

International Institute of Professional Studies



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International Institute
of Professional Studies

Syllabus

Master of Business Administration

(Entrepreneurship) 2 Years

Academic Session: 2025-27

Course Curriculum Scheme for MBA (Entrepreneurship) 2 Years PG

Subject Code	SEM I	Subject Code	SEM II
ES-101B	Fundamentals of Management & Entrepreneurship	ES-201A	Social Entrepreneurship
ES-102A	Creativity and Innovation	ES-202B	Business Ethics
ES-104A	Fundamentals of Finance -I	ES-203A	Fundamentals of Finance- II
ES-106A	Principles of Marketing Management	ES-205A	Service Management
ES-109A	Entrepreneurial Economics	ES-208A	Emerging Trends in Business Environment
ES-110	Business Communication	ES-211	Human Resource Management
ES-108	Comprehensive Viva	ES-209	Comprehensive Viva
	6 Subjects*4 credits=24 Credits		6 Subjects*4 credits=24 Credits
Subject Code	SEM III	Subject Code	SEM IV
ES-301A	Financing New Ventures and Business	ES-401A	Business Legislation
ES-302A	Managing Startup Strategic Framework for SMEs	ES-404A	International Business
ES-303A	Introduction to Taxation	ES-408A	Logistics and Supply Chain Management
ES-305A	Production & Operations Management	ES-410	Management Information Systems
ES-306A	Organizational Behavior	ES-411	Business Analytics
ES-310	Business Strategies	ES-412	Business Model Development
ES-311	E-Business and Digital Marketing	ES-409	Comprehensive Viva
ES-309	Comprehensive Viva		
	7 Subjects*4 credits=28 Credits		6 Subjects*4 credits=24 Credits

Semester I = 24 Credits

Semester II = 24 Credits

Semester III = 28 Credits

Semester IV = 24 Credits

Total = 100 Actual Credits

Virtual Credits of Comprehensive Viva in I, II, III and IV SEM 4*4 =16

Grand Total=116 Credits

MBA (Entrepreneurship)

Programme Objectives (POs)

The Aim of this programme is to:

- PO1: Impart Disciplinary Knowledge with the help of strategic blend of conventional discipline knowledge of Entrepreneurship, Marketing, Finance, HR, MIS, Business Analytics and Entrepreneurial Economics and their applications to the modern world.
- PO2: Nurture Critical and Innovative thinking and Problem Solving Attitude to enable them to think broadly in order to evaluate and generate knowledge.
- PO3: Promote Entrepreneurship and New Venture Creation for sustainable business with societal responsibility.
- PO4: Inculcate research aptitude to enable them to explore opportunities for chosen field and allied areas
- PO5: Develop professional competence in order to equip them with strong work attitudes and professional skills that will enable them to work independently as well as collaboratively in a team environment.
- PO6: To impart holistic education to the learner to enable them conduct ethically and contribute for sustainability.

Programme Specific Outcomes (PSOs)

Upon completion of this programme, the students will be able to:

- PSO1 : Understand various concepts of entrepreneurship and Business Management appropriately and recommend solutions to the problems related to the entrepreneurial domain.
- PSO2: Use the knowledge and skills necessary to support their career in entrepreneurship, establish and develop entrepreneurship initiatives.
- PSO3: Generate financial and other resources for new ventures.
- PSO4: Identify entrepreneurship opportunities using indigenous resources.
- PSO5: Formulate strategies for growth and management of family owned businesses.
- PSO6: Develop research and problem solving skills using knowledge of management information systems, business analytics, and entrepreneurial economics for new venture creation.
- PSO7: Demonstrate ethical decision making and leadership skills.

ES-101B

Fundamentals of Management and Entrepreneurship

Course Type: - Core Compulsory

Course Credits – 4 Theory

Course Objectives:-

The purpose of this course is to provide all round knowledge, theoretical and practical of Management and Entrepreneurship education that adds value to managerial /entrepreneurial decisions.

Course Outcomes:

On completion of this course, the students will be able to

CO1: Understand the concepts related to Business.

CO2: Demonstrate the roles, skills and functions of management.

CO3: Implement subject knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.

CO4: Understand the complexities associated with entrepreneurship and integrate the learning in handling these complexities.

Course Content -

Unit No	Name	Contents	Hours
1	Entrepreneurship: An Introduction	The concept of entrepreneurship, the introduction and concept of entrepreneur, characteristics of an entrepreneur, functions of an entrepreneur. Problems and challenges of organizations/ enterprises- Economic (capital, material and labor), Non-economic (social, political and personal)	8
2	Management Concept and Theories	Concept and nature of Management, Role and responsibility and functions of Manager, Managerial Skill and organization hierarchy, Evolution of Management thoughts- (Classical School, Taylor, Fayol & Weber's Conditions), Neoclassical Theory (Elton Mayo Contribution) Modern Theory (Contingency & System Approach)	10
3	Planning	Nature and purpose of planning, Types of Planning, Planning Process, Nature and Objectives, MBO	8
4	Strategies, Policies and Planning	: Nature and process of planning, Strategies planning process, TOWS Matrix, Porter's Generic Competency Model, Planning and Forecasting.	4
5	Organizing	Nature and Purpose of Organizing, Organizational Structure; Departmentalization,	4

		Line/Staff Authority & Decentralization, Delegation. Objectives, MBO: Process, benefits and limitations.	
6	Staffing & Directing	Concept, Importance & steps of Staffing and Directing	2
7	Controlling	Concept and Process of Control, Control Techniques, Human aspects of Controlling, Use of IT in Controlling.	4

Books and Readings:

- Entrepreneurship: New Venture Creation: David H. Holt
- Entrepreneurship in small Scale factor: D Naxendra Kumar
- Entrepreneurship development – Programs & Practices: Jasmer Singh Saini
- Entrepreneurship: strategies & resources: Marc. J. Dollinger
- Entrepreneurship: Hirsch Peters
- Principles of Management – Koontz (Tata McGraw Hill, 1st Edition 2008)
- Management - Robbins & Cautler (Prentice Hall of India, 8th Edition)
- Principles & Practices of Management -L.M. Prasad (Sultan Chand & Sons, New Delhi)

PO –CO Mapping -

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3	CO4
PSO 1a- Disciplinary Knowledge	✓			
PSO 1b – Problem Solving			✓	
PSO 2 – Entrepreneurial Skill	✓	✓		✓
PSO 3 – Resource Management			✓	✓
PSO 4 – Social Consciousness				
PSO 5a – Decision Making Skills			✓	✓
PSO 5b – Managerial Skills		✓		
PSO 6 a - Analytical skills/ reasoning			✓	✓
PSO 6b – Digital Literacy				
PSO 6c – Research Skills			✓	✓
PSO 7a – Ethical Awareness				
PSO 7b – Leadership Skills				
PSO 7c – Values for Life and Character Building				

ES-102A

Creativity and Innovation

Course Type– Core Compulsory

Course Credits – 4 Theory

Course Objective –Students will learn techniques for improving the flexibility and originality of their thinking and will explore approaches used by managers and organizations to create and sustain high levels of innovation.

Course Outcomes – After completion of this course, learners will be able to

- CO1 - Understand building blocks of innovation.
- CO2–Be familiar with processes and methods of creative problem solving.
- CO3–Enhance their creative and innovative thinking skills, decision making and evaluation
- CO4-Be familiar with creative and innovative thinking style, diversity &creativity

Course Content -

Unit No.	Name	Contents	Hours
1.	Introduction to Creativity and Innovation	Meaning and Concept of Creativity and Innovation. Making a case for creativity. Creative thinking as a skill.	4
2.	Diversity and Creativity	Meaning and concept of Diversity. Valuing diversity in thinking preferences. Creativity styles.	4
3.	Setting the stage for success	Basic philosophy, having a vision setting the right attitude. Recognizing and avoiding mental blocks, avoiding mindsets. Risk taking. Paradigm shift and paradigm paralysis. Individual and team work.	6
4.	Creativity in problem solving	(i)Problem Definition– Understanding Representing (ii) Pattern Breaking – Thinking differently Changing your point of view Watching for paradigm shift Challenging conventional wisdom Lateral thinking provocation (escape, random word) Mind stimulation: games, brain-twisters and puzzle (iii) General Strategies - Idea-collection processes Brainstorming/ Brain-writing	12

		<p>The SCAMPER methods Metaphoric thinking Outrageous thinking mapping thoughts other new approaches</p> <p>(iv) Using Math and Science – Systematic logical thinking, using math concepts</p> <p>(v). Eight-Dimensional (8D) Approach to Ideation -</p> <ol style="list-style-type: none"> 1. Uniqueness 2. Dimensionality 3. Directionality 4. Consolidation 5. Segmentation 6. Modification, 7. Similarity 8. Experimentation <p>(vi) Systematic Inventive Thinking – The TRIZ methodology, Levels of inventions, Evolution of technical systems, Ideality and the ideal final result (IFR), Stating contradictions and the contradiction table, 39 standards features and 40 inventive principle Separation principles, Using physical, geometrical and chemical effects, fields</p>	
5.	Decision and Evaluation	<p>Focused thinking framework Six thinking hats, PMI Ethical considerations</p>	4
6.	Design for Interaction	<p>Introduction to design for interaction Tools, Technics and Theories of Implementation</p>	4
7.	Introduction to Intellectual property	<p>Patents Utility Patents Design Copyrights Trademarks Trade Secret Unfair Competition Geographical Indication (GI Tag) Technical Know-How Traditional Knowledge</p>	6

Books and Reading -

1. H. S. Fogler and S.E. LeBlanc, Strategies for Creative Problem Solving, Prentice Hall, 1995.
2. E. Sickafus Unified Structured Inventive Thinking, Ntelleck, 1997.
3. E. Lumsdaine and M. Lumsdaine, Creative Problem Solving, McGraw Hill, 1995.
4. Kaplan, Introduction to TRIZ, Ideation International, Inc., 1995.

5. G. Altschuller, Creativity as an Exact Science, 1983.
6. The Art of Inventing (And Suddenly the Inventor Appeared).
7. E. de Bono, The Use of Lateral Thinking, Penguin Books, 1990.
de Bono's Thinking Course, Facts on File, 1981.
8. Serious Creativity, Harper Collins, 1992.
9. Six Thinking Hats, Little, Brown & Co., 1985 CoRT Thinking, Advanced Practical Thinking Training, Inc., 1995.
10. Tony Buzon, Use Both Sides of Your Brain, Dutton, 1983.
11. Scott G. Isaksen, Brian Dorval, and Donald Treffinger, Creative Approaches to Problem Solving, Kendall Hunt, 1994.
12. F. Osborn, Applied Imagination: Principles and Procedures of Creative Problem Solving, Charles Scribner's Sons, 1979.
13. D. Tanner, Total Creativity in Business and Industry, Advanced Practical Thinking Training, 1997.
14. D. Pressman, Patent It Yourself, NOLO Press, 2006.
15. T. Kelley. The Art of Innovation. Doubleday, 2001.
16. T. Kelley. The Ten Faces of Innovation. Doubleday, 2005.
17. J. Goldenberg and D. Mazursky, Creativity in product innovation. Cambridge University Press, 2002.

PO –CO Mapping -

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3	CO4
PSO 1a- Disciplinary Knowledge				
PSO 1b – Problem Solving		✓	✓	
PSO 2 – Entrepreneurial Skill	✓			✓
PSO 3 – Resource Management				
PSO 4 – Social Consciousness			✓	
PSO 5a – Decision Making Skills			✓	
PSO 5b – Managerial Skills		✓		
PSO 6 a - Analytical skills/ reasoning	✓		✓	
PSO 6b – Digital Literacy				✓
PSO 6c – Research Skills	✓			✓
PSO 7a – Ethical Awareness		✓	✓	
PSO 7b – Leadership Skills			✓	
PSO 7c – Values for Life and Character Building		✓		

ES-104A

Fundamentals of Finance -I

Course Type- Core Compulsory

Course Credits – 4 Theory

Course Objective –The basic objective behind offering this course is to give the understanding of the fundamental aspects and framework of financial accounting, cost accounting and management accounting, and their utility for business firms. It is also aimed at developing the basic understanding of financial statement analysis using various important tools and techniques. Further, the course also aims at developing the basic understanding of various tools and techniques of Management Accounting and their application in business decision making.

Course Outcomes –

CO1: Acquaint the students with context and concepts of financial accounting, Cost accounting and Management Accounting and understand their utility in business decision making.

CO2: Develop the basic ability of conducting various stages of accounting cycle, read and understand the financial statements of business firms and conduct financial statement analysis of basic level using its important tools.

CO3: Develop insight about classification of cost and preparation of cost sheet

CO4: Develop proper understanding of management accounting tools including CVP and Budgeting and develop basic understanding of their application in business.

Course Contents

Unit No	Name	Contents	Hours
1	Fundamentals of Financial Accounting	Meaning and definition of accounting, Need and functions of accounting, users of accounting information, importance and limitations of accounting,	2
2	Accounting Cycle	Process of Accounting, types of accounts, various stages of DES accounting: Journal, Ledger, Introduction of Subsidiary Books Trial Balance. Preparation of Journal, Ledger and Trial Balance, Preparation of Final Accounts	14
3	Financial Statement Analysis	Objectives, methods and Importance. Comparative financial statements, Common size financial statements and Trend Analysis, Classification and Calculation of Ratios: Liquidity, Activity, Leverage and Profitability Ratios, Practical Questions.	10
4	Cash Flow Analysis	Meaning, Importance and Relevance of Cash Flow Statement, Cash Flow analysis: Computations of cash from operations and other activities and Practical Questions	8
5	Fundamentals of Costing and Unit Costing	Concept of Cost, Classification of Cost, Elements of Cost, Need for Cost accounting, Advantages and Limitations of Cost Accounting. Introduction to Management Accounting, Need, Importance and Limitations of Management Accounting, Difference between Management, Cost & Financial Accounting. Preparation of Cost Sheet and Estimated Cost Sheet. Numerical Problems	8
6	Cost Volume Profit Analysis	Cost-Volume-Profit Relationship, Assumptions underlying Break-even Analysis, Contribution, Margin of Safety, Profit Volume Ratio, Methods of Break-even Analysis, Practical Questions	8

7	Budgetary Control	Meaning of Budget and Budgetary Control, Objectives of Budgetary Control, Essentials of Effective Budgeting, Types of Budgets: Functional Budgets, Master Budget, Fixed and Flexible Budget, Preparation of Budgets and Practical Questions	8
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Books and Reading

1. Financial A/c. for Management by Ambrish Gupta (Pearson Education)
2. Cost and Management Accounting by M.N.Arora (Vikas Publishing House, New Delhi)
3. Accounting for Managers by M.E. Tukaram Rao (New Age).
4. Management Accounting by S. P. Gupta (Sahitya Bhawan, New Delhi).
5. Analysis of Financial Statements by T.S. Grewal (Sultan Chand and Sons)
6. Practical Costing by P.C.Tulsian
7. Cost Accounting- Principles & Practice by M.N.Arora (Vikas Publishing House, New Delhi)
8. Practical Costing by Khanna, Pandey, Ahuja &Batra

MOOCs

“Financial Accounting” by CS Dr. Manish Sitlani available on Swayam portal of MHRD, Govt. of India (www.onlinecourses.swayam2.ac.in)

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3	CO4
PSO 1a- Disciplinary Knowledge	✓	✓	✓	✓
PSO 1b – Problem Solving	✓	✓	✓	✓
PSO 2 – Entrepreneurial Skill				
PSO 3 – Resource Management				✓
PSO 4 – Social Consciousness		✓	✓	✓
PSO 5a – Decision Making Skills	✓	✓	✓	✓
PSO 5b – Managerial Skills				
PSO 6 a - Analytical skills/ reasoning	✓	✓	✓	✓
PSO 6b–Digital Literacy	✓	✓	✓	✓
PSO 6c – Research Skills				
PSO 7a – Ethical Awareness				
PSO 7b – Leadership Skills				
PSO 7c – Values for Life and Character Building				

ES-106A

Principles of Marketing Management

Course Type: - Core Compulsory

Course Credits – 4 Theory

Course Objectives: -

The course aims to outline key marketing concepts and its application to different markets and to identify factors and processes essential for designing marketing strategy and also to analyze and examine the implementation of marketing concepts and strategy to firms

Course Outcomes:

On completion of this course, the students will be able to

CO1. Identify the scope and significance of Marketing in Domain Industry

CO2. Implement marketing concepts and phenomenon to current business events In the Industry.

CO3. Analyze the various marketing environment variables and interpret them for designing marketing strategy for business firms

CO4. Demonstrate market research skills for designing innovative marketing strategies for business firms

Course Content -

Unit No	Name	Contents	Hours
1	Marketing Concepts:	Customer Value and Satisfaction, Customer Delight, Orientation of Marketing Concepts: Production Concept, Product Concept, Selling Concept, Marketing Concept and Societal Marketing Concept, Value Chain.	6
2	Understanding the Marketing Environment	Scanning the Environment, Micro-Environment, and Macro-Environment	2
3	Segmentation, Targeting and Positioning	Market Segmentation, Bases of Market Segmentation, Requirements of Effective Segmentation, Evaluating the Market Segments, Market Targeting: Undifferentiated Marketing, Single Segment and Multi-Segment Structures, Concept of Positioning.	8
4	Consumer Behavior:	Model of Consumer Behavior, Factors Influencing Buyer Behavior, Decision-Making Process in Buying	4
5	Marketing Research	Meaning and Process	2

6	Marketing Mix Decisions	<p>Product Decision: Objectives, Core, Tangible and Augmented Products, Product Classification, Product Mix, Product Life Cycle and Strategies, New Product Development Process, Introduction and Factors Contributing to the Growth of Packaging, Introduction of Labeling.</p> <p>Pricing Decisions: Factors affecting Price, Pricing Methods, Price adaptation Strategies.</p> <p>Distribution Decisions: Importance and Functions of Distribution Channels, Considerations in Distribution Channel Decision, Distribution Channel Members, Intensity of Distribution, Channel Conflict and Channel Management.</p> <p>Promotion Decisions: A view of Communication Process, Developing Effective Communication, Promotion Mix Elements.</p>	14
7	Emerging Trends in Marketing	An introduction to Internet Marketing, Multilevel Marketing, CRM, Green Marketing, Social Media Marketing, Rural Marketing, Experiential Marketing and Event Marketing	4

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3	CO4
PSO 1a- Disciplinary Knowledge	✓	✓	✓	✓
PSO 1b – Problem Solving		✓		
PSO 2 – Entrepreneurial Skill	✓		✓	
PSO 3 – Resource Management	✓	✓		
PSO 4 – Social Consciousness	✓			✓
PSO 5a – Decision Making Skills	✓	✓		
PSO 5b – Managerial Skills	✓	✓	✓	✓
PSO 6 a - Analytical skills/ reasoning			✓	
PSO 6b–Digital Literacy				
PSO 6c – Research Skills				✓
PSO 7a – Ethical Awareness	✓			
PSO 7b – Leadership Skills				
PSO 7c – Values for Life and Character Building				

Books and Reading

- Philip Kotler, Principles of Marketing Management, New Delhi, Prentice Hall of India.
- Ramaswamy and Namakumari, “Marketing Management”, Macmillan India.
- RajanSaxena, “Marketing Management”, Tata McGraw Hill.
- Harvard Business Review, Business week, Forbes, Journals of Marketing,
- Newspaper: Any national daily, The Economic Times

ES – 109A

Entrepreneurial Economics

Course Type: -Core Compulsory

Course Credits – 4 Theory

Course Objective – The course aims to provide the necessary theoretical and conceptual foundation for Entrepreneurial students to understand and apply the concept of economics, especially for decision making of firm with reference to various functional area of modern management.

Course Outcomes – After completion of this course, learners will be able to

- CO1– Determinedemand,supply, and their equilibrium.
- CO2–Find out most efficient production and Cost level in both short and long run
- CO3–Find out profit maximizing level of price, output in different forms of markets
- CO4 – Take appropriate business decisions considering changing economic levels.

Course Content -

Unit No	Name	Contents	Hours
1	Introduction	Economics & its basic problems, Types of economics, Business Economics – Meaning, definitions, importance, significance, scope of business economics, Related disciplines & business economics.	4
2	Demand Concept	Demand: - Concept, Types, Function, Cardinal Utility Approach, Law of Diminishing Managerial Utility, Law of Demand. Law of Equimarginal Utility, Consumer Surplus, Elasticity of Demand, Demand Forecasting.	10
3	Supply Concept	Supply and Law of Supply, Elasticity of Supply	2
4	Production Analysis	Production Analysis, Law of variable Proportion, Return to scale, Isoquants & least cost combination of inputs, Ridge lines and Expansion Path.	8
5	Cost Concept	Cost: - Concept & Types, Short Run and Long Run CostAnalysis	2
6	Market Structure	Price determination under different markets: - Perfect competition, Monopoly, Monopolistic competition,Oligopoly	8
7	National Income	National Income and its variants, Measures of national products and methods used, National Income in India.	6

Books and Reading

- Modern Microeconomics –Koutsoyiannis, Macmillan Education, New York
- Managerial Economics Peterson& Levis, Prentice-Hall: New York.
- Managerial Economics - P.L. Mehta, Sultan Chand, New Delhi.
- Microeconomics –Sundaram&Vaish, Vikas Publishing House
- Macroeconomics – M C Vaish, Vikas Publishing House

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3	CO4
PSO 1a- Disciplinary Knowledge	✓	✓	✓	✓
PSO 1b – Problem Solving	✓	✓	✓	✓
PSO 2 – Entrepreneurial Skill				
PSO 3 – Resource Management				
PSO 4 – Social Consciousness	✓	✓	✓	✓
PSO 5a – Decision Making Skills	✓	✓	✓	✓
PSO 5b – Managerial Skills	✓	✓	✓	✓
PSO 6 a - Analytical skills/ reasoning				
PSO 6b – Digital Literacy				
PSO 6c – Research Skills				
PSO 7a – Ethical Awareness				
PSO 7b – Leadership Skills				
PSO 7c – Values for Life and Character Building				

ES-110

Business Communication

Course Type: - Core Compulsory

Course Credits – 4 credits Theory

Course Objective – The course aims at promoting the understanding among students of the dynamics of communication. This course will help students to become effective communicators and develop good interpersonal skills. It also aims at making students understand the importance of communication in personal as well as professional life.

Course Outcomes – After completion of course learner will be able to

- CO1- compose/draft formal business communication in the form of letters, mails, notices etc.
- CO2- exhibit effective verbal communication in formal as well as informal settings
- CO3- describe barriers to effective communication and listening and ways to overcome them.

Course Content -

Unit No	Name	Contents	Hours
1	Introduction to Communication	Communication: Meaning, definition, process, importance and objectives Components of effective communication – 5 Cs of communication Models of communication Channels of communication Types of business communication Communication network in an organization Barriers to effective communication	6
2	Listening	Listening: Concept Listening Vs Hearing Barriers to effective listening, Types of Listening (passive, marginal, projective, sensitive, active). Strategies for effective listening, Listening in business context	6
3	Written Business communication	Business letters: Layout and Planning, Formats and types. Circulars and notices, Memos, Writing, Email, Report writing ,Resume Writing, Covering letter	7
4	Oral and Reading Skills	Reading skills: Concept and importance Oral business presentation. Interview: Types (Panel Interview, stress interview, preliminary interview, sequential interview etc.) Strategies for success at interviews (self	6

		SWOT etc.)	
5	Internal Business Communication	Meetings: Types of meetings, Common mistakes made at meetings Corporate etiquettes	5
6	Advertising Skills in Communication	Communication through internet e-mail, Follow up promotion skills through social media Communication with media through news releases, pamphlets, hoardings Communication with shareholders	5
7	Public speaking	Group discussion Stress group discussion SpeechOpen mike soft skill activities	5

Books and Reading

Business Communication Today, Coutland L. Bovee, John V. Thill, Barbara E. Schatzman, Prentice Hall Publishing.

Essentials of Business Communication, Mary Ellen Guffey, South Western Publishing.

Excellence in Business Communication, John Thill, Courtland L. Bovee, Prentice Hall Publishing.

CO-PO Mapping

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3
PSO 1a- Disciplinary Knowledge	✓		✓
PSO 1b – Problem Solving	✓	✓	
PSO 2 – Entrepreneurial Skill	✓	✓	
PSO 3 – Resource Management			
PSO 4 – Social Consciousness			
PSO 5a – Decision Making Skills		✓	
PSO 5b – Managerial Skills		✓	
PSO 6 a - Analytical skills/ reasoning	✓		
PSO 6b–Digital Literacy			
PSO 6c – Research Skills			
PSO 7a – Ethical Awareness			
PSO 7b – Leadership Skills		✓	
PSO 7c – Values for Life and Character Building			

ES-201A

SOCIAL ENTREPRENEURSHIP

Course Type: - Core Compulsory

Course Credits – 4 Theory

Course Objective:

This course aims to provide knowledge and understanding of the principles of social entrepreneurship and deepen the theoretical and experiential understanding of concepts, strategies and tools of social entrepreneurship and social enterprises and also to launch social entrepreneurship projects which have high-potential of significant positive social impact

Course Outcomes – After completion of this course, learners will be able to

CO1: Distinguish social entrepreneurship and its elements from across a continuum of organizational structures from traditional nonprofits to social enterprises to traditional for profits

CO2 : Classify the key elements of, and actors in, the social entrepreneurship ecosystem

CO3: Assess the strengths and limitations of social entrepreneurship in addressing social problems

CO4: Convert a social problem into an opportunity for co-creation of a social value by applying social enterprise concepts

Course Contents:

1. Introduction to Social Entrepreneurship- defining Social Entrepreneurship, Overview, Dimensions of Social Entrepreneurship, Types of Network, and Identifying Social Entrepreneurs in Practice.

2. Social Entrepreneurship for-profit setting- Social Capital Built by Entrepreneurs, Social Network, Personality Traits that facilitate building of Social Capital.

3. Philanthrop, Hybrid Ventures -Introduction, Nature and Concepts.

4. Nonprofits, Governments, and Social Entrepreneurship- Growth strategies for social enterprises

5. Capital/Funding/Financing- Pitching strategies, Types of Investments, Angel Investors, Venture Capitals, Types of Loans available- Loan against collaterals, Project Loans, Loans without collateral, Term Loans, Government schemes and Agencies/Services, Government policies.

6. Marketing in Social Ventures- Marketing Mix Strategies for Social Organizations, Role of SSIC, NSIC and Role of Government Institutions for promoting social enterprise, Business Houses, Private Investors, Institutions promoting social entrepreneurial eco-system.

7. Addressing the challenges- Important Issues: Scaling/Legal issues/Change (Risk, Physical, Dry run challenges), Funding, form of Organization –society, trust – multi state level, Society, Sec.8 Company Act 2013.

Books and Readings:

- Social Entrepreneurship: The Art of Mission-Based Venture Development, by Peter C. Brinckerhoff.
- REDF, SROI Collection 2000. Available for free download at www.redf.org/publicationssroi.html
- Raising the Bar: Integrity and Passion in Life and Business: The Story of Clif Bar, Inc., By Gary Erickson.
- Bornstein, David. How to Change the World: Social Entrepreneurs and the Power of New Ideas (Oxford University Press, 2004)

• PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO 1	CO2	CO3	CO4
PSO 1a- Disciplinary Knowledge				
PSO 1b – Problem Solving	✓			
PSO 2 – Entrepreneurial Skill	✓			
PSO 3 – Resource Management				
PSO 4 – Social Consciousness			✓	✓
PSO 5a – Decision Making Skills			✓	✓
PSO 5b – Managerial Skills	✓	✓	✓	✓
PSO 6 a - Analytical skills/ reasoning				
PSO 6b–Digital Literacy				
PSO 6c – Research Skills				
PSO 7a – Ethical Awareness	✓	✓		✓
PSO 7b – Leadership Skills				
PSO 7c – Values for Life and Character Building	✓	✓	✓	✓

ES-202B
Business Ethics

Course Type :- Core Compulsory

Course Credits – 4 Theory

Course Objective – The course aims to provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organizations. It aims at promoting the understanding of ethical decision making using sustainable business practices.

Course Outcomes – After completion of this course, learners will be able to

- CO1- Describe ethical practices at individual as well as organization level.
- CO2–Interpret the role of manager and enterprise in context of human values for societal benefit.
- CO3–Illustrate good governance practices for sustainable business.
- CO4-Demonstrate ethical decision making and leadership skills.

Course Content -

Unit No	Name	Contents	Hours
1	Introduction to Business Ethics	Definition & nature, Characteristics of ethical problems in management, Ethical theories; Values, Norms, Beliefs and Standards Ethics and organisation, Ethics in practice- in functional areas (Like HR, Marketing, Finance), Intellectual Property rights, Code of ethics; Competitiveness, profitability and ethics, Developing an Effective Ethics Program	6
2	Human Values in Business	Values v/s Skills, Value System, Value Crisis in Management, Values and Purity of Mind, Guna Theory Work Ethics & Ethics in Work, Management of the Self and Workplace Spirituality.	8
3	Indian Knowledge System for modern management	Representative Sources of Indian Ethos in Management Vedas, Shastras, Smritis, Puranas, Upanishads Ramayana, Mahabharata, Bhagwat Geeta Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh	10
4	Ethical Decision-Making and Ethical Leadership	Models of Decision making, Life Goals or Purusharthas, Models of Leadership in Indian thoughts, Examples from scriptures, Servant Leadership, Karma Theory and Sanskar Theory, Work Ethics & Ethics in Work	4
5	Corporate Social Responsibility	Concept of CSR, Corporate Philanthropy, CSR and Business Ethics, CSR provisions under the Companies Act 2013;	4

		CSR and Indian Ethos for Management-Fivefold debts (Pancha Rina)	
6	Corporate Governance	Evolution, Principles, Main Drivers, Theories and Models, Global Practices on Corporate Governance in the World and their impact on corporate world	4
7	Sustainable Business	Concept of Sustainability – People , Planet and Profit Sustainability: A Goal for Business Ethics; Gandhian thought on Sustainable Development Relationship of CSR with Corporate Sustainability; Sustainability Reporting Frameworks	4

Books and Reading

- Business Ethics, CSV Murthy, Himalaya Publishing
- Business Ethics: An Indian Perspective, A.C Fernando Pearson
- Ethics in Management-Vedantic Approach, S.K. Chakraborty, New Delhi, Oxford India Ltd.,

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO 1	CO2	CO3	CO4
PSO 1a- Disciplinary Knowledge				
PSO 1b – Problem Solving				
PSO 2 – Entrepreneurial Skill				
PSO 3 – Resource Management				
PSO 4 – Social Consciousness			✓	✓
PSO 5a – Decision Making Skills			✓	✓
PSO 5b – Managerial Skills	✓	✓	✓	✓
PSO 6 a - Analytical skills/ reasoning				
PSO 6b–Digital Literacy				
PSO 6c – Research Skills				
PSO 7a – Ethical Awareness	✓	✓		
PSO 7b – Leadership Skills			✓	✓
PSO 7c – Values for Life and Character Building	✓	✓	✓	✓

FUNDAMENTALS OF FINANCE- II**Course Type:-** Core Minor**Course Credits –** 4 Theory 0 Practical

Course Objective – This course is designed to enhance the understanding of the fundamental concept of managing financial aspect of business organizations, with focus on long-term and short-term finance function of business.

Course Outcomes –

CO1: Acquaint the students with context and concepts of financial management including various important financial decisions of business firms and their role in financial performance of business.

CO2: Develop the basic understanding of working capital management of business firms and fundamental ability to calculate working capital required by business firms.

CO3: Be knowledgeable about various sources of Long-term and short-term finance, their role in designing capital structure of business firms and calculating cost of various sources of capital and overall cost of capital

CO4: Conceptualize time value of money and various traditional and time-discounted techniques of capital budgeting, and generate basic level skill of assessing investment decisions of firms.

CO5: Understand what dividend policy is and the role that it plays in performance and valuation of business firms.

Course Contents

Unit No	Name	Contents	Hours
1	Fundamentals of Finance Function	Concept & Scope of Finance Function, Financial Decision-Making, Goal of Financial Management, Basic Dimensions of Financial Decisions, Capital Investment Process, Classification of Projects, Relationship of Finance with other disciplines.	2
2	Working Capital Management	Introduction, Concept and Classification of Working Capital, Working Capital Financing, Nature & Concepts, Management of Receivables, Cash and Inventory. Planning for Working Capital Management, Determinants of Working Capital, Estimation and Calculation of Working Capital, Numerical Problems, and Composition of ST Financing	8
3	Long Term Sources of Finance and Leverage Analysis	Concept, Debt and Equity, Equity and Preference Shares, Debentures, Term Loans, etc. Lease. Concept of Leverage, Operating Leverage, Financial Leverage, and Combined Leverage. Importance of Leverages, Relationship of Leverages with Capital Structure, EBIT-EPS analysis, Indifference point. Numerical problems	8
4	Key Financial Decision I (Cost of Capital and Capital Structure Decisions)	Concept of Cost of Capital, Significance of Cost of Capital, Factors affecting Cost of Capital, Assumptions and Measurement of Cost of Capital, Cost of Various Sources, Calculation of WACC, Factors affecting WACC, Practical Questions, Factors determining Capital Structure, Profitability and Capital Structure, Capital	8

		Structure Theories/approaches, Practical Questions.	
5	Time Value of Money	Concept and Utility of Time Value of Money, Future and Present Value of a Single Cash Flow, Multiple Flows and Annuity. Compounding and Discounting Techniques, Numerical Problems.	6
6	Key Financial Decision II (Investment and Capital Budgeting)	Features and Significance of Capital Budgeting, Types of Capital Budgeting Decisions, Assumptions & Procedure, Estimations of Costs and Benefits of a Proposal, Techniques of Evaluation; Traditional and Discounted Cash Flow Techniques, Practical Questions	10
7	Key Financial Decision III (Dividend Policy)	Concept and Significance, Dividend and Valuation of Firm, Relevance of Dividend policy, Dividend Payout Ratio, Stability of Dividends, Legal and Procedural Constraints, Dividend Policy and Share value, Practical Questions.	6

Suggested Books:

- “Financial Management Text & Problems” by M Y Khan & P K Jain
- “Financial Management: Theory, Concepts and Problems” By R.P.Rustagi, Galgotia Publishing House.
- “Financial Management” By I.M.Pandey
- “Projects” by Prasanna Chandra, Tata McGraw Hill Publishing Company Ltd. Latest Edition
- “Project Management and Control” by Narendra Singh, Himalaya Publishing House
- “Fundamental of Financial; James C Van Horne & John M Wachowicz, Jr
- “Strategic Financial Management” by Ravi M. Kishore Taxmann Publishing Pvt. Ltd.

CO-PO Mapping

	CO1	CO2	CO3	CO4	CO5
PO1	√	√	√	√	√
PO2	√	√	√	√	√
PO3			√		
PO4				√	√
PO5		√	√	√	√
PO6		√	√	√	√

ES-205A
Service Management

Course Type :- Core Compulsory

Course Credits – 4 Theory

Course Objective – This course will introduce students to the most important aspects of service management across different industries and economies, following a service-dominant logic of business.

Course Outcomes – After completion of this course, learners will be able to

CO1: Understand and critically evaluate the key concepts and ideas of service management

CO2: Understand the role of the services sector in the economy and the implications of this for the service management process.

CO3: Understand how the service process requires a distinct set of managerial skills be able to identify these and to situate them within the service process in the industry.

CO4: Critically evaluate different models and paradigms of service management and their implications

Course Content -

Unit No	Name	Contents	Hours
1	Introduction	Service overview, manufacturing v/s services, nature of services service classification, characteristics of service operations, competitive environment, strategic service vision, value chain.	8
2	Service strategy	service benchmarks, use of information technology, measuring service productivity, data envelopment analysis, strategic planning	4
3	Service Design	New service development, service design overview, customer as co producer, process quality, service benchmarks, use of technology self service, e-business service concepts.	6
4	Service quality	Introduction, definition, need/importance of service quality, measurements, dimensions, Gap model, SERVQUAL, critiques, associated concepts, customer satisfaction, loyalty, retention, Quality by design, Taguchi method.	8
5	Facility location and design	Nature and objectives of service organization, process analysis, product layout and work allocations, center of gravity model, location considerations, locating a retail outlet.	4

6	Managing service operations	Resources constraints, project monitoring, forecasting demand for services, yield management, role of uncertainty in services, characteristics of inventory related costs.	4
7	Globalization of services	Introduction, domestic growth, strategies, franchising, international strategies, Multi country operations, importing, service offshoring.	4

Books and Reading

Service Management, Fitzamann and Fitzamann, Tata Mc Graw Hills, New Delhi

Christian Grönroos (2015) Service Management and Marketing. Managing the Service-ProfitLogic(Wiley)

Jorge Cordoso et al. (eds.) (2015) Fundamentals of Service Systems (Springer)

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO 1	CO 2	CO3	CO4
PSO 1a- Disciplinary Knowledge	✓	✓		✓
PSO 1b – Problem Solving	✓		✓	✓
PSO 2 – Entrepreneurial Skill				✓
PSO 3 – Resource Management		✓	✓	✓
PSO 4 – Social Consciousness			✓	✓
PSO 5a – Decision Making Skills	✓	✓	✓	✓
PSO 5b – Managerial Skills		✓	✓	✓
PSO 6 a - Analytical skills/ reasoning	✓	✓	✓	✓
PSO 6b–Digital Literacy				
PSO 6c – Research Skills				
PSO 7a – Ethical Awareness				
PSO 7b – Leadership Skills				
PSO 7c – Values for Life and Character Building				

ES – 203A
Emerging Trends in Business Environment

Course Type: - Core Compulsory

Course Credits – 4 Theory

Course Objective – The course aims to provide the necessary theoretical and conceptual foundation for Entrepreneurial students to understand factors surrounding business. It also aims to impart the analytical and decision-making skills in students for encountering the dynamisms of business and to be ahead of curve.

Course Outcomes – After completion of this course, learners will be able to

- CO1– Understand & analyses the influence of factors surrounding business.
- CO2 – Decode the impact of changing economic policies on various businesses.
- CO3 – Take appropriate business decisions considering dynamic global environment.
- CO4 – Demonstrate and lead business in sustainable manner preserving nature, in ever changing technological environment.

Course Content -

Unit No	Name	Contents	Hours
1	Introduction	Business & Business Environment, Nature of Business in 21 st century, Components of Business Environment, Stages of & Techniques for environmental analysis.	6
2	Economic Environment	Nature & Structure of Economy, Economic Reforms, Inflation and types of Inflation, Inflationary Gap, Causes and Consequences of Inflation, Reflation, Deflation; Trends effect and measurement of inflation in Indian economy, Economic Policies: - Industrial, Monetary & Fiscal Policies, Case Studies.	10
3	Emerging Economic Environment	Anatomy & SWOT Analysis of Indian Economy. Recent Developments in Business Environment of India: - Privatization & Disinvestment – Mode, Reasons, Problems, and Indian scenario, Case Studies.	4
4	International Business Environment	Globalization- Meaning, scope, phases, indicators; WTO & GATT, Pre & Post COVID International Economic Environment, Case Studies.	6
5	Emerging International Financial Environment	Global Financial Markets and Indian Business, Capital Account Convertibility, Emerging Global Capital Flow & its Paradox, Forex Reserve Management, and its impact on Indian Business. Case Studies.	6

6	Emerging Social & Technological Environment	Social Environment and Business, Social Responsibility of Business, Technological Development, and its impact on various stakeholders of society. Case Studies.	6
7	Business and Nature	Economic Development and Environment, Market Failure, Externalities, Emerging trends in Climate change, Green Energy, Economic solutions to environmental problem. Ethical responsibility of Business towards nature. Case Studies.	4

Books and Reading

- Francis Cherullinum: - Business Environment, Himalaya Publishing House, New Delhi
- K. Aswathappa: - Essentials of Business Environment, Himalaya Publishing House, New Delhi
- Mishra & Puri – Economic Environment in India, Himalaya Publishing House, New Delhi
- Justin Paul: - Business Environment – Text & Cases, McGraw Hill Companies, New Delhi
- Raj Agrawal - Business Environment, Excel Books, New Delhi
- Dutt & Sundaram – Indian Economy, S. Chand & Co. New Delhi
- I.J. Ahluwalia & I.M.D. Little – India's Economic Reforms and Development, Oxford University Press, New Delhi.

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3	CO4
PSO 1a- Disciplinary Knowledge	✓	✓	✓	✓
PSO 1b – Problem Solving	✓	✓	✓	✓
PSO 2 – Entrepreneurial Skill				
PSO 3 – Resource Management		✓	✓	
PSO 4 – Social Consciousness				✓
PSO 5a – Decision Making Skills	✓	✓	✓	✓
PSO 5b – Managerial Skills	✓	✓	✓	✓
PSO 6 a - Analytical skills/ reasoning	✓	✓	✓	✓
PSO 6b – Digital Literacy				
PSO 6c – Research Skills				
PSO 7a – Ethical Awareness				✓
PSO 7b – Leadership Skills				✓
PSO 7c – Values for Life and Character Building				

ES-211

Human Resource Management

Course Type: Core

Course Credits: 4 Theory

Course Objective:

This course introduces HRM as a fundamental component of the competitiveness, effectiveness, and sustainability of an organization. The course aims at teaching students to be able to develop decisions concerning HRM issues on the department level, participate in development of HR policies and practices for the company, implement HR strategy of the company.

Course Outcomes:

CO1: Developing better leaders by enhancing their effectiveness in managing human resources.

CO2: different forms and methods of HR functions, such as resource planning, recruitment and selection, training and development, and assessment.

CO3: The course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.

Course Contents:

Unit No	Name	Contents	Hours
1	Human Resource Management	Relevance and spectrum, concept, Organization of HR Department, Role, Functions of HRM, HR Policies. Emerging dimensions in HRM.	5
2	Acquisition of Human Resource	Human Resource Planning- Process and Importance of HRP, Quantitative and Qualitative dimensions; job analysis – Job description and Job specification; Concept and sources; recruitment – selection – Concept and process, source of Recruitment: Internal and External, Methods of Recruitment: Internal and Direct test and interview; Orientation	6
3	Training and Development	Concept and importance; identifying training and development needs; designing training programmes; role specific and competency based training; training process outsourcing; Management development systems.	6
4	Performance	Nature and objectives; Methods of Performance	5

	Appraisal System	appraisal, Potential appraisal	
5	Compensation	Concept, Methods of wage payments and incentive plans; Fringe benefits; Performance linked compensation, Maintenance: employee health and safety; employee welfare; social security	6
6	Career planning and succession planning	Concept need and process of Career planning. Difference between Career Planning and succession planning. Concept, Process and benefits of both types of planning.	6
7	Separation	Retirement, Resignation, Lay off, Retrenchment, Discharge and Dismissal	6
Total Hrs			40

Suggested Books:

- David S. Decenzo and Stephen P. Robbins, "Personnel/Human Resource Management", New Delhi, Prentice Hall
- K. Aswathappa (Author) "Human Resource Management: Text & Cases "| 8th Edition McGraw Hill.
- V.S.P Rao. "Human Resource Management" Taxmann
- P Subba Rao, "Essentials of Human Resource Management and industrial Relations: Text, Cases and Games", Mumbai, Himalaya

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3
PSO 1a- Disciplinary Knowledge	√		
PSO 1b – Problem Solving	√		
PSO 2 – Entrepreneurial Skill			√
PSO 3 – Resource Management		√	
PSO 4 – Social Consciousness		√	
PSO 5a – Decision Making Skills	√		
PSO 5b – Managerial Skills	√		
PSO 6 a - Analytical skills/ reasoning			√
PSO 6b–Digital Literacy		√	
PSO 6c – Research Skills			
PSO 7a – Ethical Awareness			
PSO 7b – Leadership Skills	√		
PSO 7c – Values for Life and Character Building	√		

ES-301A

Financing New Ventures and Business

Course Type: - Discipline centric compulsory

Course Credits – 4 Theory

Course Objective – The basic objective behind this subject is to make the students knowledgeable on various aspects of financing of new business including quantitative aspects associated with financing of corporate projects. It will further facilitate the development of relative analytical and numerical skills in the scholars.

Course Outcomes – After completion of the course, student will develop;

- CO1- A basic understanding regarding the working of Indian Capital Market.
- CO2- Ability to make financial plan for Business through estimation and projection of financial statements.
- CO3- A practical framework for the Risk Analysis In Project Financing
- CO4- An understanding of various sources of Financing New Ventures and its utilization as per the requirement.

Course Content -

Unit No	Name	Contents	40 Hours
1	Capital Market:	Primary and Secondary, Issues and Pricing Mechanism, IPO, FPO, Private Placement, Merchant Banker, Mechanism of Stock Market.	4
2	Financial Plan, Financial Modeling, Financial Estimates and Projections:	Financial Plan, Estimating Working Capital Requirements, Estimation of Profitability and Position, Preparation of Projected Income Statement and Projected Balance Sheet, Pre-feasibility Study, Financial Modeling, Numerical Problems/ case studies.	10
3	Risk Analysis In Project Financing:	Sources, Measures and Perspectives on Risk, Risk Analysis Methods, Managing Risk in Projects, Project Selection under Risk, Risk Analysis in Practices, Risk Analysis by Financial Institutions, Numerical Problems/ case Studies.	8
4	Sources of Financing New Ventures and Business –I	Loan Syndication, Financing through FI, Sources of Raising Capital in International Markets.	5
5	Sources of Financing New Ventures and Business –II	Venture Capital Financing & its process, Angel Financing, Private Equity, Seed Capital, Venture Capitalist in India.	5
6	Leasing:	Financial lease, Operating lease, Hire	4

		Purchase, Evaluation of Lease from Lessor and Lessee's Point of view.	
7	Innovative ways of Financing:	Contemporary issues in new Venture Financing, Boots trapping, and Case studies.	4

Books and Reading

- "Financial Management: Theory, Concepts and Problems" By R.P.Rustagi, Galgotia Publishing House.
- "Financial Management" By I.M.Pandey
- "Projects" by Prasanna Chandra, Tata McGraw Hill Publishing Company Ltd. Latest Edition
- "Project Management" by Vasant Desai, Himalaya Publishing House

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO 2	CO3	CO4
PSO 1a- Disciplinary Knowledge	✓	✓	✓	✓
PSO 1b – Problem Solving		✓	✓	✓
PSO 2 – Entrepreneurial Skill		✓	✓	
PSO 3 – Resource Management		✓		
PSO 4 – Social Consciousness				
PSO 5a – Decision Making Skills		✓	✓	✓
PSO 5b – Managerial Skills		✓	✓	✓
PSO 6 a - Analytical skills/ reasoning		✓	✓	
PSO 6b–Digital Literacy				
PSO 6c – Research Skills		✓	✓	
PSO 7a – Ethical Awareness				
PSO 7b – Leadership Skills				
PSO 7c – Values for Life and Character Building				

ES-302A

MANAGING STARTUPS STRATEGIC FRAMEWORK FOR SMES

Course Objectives:

This course aims at providing knowledge about strategic management of start-ups and in a developing economy like India.

Course Outcomes – After completion of this course, learners will be able to-

CO1: Formulate suitable strategies for management of start-ups.

CO2: Demonstrate the knowledge and skills to manage small and medium sized enterprises.

Course Contents:

1. Basics of Small Business Enterprise Small Business – Definition – Features – Role of Small Business in Economic Development – Reasons for Establishing Small Business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.

2. Institutions Supporting Small Business- Central, State and Other Institutional Support for SSI – Technological Upgradation and Institutional facility for SSI – Incentives and Subsidies for SSI.

3. Management of Small Business Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises. Statutory and regulatory compliances for the entrepreneurs- How to create competitiveness & settle in competition

4. Spotting and Evaluation of New Opportunities- Domains of opportunities, Types of Opportunity, Opportunity identification matrix, Assessment of the do-ability

5. Global Opportunities for Small Business Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises –

6. Role of Women SHGs in Micro Enterprises- Govt.roles and schemes in financing & promoting women enterprise

7. Taking Start up to next level- Strategies for expansion – Alliances, Partnerships, Joint venture, acquisition, merger and franchising, Assessing Partner Fit-5 C Framework, How to build successful partnerships, Factors to be considered before deciding the strategy

Books and Readings:

- Barrow C. The Essence of Small Business, Prentice Hall of India, New Delhi, 1997.
- Bedapatai Mohanty, Economics of Small Scale Industries, Ashish, New Delhi, 1986

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3	CO4
PSO 1a- Disciplinary Knowledge	✓	✓		
PSO 1b – Problem Solving	✓	✓		
PSO 2 – Entrepreneurial Skill				
PSO 3 – Resource Management				
PSO 4 – Social Consciousness			✓	✓
PSO 5a – Decision Making Skills			✓	✓
PSO 5b – Managerial Skills	✓	✓	✓	✓
PSO 6 a - Analytical skills/ reasoning				
PSO 6b–Digital Literacy				
PSO 6c – Research Skills				
PSO 7a – Ethical Awareness	✓	✓		
PSO 7b – Leadership Skills			✓	✓
PSO 7c – Values for Life and Character Building	✓	✓	✓	✓

ES-303A

INTRODUCTION TO TAXATION

Course Type :- Compulsory

Course Credits – 4 Theory

Course Objective –

This course is based on the provisions of The Income Tax Act, 1961, including individual and corporate assesses. This course will enable the students to understand the tax provisions related to individual and companies and compute the tax liability. Level of knowledge expected from the students after completion of this course is working knowledge.

Course Outcomes – After completion of this course the learner will be able to-

- CO1- interprets; differentiate between various sources of incomes for an individual.
- CO2- compute the total income of an individual, company and calculate the tax liability.
- CO3- file ITR for an individual.

Course Contents:

Unit No	Name	Contents	Hours
1	Introduction	Definition of Income, Casual Income, Agricultural Income, Person, Assessee, Previous year, Assessment year, Gross Total Income, Total Income; Exempted Income; Heads of Income, Residential Status & Tax Liability	5
2	Computation of Income from Salary	Meaning & definition Different forms of Salary Allowances, Perquisites Valuation of allowances & perquisites. Valuation of allowances & perquisites. Provisions regarding Provident Fund, Entertainment Allowances, Professional Tax, computation of income from salary.	8
3	Income from House Property	Introduction & Important provisions, Types of House Property. Determination of Gross Annual Value, Municipal Tax & Deductions u/s 24. Treatment of unrealized rent & Vacancy period. Computation of income from house property.	6

4	Corporate Taxation	Corporation tax, Tax Planning, Tax Evasion, Tax Avoidance, Tax Management, Dividend Tax, Indian Company, Foreign Company. Vodafone Case.	2
5	Computation of Total Income and Tax Liability of Companies:	Income from business, capital gain, income from other sources, Gross Total Income, Deductions from Gross Total Income, computation of Total Income. Introduction to MAT and Dividend Distribution Tax.	12
6	Special Tax Provisions	Tax provisions in respect of Free Trade Zone and Special Economic Zone, Tax provisions in respect of Infrastructure Development, Tax provisions in respect of Backward Areas, Amalgamation related tax issues.	3
7	Tax Payment	Tax deduction at source, Tax collection at source, and Advance payment of tax. Introduction to Indirect Taxes.	4

Suggested Books:-

1. Direct Taxes Planning and Business Tax Procedure by V.K. Singhania
2. Corporate Tax Planning and Management by H.C. Mehrotra
3. Students' Work Book on VAT and Service Tax by V. S. Datey
4. Indirect Taxes by H.C. Mehrotra
5. Indirect Taxes by V.S. Datey
6. Study Material published by ICSI, Financial Dailies and journals like Business Standard, The Economic Times and Financial Express, Economic and Political Weekly.

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3
PSO 1a- Disciplinary Knowledge	✓	✓	✓
PSO 1b – Problem Solving	✓	✓	✓
PSO 2 – Entrepreneurial Skill	✓	✓	✓
PSO 3 – Resource Management			
PSO 4 – Social Consciousness			
PSO 5a – Decision Making Skills	✓	✓	✓
PSO 5b – Managerial Skills			
PSO 6 a - Analytical skills/ reasoning	✓	✓	✓
PSO 6b–Digital Literacy			
PSO 6c – Research Skills			
PSO 7a – Ethical Awareness	✓	✓	✓
PSO 7b – Leadership Skills			
PSO 7c – Values for Life and Character Building			

ES-305A
Production and Operations Management

Course Type: -Core Compulsory

Course Credits – 4 Theory

Course Objective – The course aims to provide the necessary theoretical and conceptual foundation of Production and Operational Management in organizations. It aims at promoting the understanding of production Procedure & daily operation in Production & service industries.

Course Outcomes – After completion of this course, learners will be able to

- CO1- Understand the production functions, Productivity management factor influencing the productivity in production industries.
- CO2– Understand the product & layout selection, How to select the optimal location & its factor for plant.
- CO3– Interpret the role of technology in production, Assembly line & material handling concepts.
- CO4-Illustrate forecasting, MRP, Master production & operation scheduling, Understand the capacity planning.

Course Content -

Unit No	Name	Contents	Hours
1	Introduction To Production & Operations Management	Production Functions and Its Environment, Types of Production System, Functions of Production/ Operations Manager, Organization of Production Function, Difference between Production & Operations Manager, Basic concept of Productivity Management: Introduction, Factors Influencing productivity, Its influence on efficiency& performance of System.	7
2	Facility Location and Product/ Service Planning:	Product Selection and Design, Process and Technology Selection, Choice of optimal Location, Factor Effecting Plant Location, Location Models (Centre of Gravity Model, Median Model, Break Even Analysis, Brown & Gibson Model).	4
3	Layout Decision:	Type of layout, Layout Factors, Layout Procedure and Techniques, Line Balancing concept of line mass Production System, Objective of assembly Line Balancing , Material Handling Concepts.	6
4	Forecasting and Aggregate Production Planning:	Introduction to Forecasting, Methods of Forecasting (Delphi, Moving Average, Least Square), Aggregate Planning Strategies, Quantitative Methods of aggregate Planning.	6
5	Master Production schedule (MPS) and	MPS concept and Its Calculations, BOM (Bill of Materials), Structure of BOM, MRP Concept and	6

	Material Requirement Planning (MRP)	MRP Planning, Concept of capacity requirement Planning and Resource requirement planning.	
6	Operation scheduling:	Production Activity Control for Mass Manufacturing, Batch Processing and Job shop n-jobs on single Machine, n-jobs on Two/ Three Machines(Johnson's Rule), 2-jobs on machine (Graphical Method – Aker's Algorithm).	4
7	Capacity Calculation and utility of Modern Production and Management Tools:	Determination of Plant Capacity, Capacity Measurement and Decision, Concept of Just in time Manufacturing (JIT), Computer integrated Manufacturing (CIM), Computer aided Manufacturing and design (CAD/CAM) and Flexible manufacturing system (FMS), Kaizen, World class manufacturing.	7

Books and Reading

- Applied Production And Operations Management- James R. Evans
- Production & Operations Management – K. Shridhara Bhat
- Modern Production/ Operations Management, Buffa ES & Sarin Rk
- Production and Operation Management- R. Paneerselvam

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3	CO4
PSO 1a- Disciplinary Knowledge	✓			
PSO 1b – Problem Solving		✓	✓	
PSO 2 – Entrepreneurial Skill	✓	✓	✓	✓
PSO 3 – Resource Management			✓	✓
PSO 4 – Social Consciousness				
PSO 5a – Decision Making Skills	✓	✓	✓	✓
PSO 5b – Managerial Skills	✓	✓	✓	✓
PSO 6 a - Analytical skills/ reasoning				✓
PSO 6b–Digital Literacy				✓
PSO 6c – Research Skills			✓	
PSO 7a – Ethical Awareness				
PSO 7b – Leadership Skills		✓	✓	
PSO 7c – Values for Life and Character Building		✓	✓	✓

ES-306A

Organizational Behaviour

Course Type: Core

Course Credits: 4 Theory

Course Objective: To help the students to acquaint them with the field of human behavior and to impart knowledge about various theories associated with individual behavior with help of real world cases.

Course Outcomes:

CO1: Learning concept & development of Organizational Behavior

CO2: Understanding Individual and group behavior and theories of motivation and their application

CO3: Basic understanding of organizational communication and managing misbehavior which also includes basic understanding of organizational culture, climate, effectiveness and change.

Course Contents:

Unit No	Name	Contents	Hours
1	Introduction	Organization: Concept, Features, Types and Significance, Organizational Behaviour: Concept and Features; Organisational Behaviour Models: Autocratic, Custodial and Supportive, Collegial model, System model	5
2	Individual Behavior in Organization	Personality: Meaning , types of Personality, Type A, Type b and Type C. Perception: Meaning and Factors Affecting Perception, Social Perception. Attitude: Meaning and Features, Types of Attitude; Factors Affecting Attitude Formation.	6
3	Motivating Behaviour	Motivation: Meaning and Theories of Motivation – Maslow's Needs Hierarchy Theory, Herzberg's Two Factor Theory and McGregor's Theory X and Y. Learning: Concept, Learning theory	6
4	Group Behaviour in Organisation	Group: Concept, Reasons of Group Formation, Types of Groups, Theories of Group Formation, Group Cohesiveness. Work-Team: Meaning and Types of Teams. Leadership: Concept and Importance; Styles of	5

		Leadership; Leadership Theories: Charismatic and Behavioural.	
5	Job Satisfaction	Meaning, factors affecting Job satisfaction Job Stress: Meaning, causes, effect and Coping strategies	6
6	Organisational Conflicts	Concept, Stages of Conflicts, Issues involved in Conflicts, Classes of Conflicts, Modes of Handling Conflicts.	6
7	Organisational Change	Concept and Nature; Forces of Change, Resistance to Change, Management of Change.	6
Total Hrs			40

Books:

- Stephen P. Robbins, "Organizational Behaviour: Concepts, Controversies, and Applications", New Delhi, Prentice Hall.
- Fred Luthans, "Organizational Behaviour", New York, McGraw Hill.

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3
PSO 1a- Disciplinary Knowledge	√		
PSO 1b – Problem Solving	√		
PSO 2 – Entrepreneurial Skill	√		
PSO 3 – Resource Management		√	
PSO 4 – Social Consciousness	√		
PSO 5a – Decision Making Skills			√
PSO 5b – Managerial Skills			√
PSO 6 a - Analytical skills/ reasoning			
PSO 6b–Digital Literacy			
PSO 6c – Research Skills			
PSO 7a – Ethical Awareness			
PSO 7b – Leadership Skills	√		
PSO 7c – Values for Life and Character Building	√		

ES-310
BUSINESS STRATEGIES

Course Type: - Core Compulsory

Course Credits – 4 Theory

Course Objective – The objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organization in the long-run and second generation planning and implementation of suitable contingency strategies for seizing / facing These opportunities & threats.

Course Outcomes – After completion of this course, learners will be able to

- CO1- Describe Corporate Planning and Strategic Management; Single and Multiple SBU organisations.
- CO2–Understand the role of Hierarchy of objectives, Mission and Objectives & SWOT analysis.
- CO3–Describe grand strategies, International Strategies & Managerial choice factors.
- CO4- Understand the strategies implementation process & Criteria for Evaluation in organizations.

Course Content -

Unit No	Name	Contents	Hours
1	Meaning, Need of contemporary issues in strategy;	Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organisations; Strategic Decision–Making Processes – Rational–Analytical, Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management; Strategists at Corporate Level and at SBU Level; Interpersonal, Informational and Decision Roles of a Manager.	4
2	Mission, Business Definition and Objectives; Need,	Formulation and changes in these three; Hierarchy of objectives, Specificity of Mission and Objectives.	2
3	SWOT Analysis	:General, Industry and International Environmental Factors; Analysis of Environment, Diagnosis of Environment – factors influencing it; Environmental Threat and Opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors affecting these; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).	5
4	Strategy Alternatives:	Grand Strategies and their sub strategies;	5

		Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives; Related and Unrelated Alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations. Contemporary examples of entrepreneurship concerns.	
5	Strategy Choice Making:	Narrowing the choices; Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.	5
6	Strategy Implementation:	Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Leadership Implementation; Implementing Strategy in International Setting.	4
7	Strategy Evaluations and Control	Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.	4

Books and Reading

- “Strategic Management”, Dreamtech Press, New Delhi.
- Strategic Management by VSP Rao and Harikrishna.
- Strategic Management by Upendra Kochru.

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO 1	CO2	CO3	CO4
PSO 1a- Disciplinary Knowledge	✓			
PSO 1b – Problem Solving		✓		
PSO 2 – Entrepreneurial Skill			✓	
PSO 3 – Resource Management	✓			
PSO 4 – Social Consciousness				✓
PSO 5a – Decision Making Skills	✓	✓		✓
PSO 5b – Managerial Skills	✓	✓	✓	✓
PSO 6 a - Analytical skills/ reasoning		✓	✓	
PSO 6b–Digital Literacy				
PSO 6c – Research Skills	✓	✓	✓	✓
PSO 7a – Ethical Awareness	✓	✓		
PSO 7b – Leadership Skills		✓		✓
PSO 7c – Values for Life and Character Building	✓	✓	✓	✓

ES -311

E-BUSINESS AND DIGITAL MARKETING

Course Type:- Major

Course Credits – 4 Theory

Course Objective – The objective of the course is that the students must understand the processes of conducting Electronic business and also having understanding of Digital Marketing and analytics basic concepts.

Course Outcomes – After completion of this course the learner will be able to-

- CO1- Understand the business models used in online electronic business environment.
- CO2- Develop basic understanding of various modes of electronic payment and its infrastructure.
- CO3- Student must understand Digital marketing and analytics.

Course Contents:

Unit no.	Name	Contents	Hours
01	E-Business and Its Drivers	Fundamentals of E-Business and E-Commerce, E-Business framework, E-Business Models and applications , Introduction to Internet technology , Big Data, Mobile & Cloud Computing, Internet of things	6
02	Managing Security and Digital Transactions	EDI standards, EDI application, Internet based EDI. VANs (value added network) Security Threats, Encryption, Cryptography, Digital Signatures and Certificates, type of electronic and digital token-based e-payment, electronic payments Frauds, Introduction of Virtual currency.	6
03	E-Business Services	Online Banking, Financial and Insurance Services, Virtual supply chain and Supply chain management. Introduction to e-CRM, e-SCM, ERP and SAP.	6
04	Electronic marketplace of buyers and sellers	Online Consumer Behavior and e-business markets: Digital Advertisement, electronics customers support and feedback. Web-catalogues.	6
05	Introduction and Fundamentals of Digital Marketing	Definition, Scope, Advantages & Disadvantages, Process , Digital Marketing Vs Traditional Marketing ,Functions and Responsibilities of Marketing Managers, Timeline and changes in Digital Marketing ,Future of Digital Marketing	6
06	Channels of Digital Marketing and Its types	Search Engine Optimization, Social Media, Search engine marketing, Email Marketing. blogging. Inbound and Outbound Marketing, Affiliate Marketing, Influencer	4

		Marketing.	
07	Advertising Models and Social media Analytics	Paid Ads on Search Engines, Paid Ads on Social Media, Paid Ads on e-commerce Platforms, Audio and Video Ads, Understanding of Analytics: Search Engine Analytics , Social Media Analytics	6

Books and Reading

Text Book:

- E-Commerce by Kenneth C Loudon, Pearson Publication.
- E-business and E-commerce management by Dave Chaffey, Pearson Publication.
- Digital Marketing For Dummies by Russ Henneberry and RyanDeiss
- E-Marketing By Judy Strauss and Raymond Frost Pearson

Reference Book:

- Daniel Amor, The E-Business (R) Evolution, New Delhi, Prentice Hall, PTR,2000
- Electronic Commerce By Bharat Bhaskar McGraw Hills
- www.searchengineland.com
- www.searchenginejournal.com
- www.socialmediatoday.com
- www.business2community.com

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3
PSO 1a- Disciplinary Knowledge	✓		✓
PSO 1b – Problem Solving			
PSO 2 – Entrepreneurial Skill			
PSO 3 – Resource Management			
PSO 4 – Social Consciousness			
PSO 5a – Decision Making Skills			
PSO 5b – Managerial Skills			
PSO 6 a - Analytical skills/ reasoning	✓	✓	✓
PSO 6b–Digital Literacy	✓	✓	
PSO 6c – Research Skills			
PSO 7a – Ethical Awareness			
PSO 7b – Leadership Skills			
PSO 7c – Values for Life and Character Building			

ES-401A

BUSINESS LEGISLATION

Course Type: - Compulsory

Course Credits – 4 Theory

Course Objective – The course is based on important provisions of various laws related to business. The aim of the course is to gain an insight into the Indian Legal process and legal provisions specifically with reference to business and corporate functioning. Level of knowledge expected from the students after completion of this course is working knowledge.

Course Outcome

After completion of this course the learner will be able to-

CO1: understands the provisions of various business related legislations.

CO2: interprets the provisions of different laws for their optimum use in the interest of business.

CO3: apply knowledge in day to day practical life.

Course Contents:

Unit No	Name	Contents	Hours
1	<i>The Indian Contract Act, 1872</i>	General principles of contract, classification of contract and key terms Essential elements of a valid contract viz., offer & acceptance competence of contracting parties, free consent, consideration, legality of object and consideration, void agreements. Performance of contracts, discharge of contract, breach of contract remedies for breach of contract. Specific contracts viz, contingent contracts, quasi-contracts, contracts of indemnity and guarantee, contract of bailment, contract of agency.	10
2	<i>The Indian Partnership Act 1932</i>	General Principles- Meaning of partnership, essential features of partnership, types of partners. Formation of Partnership- Partnership deed, registration of partnership firms, position of a minor partner, duration partnership firm, rights of outgoing partner. Rights and Liabilities of Partners- Relations of partner with each other, rights of partner,	2

		duties of partners, relation of partner with third parties.	
3	<i>The Sale of Goods Act, 1930</i>	Introduction - Definition and essentials of a contract of sale Goods and its classification. Meaning of price Conditions and Warranties Performance of a contract of sale of goods unpaid seller and his rights Remedies for breach of contract	4
4	<i>The Companies Act, 2013</i>	Company- Meaning and definition, characteristics of joint stock companies, types of companies difference between private and public limited companies. Promotion and incorporation of companies- Promotion, Incorporation of companies, promoters: meaning and importance, process of incorporation: preparation contents and importance of various documents to be filed, Memorandum of Association, Articles of Association, certificate of commencement of business. Memorandum of Association and Articles of Association- Contents and alteration, Capital of the company- Share and its types, Debentures and its types, difference between shares and debentures, share certificate, share warrant and stock, Prospects- Meaning and definition, contents and registration of prospectus, issue and allotment of shares, Management of Companies- Board of Directors: Appointment, Qualifications and disqualification, powers, duties and position of directors, removals of directors, General Principles of Meetings- Statutory Meeting, Annual General Meetings, Extra-ordinary General Meetings, Board Meetings, Winding-up of Companies- Meaning and types of winding-up, provisions relating to winding-up.	10
5	<i>The Negotiable Instruments Act, 1881</i>	General Principles- Meaning of negotiable instrument, types of negotiable instruments, ambiguous instruments, maturity of negotiable instrument, payments of negotiable instruments, dishonor of negotiable instruments, provisions of sections 138 to 145.	6
6	The Consumer Protection Act, 2019	<i>General Principles- Meaning & definition of various important terms, Rights of consumers, Consumer Protection council, Consumer Dispute Redressal Commission, Central consumer protection authority- Empowered to - Conduct investigations into violations of consumer rights and institute</i>	4

		<i>Complaints / Prosecution Order recall of unsafe goods and services Order discontinuance of unfair trade practices and misleading advertisements Impose penalties on Manufacturers/Endorsers/Publishers of Misleading Advertisements. Mediation- An Alternate Dispute Resolution (ADR) mechanism. Product liability- A manufacturer or product service provider or product seller to be responsible to compensate for injury or damage caused by defective product or deficiency in services. Offences & Penalties.</i>	
7	An overview of Laws	The Information Technology Act, 2000, Foreign Exchange Management Act, 1999, The Competition Act, 2002, Limited Liability Partnership Act, 2008, the Competition Act, 2002 the SEBI Act, 1992, Laws relating to Intellectual Property- Provisions relating to patent, copyright and trademarks and Environment Protection Laws	4

Suggested Books:

- Mercantile Law by S.S. Gulshan
- Elements of Mercantile Law by N.D. Kapoor
- Business Legislation for Management by M.C. Kuchhal
- Business Law by S.K. Agrawal
- *Legal Aspects of Business* by Akhileshwar Pathak

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3
PSO 1a- Disciplinary Knowledge	✓	✓	✓
PSO 1b – Problem Solving	✓	✓	✓
PSO 2 – Entrepreneurial Skill	✓	✓	✓
PSO 3 – Resource Management			
PSO 4 – Social Consciousness			
PSO 5a – Decision Making Skills	✓	✓	✓
PSO 5b – Managerial Skills			
PSO 6 a - Analytical skills/ reasoning	✓	✓	✓
PSO 6b–Digital Literacy			
PSO 6c – Research Skills			
PSO 7a – Ethical Awareness	✓	✓	✓
PSO 7b – Leadership Skills			
PSO 7c – Values for Life and Character Building			

ES-404A
INTERNATIONAL BUSINESS

Course Type: -Core Compulsory

Course Credits – 4 Theory

Course Objective –The objective of the course is to expose students to the concept, importance and dynamics of international business and India’s involvement with global business operations. The course also discusses theoretical foundations of international business to the extent these are relevant to understand the mechanics of global business Operations and development.

Course Outcomes – After completion of this course, learners will be able to

- CO1- Understand the international business & its Importance.
- CO2–Interpret the role of World Bank & Foreign exchange system.
- CO3–Describe the National & foreign environments and their components.
- CO4-Understand the Indian joint ventures &International business and ecological considerations.

Course Content -

Unit No	Name	Contents	Hours
1	Introduction to International Business.	Nature of international business, need and importance of international business stages of internationalization, approaches to international business theories of international business, mercantilism, absolute advantage, comparative advantage, factor endowment, competitive advantage, Tariff and Non-tariff measures.	8
2	International Monetary System.	History of the System & Need for the System, IMF, World Bank, Foreign Exchange System.	4
3	Regional Economic Co-operation.	Forms of regional groupings (Trade Blocks);Integration efforts among countries in Europe, North America and Asia & UNCTAD, WTO–an overview.	6
4	International Business Environment.	National and foreign environments and their components - economic, cultural and political-legal environments; Trends in India’s foreign trade.	6
5	International Financial Environment	Foreign investments - types and flows; Foreign investment in Indian perspective.	4
6	Financing of foreign trade and payment terms.	Basic documents in foreign trade, Sources of financing foreign trade, Payment terms of Export transactions.	6
7	Opportunities in International Business- with special reference to India.	Strategic alliances, mergers and acquisitions; Indian joint ventures and acquisitions abroad; International business and ecological considerations.	6

Books and Reading

- Charles, W.L. Hill., “International Business”, New Delhi: Tata McGraw-Hill, 2003.
- Johnson, ,Derbe., and Colin Turner, “International Business - Themes & Issues in the Modern Global Economy”, London: Roultedge, 2003.
- Justin, Paul., “International Business”, Prentice Hall of India Ltd., 2003.

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO 1	CO2	CO3	CO4
PSO 1a- Disciplinary Knowledge				
PSO 1b – Problem Solving		✓		
PSO 2 – Entrepreneurial Skill				✓
PSO 3 – Resource Management				
PSO 4 – Social Consciousness				
PSO 5a – Decision Making Skills				✓
PSO 5b – Managerial Skills	✓	✓	✓	✓
PSO 6 a - Analytical skills/ reasoning			✓	
PSO 6b–Digital Literacy				
PSO 6c – Research Skills				✓
PSO 7a – Ethical Awareness	✓	✓		
PSO 7b – Leadership Skills			✓	✓
PSO 7c – Values for Life and Character Building			✓	✓

ES-408A

Logistics and Supply Chain Management

Course Type: Discipline Specific Compulsory

Course Credits: 4 Theory

Course Objective: The course aims to develop a knowledge framework of keeping a firm afloat and ultimately to drive it to success by improving efficiency and quality, minimizing costs, optimizing delivery and distribution and providing the best possible experience to your customers.

Course Outcomes:

CO-1: Develop advance quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.

CO-2: Understand Supply Chain Management and its relevance to today's business decision making.

CO-3: Gain the knowledge of possibilities of efficient optimization and management of operation in Logistics Management and also the ability to apply them in the enterprise reality.

Course Contents:

Unit No	Name	Contents	Hours
1	Introduction to logistics & Supply Chain Management	Definition, Importance & Scope; Operational objectives of logistics; Logistics functions; Difference between Logistics &SCM; Logistics interface with production and marketing & Value added role of Logistics	5
2	Transportation systems	Functions & Principles of Transportation; Participants in Transportation Decision making, Elements in transportation Infra structure, Transportation Planning Parameters (Components of Transportation Decision), Modes of transportation, Modal characteristics & Comparison. Transportation Practices across different modes. Concept of Multimodal Transportation & Containerization	6
3	Warehousing and distributing centers & Inventory Control	Evolution of strategic warehousing their location; Functions of Warehouse, Economic & Service benefits of warehouse, Principles of Warehouse Design, Warehousing alternatives, Warehousing	5

		Strategy (Location, Type, No. of warehouses), Inventory management decisions	
4	Packaging and materials handling	Material handling importance & scope, Material Handling Principles, Types of Material Handling Equipments, Unitization & Palletization, Packaging & Labelling, Importance & scope, Types of Packaging, Functions of Packaging	6
5	Innovations in Logistics	Information Functionality in Logistics & SCM, Use of Information Technology in Transportation, Warehousing & Material Handling, Automated Storage / Retrieval Systems, Information Directed Systems. Dispatch and routing decisions: Challenges posed by routing, Principles of proper routing plan. Routing Decisions & Analysis.	6
6	Legal Aspects in Logistics	Legal Aspects pertaining to Road, Rail, Water & Air Transport	6
7	International logistics management	Documentation & Procedures, Logistics system analysis and design; Logistics audit and control, Supply Chain Integration	6
		Total Hrs	40

Books and Readings :

Christopher, M. "Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services". London: Pitsman, 1992

Suggested Readings:

Bowersox, Closs, Cooper "Supply Chain and Logistics Management". The McGraw-Hill companies.

Bhattacharyya S.K. "Logistics Management" S.Chand & Company.

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3
PSO 1a- Disciplinary Knowledge		✓	✓
PSO 1b – Problem Solving	✓	✓	✓

PSO 2 – Entrepreneurial Skill			
PSO 3 – Resource Management		✓	✓
PSO 4 – Social Consciousness			
PSO 5a – Decision Making Skills	✓		
PSO 5b – Managerial Skills	✓		
PSO 6 a - Analytical skills/ reasoning	✓	✓	✓
PSO 6b–Digital Literacy			
PSO 6c – Research Skills			
PSO 7a – Ethical Awareness			
PSO 7b – Leadership Skills			
PSO 7c – Values for Life and Character Building			

ES-410

MANAGEMENT INFORMATION SYSTEMS

Course Objective: The objective of the course is to develop fundamental understanding of management information system and apply it in decision making. It also strives to enable students to participate in design and review of MIS solutions for various business functions.

Course Outcomes

CO1: Differentiate amongst Information, Information Systems and Information Technology.

CO2: Develop awareness of management, development and operations of Information Systems.

CO2: Students can acquaint with popular Management Information System.

Course Contents:

Unit No	Name	Contents	Hours
1.	The meaning & role of MIS	The meaning & role of MIS- What is MIS system view of business. System approach. Importance of MIS. Evolution of MIS. Computers in MIS. Concepts of DSS, ESS, KM, OAS, TPS.	4
2.	Information Systems and Organization	Data & Information, Management and Decision Making Information Systems and Society. Technical and Behavioural aspects.	6
3.	The strategic role of Information:	as a strategic resource containing competitive force. It products and services linking with customers and suppliers. How is affects organization- Economic theories, Behavioural theories. Organisational resistance to change, Implication for the design and understanding of I.S.	6
4.	Management Decision Making	Information Management. Decision Making- What managers do, behavioural model. Classical description of management. Level of decision making, types of decisions, structured unstructured types of decisions systems stages of decision making, individual model of decision making	6
5.	TPS	Introduction, Data entry process, batch processing, real time processing, file and database processing, Document and report generations.	6
6.	Business Information System	Business function Information system: Introduction Marketing Information Systems manufacturing Information systems, HR Information Systems accounting information systems & financial information systems.using tally/MS Excel	6
7.	Modern Information Systems	Modern Information Systems: ERP Introductions MRP, MRP-II, Definition Implementation benefits & Precautions ERP	6

		software.Erp and related technologies, Overview of ERP Modules, SAP modules	
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Books:

- Alexis Leon-ERP demystified, TataMcgrawhill, New Delhi
- Murdick. et. al. Information System for Modern Management- PHI.
- London & London – Management Information Systems – PHI
- Obrien – Management Information System
- Jochen Bader,Bernard Crone-The Architectute of SAPERP

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3
PSO 1a- Disciplinary Knowledge	√		
PSO 1b – Problem Solving		√	
PSO 2 – Entrepreneurial Skill			
PSO 3 – Resource Management		√	√
PSO 4 – Social Consciousness			
PSO 5a – Decision Making Skills		√	√
PSO 5b – Managerial Skills			
PSO 6 a - Analytical skills/ reasoning		√	
PSO 6b–Digital Literacy			
PSO 6c – Research Skills			
PSO 7a – Ethical Awareness			
PSO 7b – Leadership Skills			
PSO 7c – Values for Life and Character Building		√	

ES-411

BUSINESS ANALYTICS

Course Type :- Core Compulsory

Course Credits – 4Theory

Course Objective –The objective of the course is to, discuss the role of data analytics in quality and performance improvement efforts, and describe the tools and techniques used for data analytics in business organizations and to identify techniques to communicate insights gained from data analysis.

Course Outcomes – After completion of this course, learners will be able to

CO1- Understanding the Role of Business Analystin business.

CO2:Acquaint with MS Excel, SQL and SAAS data analytics techniques.

CO3: Acquire the ability to use the Reporting Tools as an aid to business domains.

Course Contents:

Unit No	Name	Contents	Hours
<u>01</u>	Basics of Data Analytics	Understand need of data analytics, application of data analytics, data and types of data, concept of data and information, data analytics and business analytics	<u>4</u>
<u>02</u>	Various Data Sources	Social media as data source, RSS Feeds as data source, various online API, Open MySQL database available online.	<u>6</u>
<u>03</u>	Basics of MS-Excel	Spreadsheet Basics, Data Formatting in Excel like colors, fonts, Bullets etc, Basic Sorting and Filtering, Creating, Editing, saving and Printing spreadsheets. Sorting Data by values, colors, etc. Filtering by numbers, text, values logical functions, colors, Using Filters to Sort Data, Using Auto filter, creating a custom AutoFilter Advance Filtering Options	<u>6</u>
<u>04</u>	Formulas in Ms-Excel	SUM,AVERAGE,COUNT,MAX,MIN etc Text Function, Logical Functions, Date and Time Functions, Information Function, Database Functions, Math and Trigonometry Functions, Statistical Functions, Relative cell reference, Absolute cell reference	<u>6</u>
<u>05</u>	Advance Ms-Excel	Charts, Creating a chart, Formatting a chart, Adding Labels, Changing the chart type, Data source, Sorting Data by Color, Creating a custom format, Create a custom number format, Conditional	<u>6</u>

		Formatting, Creating Conditional Formatting, Editing Conditional Formatting, Adding Conditional Formatting, Deleting Conditional Formatting from the selected range.	
06	Introduction to SQL & SAAS	Introduction to database, Basic database operations (Create, insert, select, update, delete), Fetching data from various parameter, Concept of Multiple Database tables, What is SAAS, temporary and permanent SAS data sets, conditionally execute SAS statements.	6
07	Data Analytics in real-time	Scope and Future of Data Analytics, Banking and Securities Case study(NSE XLS and Predictions),Media and Entertainment Case study(TRP Analysis),Healthcare Providers Case study, Education and Data analytics, Manufacturing and Natural Resources Case Study	6

Text Books:

1. Excel: Formulas & Functions Book by Robert Dinwiddie Publisher: DKPublishing
2. Mining of Massive Datasets By: Jure Leskovec, Anand Rajaraman, Jeff Ullman
Publisher: Cambridge University Press

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO2	CO3	CO4
PSO 1a- Disciplinary Knowledge	✓		✓	✓
PSO 1b – Problem Solving				
PSO 2 – Entrepreneurial Skill				
PSO 3 – Resource Management				
PSO 4 – Social Consciousness				
PSO 5a – Decision Making Skills				
PSO 5b – Managerial Skills				
PSO 6 a - Analytical skills/ reasoning	✓	✓	✓	✓
PSO 6b–Digital Literacy	✓	✓		✓
PSO 6c – Research Skills				
PSO 7a – Ethical Awareness				
PSO 7b – Leadership Skills				
PSO 7c – Values for Life and Character Building			✓	✓

ES-412

Business Model Development

Course Type: -Core Compulsory

Course Credits – 4 Theory

Course Objective – The course aims to provide the necessary theoretical and conceptual foundation for developing new business plans

Course Outcomes – After completion of this course, learners will be able to

CO1: Identify, develop and evaluate a business idea.

CO2: Acquire the entrepreneurial skills required to gather and analyze industry information, potential markets, assess the impact of competitors and define the needs of potential customers.

CO3: Analyze the environment or industry in which the proposed business will exist.

CO4: Conduct a feasibility analysis.

CO5: Analyze the competition and determine their impact on your proposed business venture.

CO6: Produce strategies to address the competition.

Course Content -

Unit No	Name	Contents	Hours
1	Business Planning and Business Plan	Conceptual framework of business plan, need and importance of business plan- step by step process of business plan. Design Thinking	2
2	Business Idea generation	Idea generation Techniques, Sources of an Idea-Idea brainstorming-Invention and Innovation-Idea possibility and feasibility-Incubation centre-opportunity and need evaluation value proposition-business model-competitive advantage and sustenance of the business Innovation and Systematic Innovation	8
3	Retention & Expansion Strategies	Buyer behavior-competitive analysis and market share; Industry analysis-industry size and growth rate-sales projection-industry trends environmental trends-business trends. Dealing with stagnation of customer base and developing customer base: expansion to new markets – options and strategies, product Life Cycle – Product Road Map; Getting to Plan B, project to Process: Build, adapt, test, and establish key processes and systems that enable efficiency, continuous and sustained innovation	10
4	Functional Aspects of	Financial Plan-Financial Modeling- Venture Financing Process - Operational Plan-Marketing	6

	Business Plan	Plan-Human Resource Plan. Expansion model – Geographical/Franchising/Licensing routes to new market expansion, Maximizing Profits-Testing price elasticity, Cost reduction through scaling up, Expanding offerings, other revenue streams (partnerships)	
5	Business Plan Models	Software Company Business Plan, Automobile Company Business plan, Mobile Application Business plan, Ecommerce Business plan, Restaurant Business Plan, Retail outlet Business Plan, Intellectual Property Rights	4
6	The Business Model Canvas	The Customer Segments, The Value Propositions, Channels and Customer Relationships, Revenue Streams and Key Resources, Key Activities and Key Partnerships, The Cost Structure, Presenting the Business Model, Effectuation	4
7	Business Expansion & Legal Planning	Streamlining financial/ Legal processes, Managing cash for growth, Balance between profitability and growth costs, Role of business services – accountant, lawyer, Understanding legal requirements, and compliance issues, Exit options ,Evaluating opportunities for acquisition; Growth financing, Scalability & efficiency improvements, IPR,	6

Books and Reading

- Bruce R Barringer (2014), Preparing effective Business Plan-an Entrepreneurial Approach, New Delhi: Pearson Publication.
- *Effectual Entrepreneurship*, second edition (EE for short) by Stuart Read, Saras Sarasvathy, Nick Dew and Robert Wiltbank.
- Matthew Record 2014, Writing a Winning Business Plan, New Delhi: Viva Books
- Lawrence and Moyes, Writing a Successful Business Plan, University of Colorado publication, Latest Edition.
- Jeffrey A Timmons, New Venture Creation, New Delhi: Irwin publishers, Latest Edition.
- Vasant Desai (2012), Dynamics of Entrepreneurial Development and Management, New Delhi: Himalaya Publishing House.
- Poornima M. Charantimath (2012), Entrepreneurship Development-Small Business Enterprises, New Delhi: Pearson.
- The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses by Eric Ries
- Made to Stick: Why Some Ideas Survive and Others Die by Chip Heath, Dan Heath
- The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company by Steve Blank and Bob Dorf
- Blue Ocean Strategy by W. Chan Kim, Renée Mauborgne
- The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything by Guy Kawasaki

- The Innovator's Dilemma: The Revolutionary Book that Will Change the Way You Do Business by Clayton M. Christensen
- Venture Deals: Be Smarter Than Your Lawyer and Venture Capitalist by Brad Feld and Jason Mendelson
- The \$100 Startup by Chris Guillebeau
- NPR does an awesome podcast series with interviews of founders:
 - <https://www.npr.org/podcasts/510313/how-i-built-this>
- Mullins, J. W., Mullins, J. W., Mullins, J., & Komisar, R. (2009). Getting to plan B: Breaking through to a better business model. Harvard Business Press.
- Carreyrou, J. (2018). Bad Blood. Pan Macmillan.
- Moore, G. A., & McKenna, R. (1999). Crossing the chasm.
- Rogers, E. M. (2010). Diffusion of innovations. Simon and Schuster.
- Harvard Business Review
- International Journal of Entrepreneurial Behaviour and Research
- International Journal of Small Business Management
- International Journal of Entrepreneurship and Innovation Management
- The Mint/The Economic Times/Business Standard/Business Line Daily News Papers

PO –CO Mapping:

PROGRAM SPECIFIC OUTCOMES	CO1	CO 2	CO3	CO4	CO5	CO6
PSO 1a- Disciplinary Knowledge	✓		✓		✓	✓
PSO 1b – Problem Solving						
PSO 2 – Entrepreneurial Skill	✓		✓	✓		
PSO 3 – Resource Management	✓		✓	✓		
PSO 4 – Social Consciousness						
PSO 5a – Decision Making Skills	✓					
PSO 5b – Managerial Skills						✓
PSO 6 a - Analytical skills/ reasoning				✓	✓	✓
PSO 6b–Digital Literacy						
PSO 6c – Research Skills		✓	✓	✓	✓	
PSO 7a – Ethical Awareness				✓	✓	✓
PSO 7b – Leadership Skills						
PSO 7c – Values for Life and Character Building						