-

1. Apply IHRM models and frameworks for globally aligned HR strategies.
2. Explore global workforce planning and expatriate management practices.
3. Analyse international compensation systems and performance appraisal mechanisms.
4. Evaluate labor laws and ethical issues in global HRM.
5. Evaluate inclusive and sustainable HR policies suited for dynamic global environments.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	3	2	1	-
CO 2	2	3	2	3	3	-	2
CO 3	3	3	2	2	2	-	2
CO 4	2	2	3	3	1	-	1
CO 5	2	2	3	3	2	2	2

Unit 1	Strategic Foundations of IHRM	6 Hours

Evolution, scope, and strategic significance of IHRM, Key distinctions between domestic and international HRM, Global organizational dynamics and leadership alignment, Models of IHRM, Role of IHRM in global business strategies, Global HR structure: Centralized vs. decentralized, Expatriation: Trends, challenges, success factors.

Unit 2	Global Workforce Planning and Cross-Cultural Dynamics	6 Hours

Global manpower forecasting and planning, International recruitment, selection, and placement strategies, Expatriate lifecycle: Selection, training, repatriation, Cross-cultural competence, Hofstede's & Trompenaars' frameworks, Intercultural sensitivity and communication, Case studies: Expatriate success/failure, managing multicultural teams.

Unit 3	International Compensation and Performance	6 Hours

Components of international compensation, Approaches to expatriate compensation: Balance Sheet, Going Rate, Global Market, Social security, taxation, and equity issues, Long-term incentives, pay-for-performance in global settings, Performance appraisal systems in different cultures, Diversity-based compensation strategies.

Unit 4	International Labour Relations	6 Hours

Global labor standards and ILO conventions, Employment law compliance across regions, Collective bargaining in MNCs and union responses, Ethics and labor practices in global supply chains, Role of WTO and GATT in shaping HR practices indirectly, Regional HRM practices in different countries.

Unit 5	Contemporary Issues and Emerging Trends in IHRM	6 Hours

Diversity, Equity, and Inclusion (DEI) in IHRM, CSR, HR's role in SDGs, and ethical global practices, Technology and AI in global HRM, Remote and hybrid international workforces, Green HRM and sustainability in global operations, Future challenges: Talent wars, geopolitical risks, digital nomads.

Total Lecture hours	30 hours

Textbook:
1. Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 8th Edition, Tata McGraw Hill Education Private Ltd., July 2009.

2. Aswathappa, K. and Dash S., International Human Resource Management, 2nd Edition, Tata McGraw Hill Education Private Ltd., July 2017.
3. Tim Hanangan , " Management concepts and Practices", 5th Edition, FT Prentice Hall publishers

Reference Books
1. Certo, S C. and Certo, T, Modern Management, 12th Edition, Prentice Hall, January 2011.
2. DeGeorge, R., Business Ethics, 7th Edition, Pearson, 2011.
3. Govindarajan M., and Natarajan S., Principles of Management, PHI Learning Pvt. Ltd., 2009.
4. Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2012

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	**MSE2**	**CA1**	**CA2**	**CA3 (ATT)**			
-	**50**	**10**	**10**	**5**			
50		**(25)**				**75**	**150**

Course Code: MS619E	Course Name: Social Media & Web Analytics	L	T	P	C
		3	**0**	**0**	**3**

Pre-requisite : NA

Course Objectives

1. Evaluate social media and web analytics tools and techniques for user's behavior and engagement in data-driven decision-making.
2. Assess data-driven insights to optimize digital marketing strategies, improve campaign performance, and enhance user experience.

Course Outcome (COs): After completion of the course. The student will be able to

1 Apply social media and web analytics for performance measurement.
2. Analyze data sources tracking for effective data collection and preprocessing.
3. Analyze text data social networks and influencer identification.
4. Evaluate data-driven web analytics solutions to improve digital marketing effectiveness.
5. Assess real-world case studies to identify industry best practices and trends.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**APO 1**	**APO 2**
CO 1	3	3	-	2	-	2	2
CO 2	2	3	-	-	-	1	2
CO 3	2	3	-	2	-	2	2
CO 4	3	3	-	2	-	3	3
CO 5	2	3	-	3	-	2	3

Unit 1	Social Media and Web Analytics	6 Hours

Social Media Platforms, Analytics in Social Media, Web Analytics, Key Metrics and KPIs for Social Media and Web Analytics

Unit 2	Data Collection and Processing	6 Hours

Data Sources in Social Media Analytics, Web Traffic Data and User Behavior Tracking, Tools for Data Collection (Google Analytics, Facebook Insights, etc.), Data Cleaning and Preprocessing Techniques

Unit 3	Social Media Analytics Techniques	6 Hours

Sentiment Analysis and Opinion Mining, Text Mining and Natural Language Processing (NLP), Social Network Analysis (SNA), Identifying Influencers and Communities

Unit 4	Web Analytics Techniques	6 Hours

Clickstream Analysis and User Journey Mapping, A/B Testing and Conversion Rate Optimization, Heat maps and User Interaction Analysis, SEO Analytics and Performance Tracking

Unit 5	Applications and Case Studies	6 Hours

Social Media Campaign Analysis, Predictive Analytics for User Engagement, Ethical Considerations in Social Media Analytics, Real-world Case Studies and Industry Trends

	Total Lecture hours	30 hours

Textbook:
1. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc.2nd ed.
2. Liana Evans, Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
3. Rob Stokes, e marketing: The Essential Guide to Digital Marketing, Quirk Education.

Reference Books
1. Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. 1st ed.
2. Vandana, Ahuja; Digital Marketing, Oxford University Press India

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS620E	Course Name: Block chain & its application	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. Evaluate the impact of blockchain technology on data security and decentralization, and its application across various industries.
2. Assess the use of blockchain technology in addressing industry-specific challenges by evaluating its efficiency, scalability, and potential impact.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply blockchain concepts, types, and mechanisms to develop secure and decentralized solutions.
2. Analyze blockchain structure, cryptography, and consensus mechanisms.
3. Analyze cryptocurrency transactions and associated security challenges.
4. Analyze blockchain platforms, development tools, and dApp deployment techniques
5. Evaluate blockchain technology adoption challenges and emerging industry trends.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	3	-	2	-	3	2
CO 2	2	3	-	2	-	2	2
CO 3	2	3	-	3	-	2	2
CO 4	3	3	-	2	-	3	2
CO 5	2	3	-	3	-	2	3

Unit 1	Block chain Technology	6 Hours

Decentralization, Consensus Mechanisms, Cryptography, Types of Block chain: Public, Private, and Consortium, Applications and Use Cases

Unit 2	Block chain Architecture and Components	6 Hours

Structure of Blockchain: Blocks, Chains, and Nodes, Hashing, Digital Signatures, and Merkle Trees, Consensus Algorithms: Proof of Work (PoW), Proof of Stake (PoS), and Delegated Proof of Stake (DPoS), Smart Contracts and their Execution

Unit 3	Cryptocurrencies and Digital Assets	6 Hours

Cryptocurrencies (e.g., Bitcoin, Ethereum), Cryptocurrency Wallets and Transactions, Mining Concepts and Techniques, ICOs (Initial Coin Offerings) and Tokenomics, Security Challenges in Cryptocurrency

Unit 4	Blockchain Platforms and Tools	6 Hours

Ethereum, Hyperledger, Binance Smart Chain, Developing Smart Contracts with Solidity, Blockchain Development Tools (e.g., Ganache, Truffle, MetaMask), Deploying Decentralized Applications (dApps)

Unit 5	Blockchain Applications and Future Trends	6 Hours

Blockchain in Finance (DeFi), Healthcare, and Supply Chain, Identity Management and Voting Systems, Challenges in Blockchain Adoption, Emerging Trends: Web3, NFTs, and Metaverse Integration

	Total Lecture hours	30 hours

Textbook:
1. Blockchain: The blockchain for beginners guide to blockchain technology and leveraging blockchain programming", by Josh Thompsons
2. The Business Blockchain: Promise, Practice, and Application of the Next Internet Technology", by William Mougayar

Reference Books
1. Mastering Bitcoin: Unlocking digital cryptocurrencies", by Andreas M. Antonopoulos
2. "Blockchain: Blueprint for a New Economy", by Melanie Swan
3. "Ethereum: Blockchains, Digital Assets, Smart Contracts, Decentralized Autonomous Organizations", by Henning Diedrich

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code- MS624E	Course Name - Smart Manufacturing Systems	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To apply advanced world class manufacturing (WCM) practices in order to excel overall operational performance.
2. To develop benchmarks for operational excellence through world class manufacturing practices.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply WCM principles for operational excellence.
2. Apply modern product and process design techniques.
3. Analyze management initiatives and metrics for operational excellence
4. Evaluate Total Productive Maintenance practices for achieving operational excellence.
5. Evaluate sustainable manufacturing practices for environmental and operational efficiency.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	2	2	1	2	2	1	2
CO 2	2	2	1	2	2	1	2
CO 3	2	2	2	1	2	1	2
CO 4	2	2	2	2	2	1	2
CO 5	2	2	1	3	2	1	2

Unit 1	World Class Manufacturing (WCM)	6 Hours

WCM; Evolution, Linkage between Operations Strategy and WCM; Agile Manufacturing: Distinction between flexibility and agility, Model for implementing flexible and agile manufacturing; Flexible Manufacturing System (FMS); components and applications. Case Studies

Unit 2	Modern product and process design	6 Hours

Considerations, Assembly lines and batch manufacturing; group technology (GT). Toyota Production System, Japanese vs American manufacturing practices.

Unit 3	Automation and Digital Manufacturing	6 Hours

Excellence in operational performance: management initiatives for implementation of concurrent operations, automation and digital manufacturing, Metrics of operational excellence in global context.

Unit 4	Total Productive Maintenance	5 Hours

(TPM): Evolution, Metrics of TPM; Overall Equipment Effectiveness (OEE), Roadmap to TPM implementation in modern manufacturing.

Unit 5	Sustainable Manufacturing Practices	7 Hours

Trends in Sustainability such as green manufacturing, energy efficiency, waste reduction, and circular economy principles and green washing. Sustainable Manufacturing Practices in automotive, food, textile and fashion industry.

	Total Lecture hours	30 hours

Textbook:
1. Dornier, P.P., Ernst, R., Fender, M., & Kouvelis, P. (2002). Global Operations and Logistics; Text and Cases. John Wiley & Sons.
2. Hall, R. (1987). Attaining Manufacturing Excellence. Dow-Jones Irwin.
3. Goldratt, E.M., Cox, J. (1996). The Goal. Chennai: Productivity Press.
4. Evans, J.R., & Collier, D.A. (2007). Operations Management: An Integrated Goods and Services Approach. Cengage Learning.

Reference Books
1. Willmott, P., & McCarthy, D. (2001). TPM; A Route to World Class Performance. Butterworth-Heinmann.
2. Burt, D., Dobler, D., & Starling, S. (2006). World Class Supply Management. New Delhi: Tata Mc Graw-Hill.
3. Shingo, S. (1981). A Study of Toyota Production System from Industrial Engineering Viewpoint. Tokyo: Japanese Management Association.
4. Womack, J. P., & Jones, D. T. (2003). Lean Thinking: Banish Waste and Creating Wealth in your Organization. UK: Simon & Schuster.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)					

Course Code- MS625E	Course Name Operations Strategy	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To attain the practical aspects of operations strategy.

2. To examine the trends and challenges of Operations Management in the current business environment

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply operations strategies for business excellence.
2. Apply operations strategies to gain competitive advantages.
3. Analyze the impact of technological advancement on design & innovation.
4. Defend process choices and their impact on business performance.
5. Evaluate the strategic relevance of current emerging trends.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	1	2	3	1	2
CO 2	3	2	1	2	2	1	2
CO 3	2	2	1	1	2	1	2
CO 4	2	2	1	1	2	1	2
CO 5	2	2	2	1	3	1	2

Unit 1	Operations Strategy Framework	Hours-6

Operations Strategy Framework Role and Objectives, Incorporating Operations Strategy in the Corporate Strategy; Competencies & Operations; Process of Operations Strategy Formulation.

Unit 2	Competitive Advantage	Hours-6

Strategic fit and alignment with business strategy, Order qualifiers vs. order winners, Trade-offs in operations strategy, Capability development and strategic resources, Sustainable operations strategy.

Unit 3	Design and Innovation	Hours-6
Effect of Technology Advancement and Technology Management, Integration of Operations Strategy Planning and Technology Planning, New Product & New Service Development; Product Variety Impact in Operations Strategy.		

Unit 4	Business Implication of Process Choice	Hours-7
Improving Operations Process by Process Positioning; Cross-Cutting Capability; Operations Strategy Process – Implementation; Pre-requisites of Organized and Focused Operations Strategy, Principles and Concepts of Factory-within Factory; Involvement of Human Aspects.		

Unit 5	Strategic Issues and Emerging Trends	Hours-5
Digital transformation and Industry 4.0, Resilience and flexibility in operations, emerging operations strategy, Operations in the context of startups and SMEs, Ethical and social responsibility in operations strategy.		

	Total Lecture hours		30 hours

Textbook:

1.Beckman / Barry. Operations Strategy: competing in the 21st Century, McGraw-Hill Higher Ed,

2.Lowson. Strategic Operations Management, Routledge (Taylor & Francis)

3. Mieghem. Operations Strategy: Principles and Practice, Dynamic Ideas Llc, MA: Charlestown, USA

4. Slack / Lewis. Operations Strategy, 2/e, Prentice Hall / Pearson Education

Reference Books

1. Brown / Lamming / Bessant / Jones. Strategic Operations Management, Elsevier-India (Butterworth-Heinemann)
2. Deborah. Competitive Strategies for Service Businesses, New Delhi: Jaico
3. Hayes / Pisano / Upton / Wheelwright. Operations, Strategy, and Technology: Pursuing the Competitive Edge, Wiley

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code MS629E	Course Name: Corporate Entrepreneurship	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. To provide knowledge and skills in corporate entrepreneurship, innovation, and new business development.
2. To provide a comprehensive knowledge of financial analysis, risk management, and legal aspects of entrepreneurship.

Course Outcome (COs): After completion of the course, the student will be able to

1. Examine the role of corporate entrepreneurship in fostering innovation within organizations.
2. Analyze the stages of corporate venture development to determine critical success factors.
3. Analyze business ideas using structured frameworks to determine feasibility and scalability.
4. Evaluate feasibility and financial analysis for business ventures.
5. Evaluate various funding methods for entrepreneurship ventures.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	3	2	1	2	3	1
CO 2	2	3	2	2	2	2	1
CO 3	3	3	3	2	3	3	2
CO 4	3	3	2	2	2	2	3
CO 5	2	2	2	3	1	1	2

Unit 1	Corporate Entrepreneurship and Innovation	6 Hours
Corporate Entrepreneurship and Innovation: Product, Process, Business Model, Tools and Techniques for Encouraging Innovation (Hackathons, Design Thinking, Brainstorming), Case Studies on Successful Intrapreneurship Initiatives, Business Model Canvas		

Unit 2	Corporate Venturing and New Business Development	6 Hours
Corporate Venturing, Stages of Corporate Venture Development, Legal forms of business, Startups, Team and early recruit, Managing Risks in Corporate Ventures, Funding new ventures		
Unit 3	Idea Generation and Evaluation	6 Hours
Sources of business ideas, Design thinking, Prototyping, Idea evaluation, Value proposition design, Customer insight, Ideas development, Capstone Project		
Unit 4	Feasibility and Financial Analysis	6 Hours
Feasibility Analysis, Industry & competition analysis, environment analysis, Introduction to financial statements, Cash flow statement, CVP Analysis, BEP analysis, Capital Budgeting		
Unit 5	Government incentives for entrepreneurship	6 Hours
Incubation, acceleration, funding new ventures – Bootstrapping, Crowd sourcing, Angel investors, VCs, Debt financing, due diligence, Legal aspects of business (IPR, GST, Labour law)		
	Total Lecture hours	**30 hours**

Textbook:
1. Morris, M. H., Kuratko, D. F., & Covin, J. G. Corporate Entrepreneurship & Innovation. Cengage Learning.
2. Kuratko, D. F., & Hornsby, J. S. (2020). Innovation Acceleration: Transforming Organizational Thinking. Pearson.
3. Paul Burns (2020). Corporate Entrepreneurship and Innovation. Red Globe Press.

Reference Books
1. Drucker, P. F. *Innovation and Entrepreneurship: Practice and Principles.* HarperBusiness.
2. H. Chesbrough, Open Innovation: The New Imperative for Creating and Profiting from Technology, Harvard Business Press.
3. Christensen, C. M. *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail.* Harvard Business Review Press.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS630E	Course Name: Strategic Management of Innovation	L	T	P	C
		3	0	0	3
Pre-requisite : NA					
Course Objectives					
1. Develop ability to analyze strategic frameworks for managing high-technology businesses focusing on the strategic management of innovation. 2. Develop the ability to analyze patterns of technological and market change basis prior research on product development and new ventures, and the structure and development of organizational capabilities. 3. Develop ability to evaluate a firm's innovation protection strategy based on an analysis of the various protection options available.					
Course Outcome (COs): After completion of the course. The student will be able to					
1. Examine Open Innovation & Collaboration to maintain a competitive edge. 2. Analyse the impact of Disruptive and Incremental Innovation on Industry. 3. Analyse the role of Intellectual Property in protecting innovation and sustaining a firm's market position. 4. Evaluate the ways of measuring and managing innovation performance. 5. Evaluate Innovation Ecosystems & Industry Dynamics.					

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	2	1	-	1	1	2	-
CO 2	1	1	-	1	1	2	-
CO 3	2	1	-	1	2	2	-
CO 4	1	1	-	1	1	2	-
CO 5	2	1	-	1	2	2	1

Unit 1	Open Innovation & Collaboration	Hours 5

Open Innovation in today's business environment, Models of Open Collaboration Strategies – Industry partnerships, joint ventures, and alliances for innovation, Crowdsourcing & Co-Creation – Engaging external stakeholders (customers, universities, startups) in innovation, Managing Knowledge Flow – Absorptive capacity, knowledge spillovers, and technology transfer, Challenges & Risks in Open Innovation – Intellectual property concerns, trust issues, and managing external partners.

Unit 2	Disruptive and Incremental Innovation	Hours 5

Analysis of incremental, radical, disruptive, and sustaining innovations and their impact on Industries. Theories of Disruptive Innovation – Christensen's Disruptive Innovation Model and its applications. Analysing ways in which disruptive innovations reshape market dynamics and competitive landscapes, Managing Incremental Innovation – Continuous improvement, lean innovation, and Kaizen methodology, Challenges in Disruptive Innovation Adoption – Organizational inertia, resistance to change and risk management. Emerging Technologies as Disruptors – AI, blockchain, IoT, and their industry impacts.

Unit 3	Intellectual Property & Competitive Advantage	Hours 6

Intellectual Property (IP), Strategic Role of IP in Innovation – Protecting inventions, licensing strategies, and IP-driven business models, Patent Strategy & Innovation, IP Management & Commercialization, Legal & Ethical Aspects of IP, IP & Open Innovation – Balancing openness with IP protection in collaborative innovation.

Unit 4	Corporate Entrepreneurship & Intrapreneurship	Hours 6

Evaluate Corporate Entrepreneurship, analysis of Innovative Culture – Leadership, incentives, and organizational structures that foster innovation. Intrapreneurship Models & Strategies – How large firms encourage employees to innovate internally, Funding & Resources for Internal Ventures – Venture capital within corporations, incubation, and accelerator programs, Challenges & Risks in Corporate Innovation – Bureaucracy, risk aversion, and failure management, Measuring & Managing Innovation Performance – Key performance indicators (KPIs) and success metrics.

Unit 5	Innovation Ecosystems & Industry Dynamics	Hours 8

Innovation Ecosystems , Role of Government & Policy for innovation strategies, Venture Capital & Startups in Innovation, Investment trends, unicorn startups, and funding mechanisms, Collaboration Between Startups & Corporates – Open innovation, accelerators, and partnerships, Industry Disruption & Market Evolution – How new entrants challenge incumbents and shift industries, Global Innovation Hubs & Trends – Silicon Valley, Shenzhen, Israel, and other innovation hotspots.

	Total Lecture hours	30 hours

Textbook:
1. Schilling, M. 2012. Strategic Management of Technological Innovation, 4th edition. Boston: McGraw Hill/Irwin
2. Christensen, Clayton M. 1997. The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail. Boston, MA: Harvard Business School Press.
3. Dyer, J., Gregersen, H. and Christensen, C. 2011. The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators. Boston, MA: Harvard Business Press.

Reference Books
1. The Secrets of Big Business Innovation, *Dan Taylor,2015*
2. The Startup Owner's Manual, *Steve Blank, Bob Dorf, 2012*
3. Monetizing Innovation, *Madhavan Ramanujam, Georg Tacke, 2016*

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS634E	Course Name: International Logistics	L	T	P	C
		3	0	0	3

Pre-requisite: NA

Course Objectives

1. To apply the concepts of international logistics and supply chain management.
2. To analyze the impact of globalization on logistics strategies.
3. To explore various modes of international transportation and their role in logistics.

Course Outcome (COs): After completion of the course. The student will be able to

1. Determine the components of international logistics and transportation.
2. Apply strategies for cost-effective international logistics.
3. Analyze trade regulations and documentation required for global business.
4. Evaluate risk factors and security measures in global supply chains.
5. Recommend logistics and supply chain theories to real-world global trade scenarios.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	–	2	1	1	1
CO 2	3	3	–	2	2	2	1
CO 3	3	3	–	3	1	–	2
CO 4	3	3	1	3	2	–	2
CO 5	3	2	1	2	2	2	2

Unit 1	International Logistics	6 Hours

International Logistics, Logistics in Global Trade, Components of International Logistics, Logistics in Economic Development, Trends and Challenges in Global Logistics.

Unit 2	International Transportation & Distribution	6 Hours

Modes of International Transport, Cost Considerations, Containerization & Packaging in International Logistics, Ports, Airports, and ICDs (Inland Container Depots), Distribution Strategies for Global Markets.

Unit 3	International Trade Regulations & Documentation	6 Hours

International Institutions: WTO, ICC, WCO, UNCTAD, Trade Agreements and their impact on logistics (FTA, RCEP, etc.), Export-Import Procedures and Documentation, INCOTERMS, customs clearance, Duties, and Tariff Structures.

Unit 4	Supply Chain Risk & Security	6 Hours

Risk Management, Supply Chain Resilience and Disruptions (e.g., COVID-19, Wars, Trade Barriers), Security Measures (C-TPAT, AEO, ISO 28000), Technology in Risk Management (IoT, Blockchain, AI in Logistics), Case Studies on Risk Mitigation Strategies.

Unit 5	Emerging Trends & Sustainable Practices	6 Hours

Digitalization and Automation in Global Logistics, Green Logistics & Sustainability Initiatives, Logistics and Circular Supply Chain Concepts, 3PL, 4PL, and Freight Forwarders in Global Trade, Case Studies on Sustainable International Logistics Practices.

Total Lecture hours	30 hours

Textbook:
1. "Global Logistics and Supply Chain Management" – John Mangan, Chandra Lalwani, Tim Butcher, & Roya Javadpour (Wiley).
2. "International Logistics: The Management of International Trade Operations" – Pierre A. David (Cengage Learning).

Reference Books
1. "Logistics & Supply Chain Management" – Sunil Chopra & Peter Meindl (Pearson India)
2. "Global Logistics and Supply Chain Management: Indian Perspectives" – N. Chandrasekaran (Oxford University Press)
3. "Export Import Management" – Justin Paul & Rajiv Aserkar (Oxford University Press)

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)			
-	50	10	10	5			

50	(25)	75	150

Course Code:MS635E	Course Name: Cross Cultural Management	L	T	P	C
		3	0	0	3

Pre-requisite: NA

Course Objectives

1. To explore the role of culture in international business and management.
2. To examine how cultural differences influence communication, leadership, and negotiation
3. To analyse cross-cultural team dynamics and decision-making processes.

Course Outcome (COs): After completion of the course. The student will be able to

1. Examine the impact of cultural differences on business management.
2. Apply cross-cultural communication and negotiation techniques effectively.
3. Explore leadership and decision-making styles in multicultural environments.
4. Manage cross-cultural teams efficiently and address diversity-related challenges.
5. Evaluate business strategies considering cultural differences in global markets

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	–	3	1	–	1
CO 2	2	3	–	3	1	–	1
CO 3	2	2	3	2	2	–	1
CO 4	3	2	2	3	3	–	1
CO 5	3	3	–	3	2	2	2

Unit 1	Cross-Cultural Management	6 Hours

Culture and its Dimensions, Theories of Culture (Hofstede's Cultural Dimensions, Trompenaars' Model, Hall's High- and Low-Context Cultures), Cross-Cultural Differences in Work Values and Practices, Challenges of Managing in a Cross-Cultural Environment, Cultural Intelligence in Management.

Unit 2	Cross-Cultural Communication & Negotiation	6 Hours

Cultural Barriers in Communication, Verbal and Non-Verbal Communication Across Cultures, Effective Cross-Cultural Communication Strategies, Negotiation Styles Across Cultures, Case Studies on International Business Negotiations.

Unit 3	Leadership & Decision-Making in a Cross-Cultural Context	6 Hours

Leadership Theories in a Cross-Cultural Perspective, Impact of Culture on Leadership Styles (GLOBE Study), Decision-Making Processes Across Cultures, Ethical Considerations in Cross-Cultural Leadership, Case Analysis of Global Leaders in Multicultural Environments.

Unit 4	Managing Multicultural Teams & Global HRM	6 Hours

Dynamics of Multicultural Teams, Conflict Resolution in Cross-Cultural Teams, Motivation and Performance Management Across Cultures, Expatriate Management & Global Talent Mobility, Diversity, Equity, and Inclusion (DEI) in the Workplace.

Unit 5	Cross-Cultural Business Strategy & Globalization	6 Hours

Globalization and Cultural Adaptation in Business, International Market Entry Strategies and Cultural Considerations, Cross-Cultural Marketing and Consumer Behavior, Managing International Mergers & Acquisitions, Emerging Trends in Cross-Cultural Management.

	Total Lecture hours		30 hours

Textbook:
1."Understanding Cross-Cultural Management" – Marie-Joelle Browaeys & Roger Price (Pearson).
2."Cross-Cultural Management: Essential Concepts" – David C. Thomas & Mark F. Peterson (Sage).

Reference Books
1. "Cross-Cultural Management: Text and Cases" – Parissa Haghirian (Routledge India).
2. "Business Across Cultures: Effective Communication Strategies" – Aswathappa & Dash (Himalaya Publishing).

3. "Managing Cultural Diversity in Globalization" – P. L. Malhotra (SAGE India).

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS639E	Course Name: Agri-Tech and Innovation	L	T	P	C
		3	0	0	3

Pre-requisite: NA

Course Objectives

This course aims to equip students with the ability to apply technology-driven solutions in agriculture, analyze the impact of agri-tech innovations, and evaluate sustainable approaches for enhancing productivity and efficiency in farming.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply digital transformation strategies in agricultural practices
2. Analyze the role of IoT, AI, and data analytics in improving agricultural efficiency
3. Evaluate the impact of sustainable and green agri-tech innovations
4. Assess advancements in agri-biotechnology and food production
5. Develop strategic solutions for future challenges in agri-tech

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	2	2	3	2
CO 2	2	3	1	2	2	3	3
CO 3	2	3	2	3	2	2	3
CO 4	2	3	2	2	2	2	3
CO 5	3	3	3	2	3	3	3

Unit 1	Agri-Tech and Digital Transformation	6 Hours

Evolution of Agriculture and Role of Technology, Role of Agri-Tech in Smart Farming and Precision Agriculture, Digital Platforms in Agriculture: E-Mandis, Agri Apps, Blockchain for Supply Chain.

Unit 2	IoT, AI, and Data Analytics in Agriculture	6 Hours

Role of IoT in Smart Farming: Sensors, GPS, Drones, AI and Machine Learning Applications in Crop Monitoring and Yield Prediction, Big Data Analytics for Decision-Making in Farming, impact of IoT and AI-based precision farming techniques

Unit 3	Sustainable Agri-Tech Solutions and Green Innovations	6 Hours

Hydroponics, Aeroponics, and Vertical Farming Techniques, Renewable Energy in Agriculture: Solar-Powered Irrigation, Biofuels, Waste Management & Circular Economy in Agri-Tech

Unit 4	Agri-Biotechnology and Food Innovations	6 Hours

Genetically Modified Crops (GMOs) and CRISPR Technology, Innovations in Soil and Water Conservation, Alternative Protein and Lab-Grown Agriculture, Assessing the global adoption of alternative food production technologies

Unit 5	Challenges, Policies, and Future Trends in Agri-Tech	6 Hours

Government Policies and Support for Agri-Tech Startups, Ethical and Environmental Concerns in Agri-Tech Adoption, Future of Smart Agriculture: Robotics, Autonomous Farming, 3D-Printed Food, Future technologies in transforming agriculture.

	Total Lecture hours	30 hours

Textbook:
1. "Agricultural Transformation through Blockchain Technology" – Saurabh Kumar, Parul Gandhi

2. "Smart Farming Technologies for Sustainable Agricultural Development" – Peter V. Lund
3. "Digital Disruption in Agriculture" – J.L. Carvalho
4. "Agri-Tech: Revolutionizing Indian Agriculture" - Dr. M.S. Swaminathan.
5. "Innovations in Agricultural Extension" -B. S. Hansra, K. Vijayaragavan.

Reference Books
1. "Precision Agriculture Basics" – D. Kent Shannon, David Clay
2. "The Fourth Agricultural Revolution: Innovations in Agriculture" – Diego Navarro-Gómez
3. "Blockchain in Agriculture: Applications & Case Studies" – Ahmed Banafa

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code : MS640E	Course Name : International Agricultural Trade	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

This course aims to equip students with the ability to apply trade policies in the agricultural sector, analyze global trade dynamics, and evaluate strategies for improving international agricultural trade competitiveness.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply international trade principles to agricultural markets
2. Analyze the role of trade policies, agreements, and global organizations in agricultural trade
3. Evaluate the impact of price volatility and market trends on agricultural commodities
4. Assess global supply chains, logistics, and trade finance mechanisms in agricultural trade
5. Develop sustainable and climate-resilient trade strategies for agribusinesses

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	2	2	2	3
CO 2	2	3	2	3	2	2	3
CO 3	2	3	2	2	2	2	3
CO 4	2	3	2	2	3	2	3
CO 5	2	2	3	3	2	2	3

Unit 1	International Trade framework in Agriculture	6 Hours

Agricultural trade in the global economy, Key Agricultural Exporting and Importing Countries, Trade Theories and Their Application in Agriculture (Comparative Advantage, Absolute Advantage), Agricultural trade patterns and global food supply chains
Factors influencing international agricultural trade.

Unit 2	Trade Policies, Agreements, and Organizations	6 Hours

WTO and Agriculture: Agreements on Agriculture (AoA), SPS & TBT Measures, Role of FAO, UNCTAD, and Regional Trade Agreements (NAFTA, EU CAP, ASEAN), Export and Import Regulations: Tariffs, Non-Tariff Barriers, Quotas

Unit 3	Agricultural Commodities and Market Trends	6 Hours

Major Agricultural Commodities in International Trade (Grains, Dairy, Meat, Cash Crops), Price Volatility and Factors Affecting Global Agricultural Markets, Role of Commodity Exchanges (CBOT, MCX, ICE) in Agricultural Trade, impact of commodity price fluctuations on trade policies

Unit 4	Global Supply Chains, Logistics, and Trade Finance	6 Hours

Supply Chain Management for Export-Oriented Agriculture, Trade Finance: Letters of Credit, Export Credit Agencies, Risk Management, Role of Logistics in Agri Trade: Cold Chains, Warehousing, Transportation

Unit 5	Sustainability, Climate Change, and Future Trends in Agri Trade	6 Hours
Climate Change and Its Impact on Global Agricultural Trade, Sustainable Trade Practices: Fair Trade, Organic Certification, Carbon Footprint Reduction, Future Trends: Digital Trade, Blockchain for Trade Transparency, Agri E-Commerce		

	Total Lecture hours	30 hours

Textbook:
McCalla, A.F. & Josling, T.E. – Agricultural Policies and World Markets
Anderson, Kym & Martin, Will – Agricultural Trade Reform and the Doha Development Agenda
David Orden & Timothy Josling – WTO Disciplines on Agricultural Support

Reference Books
D.G. Johnson – World Agriculture in Disarray
Ian Gillson & Amir Fouad – Trade Policy and Food Security: Improving Access to Food in Developing Countries in the Wake of High World Prices
Kym Anderson – The Political Economy of Agricultural Trade Policy

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)					

Course Code – MS644E	Course Name – Financial Crisis and Risk Management	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives
1. To Examine the causes and consequences of financial crises on Business.
2. To Explore assessment methods, regulatory policies for mitigating risks and manage financial crises.

Course Outcome (COs): After completion of the course. The student will be able to
1. Examine the impact of past financial crises on modern financial systems.
2. Apply risk management frameworks to identify and assess financial risks.
3. Analyze financial data for evaluating risk modeling techniques.
4. Evaluate financial risk assessment methods and mitigation strategies.
5. Evaluate global financial crises and their implications on economies and policies.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	1	2	1	1	2
CO 2	2	3	2	3	2	1	2
CO 3	2	2	3	2	3	2	1
CO 4	1	3	2	3	2	2	3
CO 5	3	2	2	1	3	3	2

Unit 1	Financial Crises	6 hours
Financial crises, Historical financial crises and their impact, Causes and consequences of financial instability, Role of financial institutions in crisis propagation		

Unit 2	Risk Management Frameworks	6 Hours
Financial risk management, Systemic risk and its measurement, Risk modelling techniques, Basel norms and regulatory risk controls		

Unit 3	Financial Risk Assessment and Mitigation	6 Hours
Credit risk, market risk, and operational risk, Value at Risk (VaR) and other risk assessment tools, Stress testing and scenario analysis, Hedging strategies and risk mitigation techniques		

Unit 4	Regulatory Policies and Crisis Management	6 Hours
Role of central banks and financial regulators, Regulatory policies for financial stability, Crisis management and resolution strategies, Case studies on successful crisis management		
Unit 5	Financial Crises	6 Hours
Analysis of major financial crises (e.g., 1929, 2008), Lessons learned from past financial crises, Impact of globalization on financial risk, Future trends and challenges in risk management		
	Total Lecture hours	30 hours

Textbook:
1. Reinhart, C. M., & Rogoff, K. S. (2009). *This Time is Different: Eight Centuries of Financial Folly*. Princeton University Press.
2. **Hull, J. C. (2018).** *Risk Management and Financial Institutions*. Wiley.

Reference Books
1. Taleb, N. N. (2007). *The Black Swan: The Impact of the Highly Improbable*. Random House.
2. **Jorion, P. (2006).** *Value at Risk: The New Benchmark for Managing Financial Risk*. McGraw-Hill.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5			
50		(25)				75	150

Course Code – MS645E	Course Names- Strategic Business Policy	L	T	P	C
		3	0	0	3

Pre-requisite : NA

Course Objectives

1. Apply strategic management principles in formulating business policies.
2. Analyze internal and external environments for effective decision-making.
3. Evaluate corporate governance practices for ethical and sustainable growth.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply strategic business policy and corporate governance principles in organizational contexts.
2. Examine competitive and corporate-level strategies for business growth and sustainability.
3. Analyse various tools and techniques to accomplish organizational objectives.
4. Analyse the impact of global strategies and innovation on business growth and competitiveness.
5. Evaluate emerging trends and strategic evaluation for decision-making.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	1	2	1	1	2
CO 2	2	3	2	3	2	1	2
CO 3	2	2	3	2	3	2	1
CO 4	1	3	2	3	2	2	3
CO 5	3	2	2	1	3	3	2

Unit 1	Strategic Business Policy& Corporate Governance	6 Hours
Strategic management and business policy, Importance of strategic planning in organizations, Key elements of a business strategy, Corporate Governance and Ethics in Policy. Ethical considerations in strategic decision-making, Corporate social responsibility and sustainability,		
Unit 2	Competitive and Corporate Strategy	6 Hours
Environment Scanning, Industry Analysis and Competitive Forces (Porter's Five Forces Model) Resource-Based View (RBV) and Core Competencies Business-Level Strategies, Corporate-Level Strategies, Case Studies on Competitive Strategy.		
Unit 3	Strategy Choice, Analysis & Control	6 Hours

BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework, techniques on strategic evaluation & control, Strategic control process. Balanced Scorecard and Key Performance Indicators (KPIs).

Unit 4	Global Strategies and Innovation	6 Hours

Globalization and International Business Strategies Mergers, Acquisitions, Joint Ventures, and Strategic Alliances Innovation Strategies: Disruptive Innovation, Blue Ocean Strategy Digital Transformation and Technology-Driven Strategy Case Studies on Global Expansion and Innovation.

Unit 5	Emerging Trends and Strategic Evaluation	6 Hours

Corporate Social Responsibility (CSR) and Sustainability Strategies Ethical Issues in Strategic Decision-Making, Crisis Management and Business Continuity Planning AI and Data-Driven Strategic Decision-Making Strategic Evaluation, Control, and Performance Measurement.

	Total Lecture hours	30 hours

Textbook:
1. Hill, C. W., Jones, G. R., & Schilling, M. A. (2019). *Strategic Management: Theory: An Integrated Approach*. Cengage Learning.
2. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). *Strategic Management and Business Policy: Globalization, Innovation, and Sustainability*. Pearson.

Reference Books
1. Grant, R. M. (2016). *Contemporary Strategy Analysis: Text and Cases Edition*. Wiley.
2. Johnson, G., Scholes, K., & Whittington, R. (2017). *Exploring Corporate Strategy: Text and Cases*. Pearson.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	50	10	10	5		75	150
50		(25)				75	150

Course Code: MS649E	Course Name: Project Management	L	T	P	C
		3	0	0	3

Pre-requisite: NA

Course Objectives

1. To develop a strong understanding of project management principles methodologies & best practices.
2. To develop skills in project planning, execution, monitoring, and risk management.
3. To explore Agile methodologies and emerging trends for effective project adaptation.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply project management frameworks and methodologies for effecting execution.
2. Analyze project planning and scheduling for efficiency.
3. Analyze project execution, monitoring, and control for performance optimization.
4. Evaluate industry applications for strategic effectiveness and innovation.
5. Evaluate Agile framework and emerging trends for project efficiency.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	2	2	1	1	2	1	1
CO 2	2	2	2	2	1	1	2
CO 3	3	3	2	2	2	2	3
CO 4	2	2	3	3	1	1	2
CO 5	1	1	2	2	2	3	2

Unit 1	Project Management Framework	6 Hours

Project Life Cycle and Phases, Project Manager's Role and Responsibilities, Project Management Framework and Processes, Project Selection Method, Project Feasibility. Case Studies on Project Success & Failure

Unit 2	Project Planning and Scheduling	6 Hours

Work Breakdown Structure (WBS), Project Scheduling Techniques, Budgeting and Cost Estimation Methods, Resource Allocation and Optimization.		
Unit 3	**Project Execution, Monitoring, and Control**	**6 Hours**
Performance Measurement Tools, Quality Control in Project Management, Risk Management Strategies and Mitigation Techniques, Change Management and Conflict Resolution, Project Monitoring Tools.		
Unit 4	**Industry Applications**	**6 Hours**
Case Studies on Successful Project Implementations (IT, Construction, Healthcare, Manufacturing), Lessons from Failed Projects (Common Pitfalls and Challenges), Future Trends and Innovations in Project Management, Ethical Considerations in Project Execution, Capstone Project: Real-world Project Proposal and Implementation Plan		
Unit 5	**Agile and Emerging Trends in Project Management**	**6 Hours**
Agile Methodology and Scrum Framework, Lean Project Management and Kanban System, Artificial Intelligence (AI) and Data Analytics in Project Management, Remote and Virtual Project Management, Sustainability and Green Project Management		
	Total Lecture hours	**30 hours**

Textbook:
1. "Project Management: A Systems Approach to Planning, Scheduling, and Controlling" by Harold Kerzner (13th Edition, 2022)
2. "Agile Project Management: Creating Innovative Products" by Jim Highsmith (2nd Edition, 2009)
3. Fundamentals of Project Management – Joseph Heagney
4. The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation – Eric Ries

Reference Books
1. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill Pvt. Ltd., New Delhi.
2. K. Nagrajan, Project Management, New Age International Publishers,
3. R. Paneerselvam, P. Senthil Kumar, Project Management, PHI.
4. Vasanth Desai, Project Management, Himalaya Publications.
5. Clifford F. Gray, Erik W. Larson, Project Management, the Managerial Emphasis, Tata McGraw Hill.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	**MSE2**	**CA1**	**CA2**	**CA3 (ATT)**		**ESE**	**Total**
-	50	10	10	5			
50		(25)				75	150

Course Code: MS650E	**Course Name: Business Ethics and Corporate Social Responsibility**	**L**	**T**	**P**	**C**
		3	**0**	**0**	**3**

Pre-requisite : NA

Course Objectives

1. To examine Indian ethical values and resolve sector-specific dilemmas in business.
2. To ascertain emerging business ethics, and sustainable models.
3. To compare global CSR frameworks and their impact on stakeholders.

Course Outcome (COs): After completion of the course. The student will be able to

1. Apply ethical theories and frameworks to business decisions and practices.
2. Examine ethical practices across industries and assess sector-specific ethical considerations.
3. Analyze the scope and regulatory framework of CSR and its societal impact.
4. Explore emerging trends in CSR and business ethics to propose sustainable business models.
5. Compare and contrast the multiple international frameworks of CSR and its influence on stakeholder engagement.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**APO 1**	**APO 2**
CO 1	1	1	1	2	1	-	-
CO 2	1	2	1	2	2	1	-
CO 3	1	2	1	2	1	-	-
CO 4	1	1	1	2	2	1	1
CO 5	1	1	1	2	2	1	1

Unit 1	Ethical Business Practices	6 Hours
Business Ethics, Indian Ethos, Values, Work Ethics in business, Ethical theories, Application of Gandhi's Satya and Ahimsa in leadership, Ethical dilemmas and resolution technique.		
Unit 2	Indian Ethical Practices	6 Hours
Ethics consideration in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents, Ethical challenges and issues in India: Corruption, Corporate Frauds, and Whistleblowing in India, Consumer Protection and Fair-Trade Practices.		
Unit 3	The Role of Business in Society: A CSR Perspective	6 Hours
Corporate Social Responsibility (CSR), Importance of CSR in Contemporary Society, A Historical Perspective and emerging CSR theories, Strategies for CSR implementation in industries, Regulatory issues: Companies Law 2013, Business Responsibility Report (SEBI).		
Unit 4	Emerging trends in CSR and Business Ethics	6 Hours
Social Entrepreneurship and Ethical Innovation, Corporate Philanthropy vs. Strategic CSR, Ethics in Technology (AI, Data Privacy, Cybersecurity), Future trends in Business Ethics and Sustainable Business Model		
Unit 5	International Frameworks of CSR and Sustainability	6 Hours
Global Compact, Caux RoundTable, OECD Guidelines for Multinational Enterprises, GRI, SA8000 Standard, BS/ISO Guideline on CSR Management (ISO-26000), Social Audit, ILO tri-partite declaration of principles on multinational enterprises and social policy.		
	Total Lecture hours	**30 hours**

Textbook:
1. Business Ethics: Concepts and Cases" by Manuel G. Velasquez (2019)
2. Strategic Corporate Social Responsibility: Sustainable Value Creation by David Chandler (2020)

Reference Books
1. Lawrence, A. T., and Weber, J., Business and society: Stakeholders, Ethics, Public Policy. McGraw-Hill Education.
2. Blowfield, M., & Murray, A., Corporate Responsibility. Oxford University Press
3. Vertigans, S., & Idowu, S. O., Global Challenges to CSR and Sustainable Development. Springer Laternational Publishing.
4. Mitra, N., & Schmidpeter, R., Corporate Social Responsibility in Rising Economies. Springer International Publishing.
5. Hartman, L. P. and DesJardins-J. & MacDonald C., Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, Mc Graw Hill Education.

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)			
-	50	10	10	5			
50		(25)				75	150

Practical's Courses Detail Syllabus
SEMESTER 3

Course Code: MS651P	Course Name: SUMMER INTERNSHIP PROJECT	L	T	P	C
		0	0	8	4

Pre-requisite : NA

Course Objectives

1. This internship is designed to provide MBA students with a hands-on opportunity to apply business concepts in a real-world setting.
2. The internship will help students gain practical skills in the areas of strategic decision-making, operations management, marketing, financial analysis, and organizational behavior.
3. The course will evaluate students based on their ability to apply knowledge, analyze business challenges, and evaluate outcomes in the workplace.

Course Outcome (COs): After completion of the course. The student will be able to

1. **Analyze** the internal and external factors that influence an organization's strategic decisions.
2. **Analyze** the selected issue using appropriate business frameworks, models, and tools
3. **Analyze** the collected data using statistical and qualitative techniques for business decision-making.
4. **Evaluate** potential solutions to the issue, assessing their feasibility, impact, and alignment with organizational goals.
5. **Write** a comprehensive project report reflecting the overall value of the internship.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	3	2	2	1
CO 2	3	3	1	2	2	1	2
CO 3	2	3	1	2	2	1	3
CO 4	3	3	2	3	3	2	2
CO 5	2	2	2	2	3	1	2

Unit 1	Organizational Strategy and Structure	06 Hours

- Organizational structure (Overview of the Company, History, Different Product /Service / Scope of Work, Organization chart) and its impact on decision-making.
- Business model canvas and strategic alignment.
- SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.
- Key performance indicators (KPIs) and strategic goals.
- Competitive advantage and industry analysis (e.g., Porter's Five Forces).

Unit 2	Business Issue or Opportunity	06 Hours

- Select / Identify a business issue or opportunity encountered during the internship.
- Analyze the issue using appropriate business frameworks and models.
- Literature Review
- Setting of Objectives and Hypothesis (if any)

Unit 3	Research Methodology and Analysis	06 Hours

- Sampling
- Data Collection
- Data Analysis

Unit 4	Findings and Recommendation	06 Hours
• Interpretation of Analysis • Conclusion and Discussion • Potential solutions and assess their feasibility and impact on the business. • Limitation and Future Enhancement		
Unit 5	Final Project and Evaluation	**06 Hours**
• Learnings & Value addition during training • Difference between practical exposure and theoretical work learnt. • Challenges faced during the internship. • Usefulness of training should also be highlighted. • Project Report Writing		
	Total Lecture hours	**30 hours**

Textbook:
1. "Research Methodology: Methods and Techniques" **by** C.R. Kothari
2. "Research Methodology: A Step-by-Step Guide for Beginners" **by** Ranjit Kumar
3. "Writing a Business Research Paper: A Guide for MBA Students" **by** Dr. R. K. Gupta

Reference Books
1. "Business Research Methods" **by** Donald R. Cooper and Pamela S. Schindler
2. "Statistical Methods for Business and Economics" **by** G. C. Beri
3. "Essentials of Business Research: A Guide to Doing Your Research Project" **by** Jonathan Wilson
4. "Research Paper Writing and Presentation" **by** S. M. Shakir

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	**MSE2**	**CA1**	**CA2**	**CA3 (ATT)**		**ESE**	**Total**
-	-	50	50	-			
-		**(100)**				100	200

SEMESTER 4

Course Code MS652P	Course Name Capstone / Live Project	L	T	P	C
		0	0	12	6

Pre-requisite : NA
Course Objectives
1. To bridge the gap between classroom learning and real-world business scenarios. 2. To provide hands-on experience in applying management concepts. 3. To develop analytical, problem-solving, and decision-making skills.
Course Outcome (COs): After completion of the course. The student will be able to
1. Explore the real life business problem and opportunity. 2. Explore research objectives related to capstone project 3. Apply various techniques for data collection. 4. Analyze collected data based on various techniques. 5. Prepare the research report based on capstone project.

CO-PO Mapping (scale 1: Low, 2: Medium, 3: High)

Course Outcomes (COs)	Programme Outcomes (POs)					Additional Programme Outcomes (APOs)	
	PO1	PO2	PO3	PO4	PO5	APO 1	APO 2
CO 1	3	2	2	3	2	2	2
CO 2	2	3	1	2	2	1	3
CO 3	2	3	1	2	2	1	3
CO 4	2	3	1	2	2	1	3
CO 5	3	2	2	3	3	2	3

Unit 1	Business Problem Identification and Analyses	04 Hours
Identifying a Real-life Business Problem / Opportunity, Need Assessment & Relevance of the Study, Economic Analysis, Industry Analysis and Company Analysis.		
Unit 2	Formulation of objectives	06 Hours
Literature Review (if applicable), Formulation of Research Objectives & Hypotheses		
Unit 3	Sampling & Data Collection	08 Hours
Sampling Methods, Data Collection Techniques, Tools for Data Collection, Data Collection Ethics.		
Unit 4	Data Analysis & Interpretation	06 Hours
Data Cleaning, Coding, and Validation, Quantitative Data Analysis, Qualitative Data Analysis, Presentation of Data using Charts, Graphs, and Tables, Interpretation of Results		
Unit 5	Report Writing	06 Hours
Findings & Recommendations, Limitation, Conclusion, Structuring the Final Report		
	Total Lecture hours	30 hours

Textbook:
1. Cooper & Schindler — Business Research Methods

Reference Books
1. Kothari — Research Methodology
2. Harvard Business Review Articles (Project-related)
3. Saunders et al. — Research Methods for Business Students

Mode of Evaluation

MSE		CA				ESE	Total
MSE1	MSE2	CA1	CA2	CA3 (ATT)		ESE	Total
-	-	75	75	-			
		(150)				150	300