SYLLABUS REVISION HIGHLIGHTS (2023 -> 2026 Scheme)

New course introduced in 2026 Scheme

Content added / revised vs 2023 Scheme syllabus

These Regulations shall be called “RV INSTITUTE OF MANAGEMENT Regulations affiliated to BENGALURU CITY UNIVERSITY, Autonomous College Statutes – 2026 for Academic Autonomy - 2026” for MBA Programme.

2. EXTENT OF APPLICATION

This set of Regulations, on approval by the Governing Body, shall super cede all the corresponding earlier sets of regulations of the MBA Degree programmes of BCU along with all the amendments thereto, and shall be binding on all students undergoing the Post Graduate Degree Programme(s) (Credit System) at RVIM, Bangalore. This set of Regulations, may evolve and get refined or updated or amended or modified or changed through appropriate approvals from the Academic Council and/or Governing Body from time to time, and shall be binding on all parties concerned, including the Students, Faculty and the Staff of Departments. The decision of the Governing Body shall be final and binding.

3. VISION, MISSION AND QUALITY POLICY

Vision

To Become World Class Management Institute of Eminence

Mission

To nurture Universal Thought Leaders by offering holistic management education fostering Creativity, Innovation and Entrepreneurship through Technology and Business Intelligence for Inclusive Growth and Sustainable Development

AND

To serve Business, Government and Society through Research, Collaborative Engagement and Stakeholder Empowerment.

Quality Policy

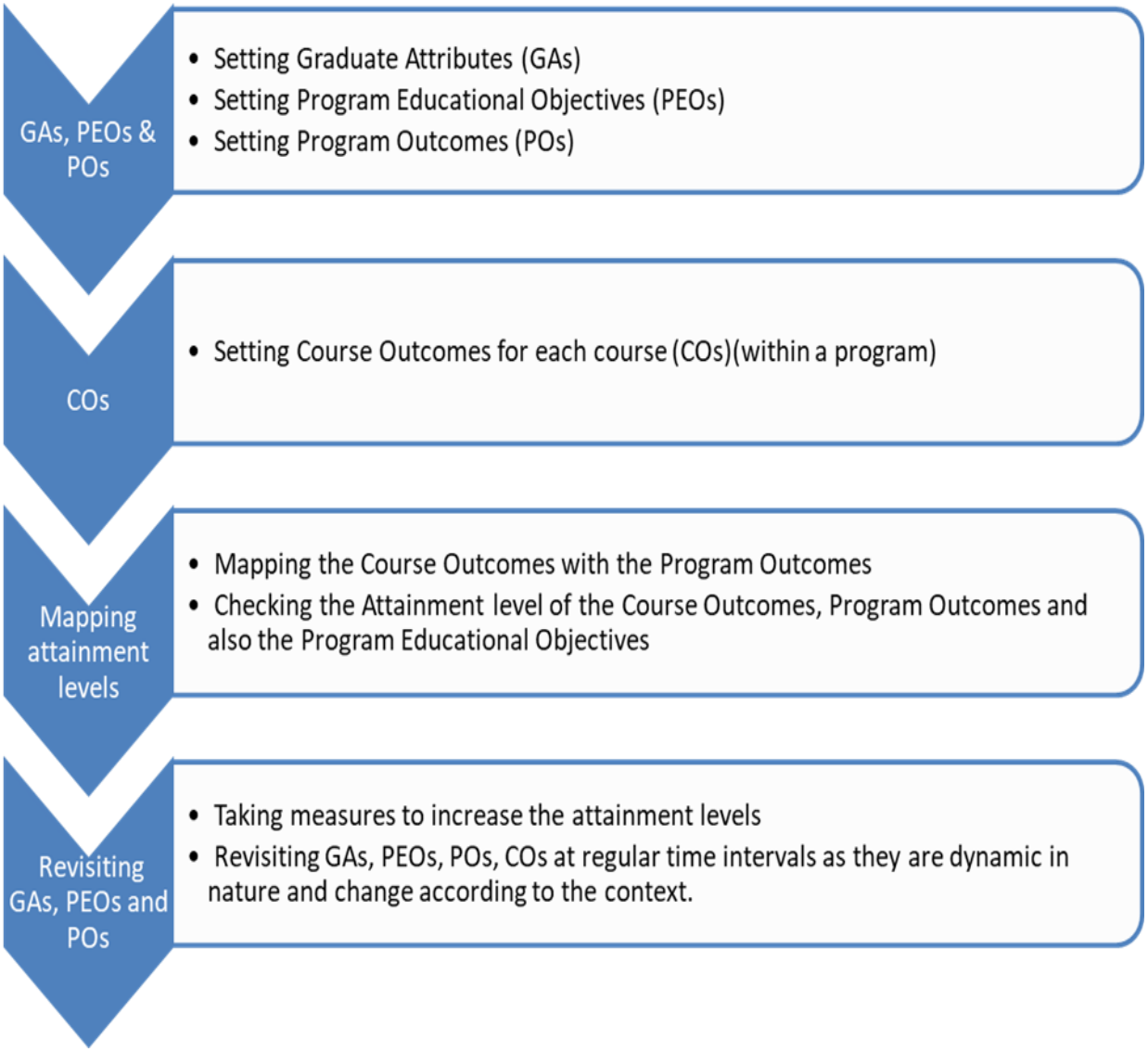
Consistent pursuit of excellence across all fronts to remain an industry relevant and socially responsible Institution by following the principles and philosophy of Outcome Based Education in the areas including;



Values

Trust
Respect
Integrity
Universal
Morale
Professional
Humane

4. OBE PROCESS FOLLOWED AT RVIM



4.1 GRADUATE ATTRIBUTES

Attributes	Descriptor
Subject Knowledge proficiency and Application	Graduates will demonstrate comprehensive knowledge in their functional domains and apply it to professional practice
Creativity, Innovation and Entrepreneurship	Graduates will show entrepreneurial orientation by demonstrating creativity and Innovation in professional and personal situations
Soft skills, Life skills and People skills including Communication, Presentation and Negotiation	Graduates will convey ideas and information effectively to a range of audiences and be able to negotiate
Business Intelligence, problem solving and Decision making	Graduates will apply logical, critical and creative thinking to solve a range of problems for data-driven decision making using technology
Global Orientation and Cultural Sensitization	Graduates will be able to understand and appreciate people from different cultures and nationalities. Operate effectively in cross-cultural settings, understanding the nature of globalization
People Management, Leadership and Team Orientation	Graduates will Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment through participation in curricular, co-curricular and extra- curricular activities
Research Aptitude, Critical Thinking and Cognitive Flexibility	Graduates will be able to think critically with cognitive flexibility and develop an aptitude towards research
Self-Awareness, Self-Reflection, Overall Wellbeing and Lifelong learning	Graduates will understand their own self and their reflections on others, overall wellbeing and engage in lifelong learning leveraging Indian Knowledge System for holistic development
Social Responsibility, Ethical Behavior, Inclusive Growth and Sustainable Development	Graduates will adapt to a rapidly changing environment through learning and applying newer skills and become socially responsible and ethically driven citizens committed to inclusive growth and sustainable development

4.2 PROGRAM EDUCATIONAL OBJECTIVES (PEOS)

5 Years post completion of the programme, the MBA Graduates will be able to:

PEO 1: Demonstrate effective decision making, cognitive flexibility, problem solving capability and adapt to the changing global environment

PEO 2: Innovate, start new entrepreneurial ventures and be a lifelong learner with multidisciplinary research aptitude

PEO 3: Think critically; communicate effectively; demonstrate analytical skills, team spirit and leadership qualities

PEO 4: Demonstrate professional values, cultural sensitivity, ethical behavior and integrity

PEO 5: Be responsible global citizens and contribute towards inclusive growth and sustainable development of the society

4.3 PROGRAM OUTCOMES (POS)

Post completion of the MBA programme, the student will be able to:

PO1: Apply knowledge of management theories and practices to solve business problems with required abilities to understand, analyze and communicate global, economic, societal, cultural, technological, environmental, legal and ethical aspects of business

PO2: Foster analytical and critical thinking abilities for data-driven decision making

PO3: Develop value-based leadership to lead themselves and others in the achievement of organizational goals and contributing to a team environment through effective skill sets including communication and Negotiation skills

PO4: Identify business opportunities, design innovative solutions and launch new business ventures or be an intrapreneur

PO5: Resolve contemporary issues and challenges using multi-disciplinary approach with the help of advanced Management and technological tools and techniques

PO6: Develop and apply domain specific knowledge and skills to build competencies in their respective functional area/s

PO7: Engage in training, research and consultancy with cognitive flexibility to create new knowledge and be a lifelong learner

PO8: Practice social responsibility and contribute to the community for inclusive growth and sustainable development of society through ethical behavior

5. MINIMUM ELIGIBILITY FOR ADMISSION AND ADMISSION PROCEDURE FOR MBA PROGRAM

The Graduates from any discipline from Government recognized University with minimum 50% marks in aggregate along with regular SSLC/10th + PUC/12th/3 years Diploma + Minimum 3 years Bachelors program in any discipline are eligible. They also have to appear for one entrance test recognized by the AICTE, New Delhi to be eligible to pursue Full-Time regular MBA programme as per the Government norms.

5.1 ADMISSION PROCEDURE UNDER MANAGEMENT QUOTA

5.1.1 SELECTION PROCEDURE

(Through Written Test, Group Discussion/Extempore and Personal Interview)

Interested candidates fulfilling the eligibility norms have to login to our website https://www.rvim.edu.in & find the Admissions link on our home page.

There is dedicated link – Apply online through which the candidates have to first register & then proceed as per the instructions. Candidates first have to register as a new user & use the login information to apply online in our website and submit application online. After submitting the application online, candidates should send an email to admissions.rvim@gmail.com mentioning the Name, Parents name, DOB,

application number, mobile number and attach the filled application form. Once we receive the application, the candidate will get email with the application fee payment information. The candidates can also pay the application fee of Rs 560/- through demand draft in the favour of The Director, RVIM payable at Bengaluru or through NEFT.

5.2 ADMISSION PROCESS

The candidates can confirm the dates to appear for the GD, PI & Written test to the Email ID: admission.rvim@gmail.com . The test will be on all weekdays (Monday to Friday). Documents required are 10th, 12th, Degree Marks cards, Entrance test score card & one passport photograph (Original & One set photocopy of all the documents).

After completing the application form, paying the application fee & verification of all the documents, Institution will conduct the Written Test, Group Discussion/Extempore & Personal Interview. The results of the interview will be announced on the same day. The interviews are currently being conducted online and off-line. The candidates can choose the mode of interview. Students should confirm the dates at least one day in advance to the Institution.

5.2.1 ADMISSION FOR GOVERNMENT QUOTA SEATS

The admissions for the Government quota seats are through the Post Graduate Entrance test – PGCET conducted by the Karnataka Examination Authority, (KEA)-Govt. of Karnataka. The seats are allotted as per the roster prepared by the government. The entire process is online. The students who have been allotted seats have to report to respective colleges within the last reporting dates.

6. DURATION OF THE COURSE

The duration of the MBA program shall extend to over four semesters spanning over a period of two years.

7. MEDIUM OF INSTRUCTION

The course being a professional course and having global connotation the medium of instruction shall be in English medium only.

8. ATTENDANCE

a) Each semester is considered as a unit and the candidate has to put in a minimum attendance of 75% in each course with a provision for condonation of 10% of the attendance by the Director, RVIM for reasons such as (i) Serious medical condition or (ii) Representing the Institute / University /State /Nation in sports, cultural, technical or academic activity and any other meaningful engagements with the permission of the Director. Leave of absence granted by the competent Authority is must to give the attendance under special cases. The students who do not satisfy this condition will be declared as NSAR (Not Satisfied Attendance Requirement).

b) The basis for the calculation of the attendance shall be the period prescribed by the Institution through its calendar of events. For late admission / transfer of students from other institutes/universities the date of admission to First year MBA would be considered for the calculation of attendance (this rule does not apply to higher semesters).

c) The students will be informed about the attendance position periodically by the college notifying the status on the notice board before each CIA and during the multiple counselling sessions. Student declared as NSAR is not eligible to take up SEE in that particular course.

9. CREDIT DISTRIBUTION

Sl.NO	TITLE	CREDITS
1	Experiential Courses**:** Design Thinking and Creativity for Business	6
	Creative Expression & Visual thinking	
	Managerial Research Skills Lab	
2	Core Courses	49
3	Specialization Courses	27
4	Open Elective I (MOOC)	4
	Open Elective II (MOOC)	
	Open Elective III (MOOC)	
	Open Elective IV (MOOC)	
5	Social immersion	1
6	Business Immersion	3
7	**Liberal Education / Arts:** Health & Wellness (Practice based course)	2
8	**Skill Enhancement Courses** IT Skills Communication and Soft Skills Employability Skills Business Analytics Skills Generative AI	15
	Total credits	**107**

10. SCHEME OF EXAMINATION

• Continuous Internal Assessment (CIA): 50 Marks

• Semester End Examination (SEE): 50 Marks

• Internal & External: 50% & 50%

10.1 GRADING SYSTEM

Alpha Sign/ Letter Grade	**O (Outstanding)**	**A+ (Excellent)**	**A (Very Good)**	**B+ (Good)**	**B (Above Average)**	**C (Average)**	**P (Pass)**	**F (Fail)**	**Ab (Absent)**
SGPA/ CGPA	9.00 -10.00	8.00- < 9.00	7.00 - < 8.00	6.00 - < 7.00	5.50 - <6.00	5.00 - < 5.50	4.00 - <5.00	Below 4.00	00
Semester/Program percentage of marks	90.0-100	80.0- < 90.0	70.0- < 80.0	60.0- < 70.0	55.0- < 60.0	50.0- < 55.0	40.0- < 50.0	Below 40	Absent
Result/ Class description	Outstanding	First class Exemplary	First class Distinction	First class	Higher second class	Second class	Pass class	Fail/ re-appear	Absent

10.1.1 Minimum requirement to get promoted

Students should secure minimum of 40% marks in CIA to write the semester end exam and should secure minimum of 40% in SEE to pass the subject

10.1.2 Continuous Internal Assessment (CIA):

Attendance & Class participation	05 Marks
Mid –term test	15 Marks
Other Assignments & Projects	30 Marks

Minimum 75% attendance is required to write the Semester End Examination

* Promoting to II year = Students should clear Minimum of 50% of Total credits of 1st Year

10.2 CLASSIFICATION OF SUCCESSFUL CANDIDATES: SEMESTER WISE

The Grade Point Average (GPA) in a Semester and the Cumulative Grade Point Average (CGPA) at the end of fourth semester shall be computed as follows:

10.2.1 COMPUTATION OF GRADE POINT AVERAGE (GPA)

The grade points (GP) in a course shall be assigned based on the basis of actual marks scored in that course. They shall be generally percentages divided by 10 and rounded off to next 0.5 level. The Grade Point Weights (GPW) shall then be calculated as the product of the grade points earned in the course and the credits for the course. The total GPW for a semester is obtained by adding the GPW of all the courses of the semester.

ILLUSTRATION 1

Papers	PI	P2	P3	P4	P5	P6	P7	TOTAL
Max. Marks	100	100	100	100	100	100	100	700
% Marks Obtained	77	73	58	78	64	67	83	500
Grade Points Earned (G.P.)	8.0	7.5	6.0	8.0	6.5	7.0	8.5	-
Credits For The Course (C)	3	3	3	3	3	3	2	20
Total GPW = GP X C	24	22.5	18	24	19.5	21	17	146

- Semester Aggregate Marks: 500 / 700 = 71.43%
- Classification of Result: First Class Distinction.
- The SGPA = Total CP/Total Credits = 146/20= 7.3
- Semester Alpha Sign Grade: A

10.2.2 CALCULATION OF CUMULATIVE GRADE POINT AVERAGE (CGPA)

The Cumulative Grade Point Average (CGPA) at the end of the fourth semester shall be calculated as the weighted average of the semester GPW. The CGPA is obtained by dividing the total of GPW of all the four semesters by the total credits for the programme.

ILLUSTRATION 2

SEMESTER	I	II	III	IV	TOTAL
Total marks per Semester	700	700	750	750	2900
Total marks per Scored	500	560	676	570	2306
Semester alpha sign grade	A	A	A+	A	-
Semester GPA	7.3	8.0	9.0	7.6	-
Semester credits	20	26	27	27	100
Semester GPW	146	208	243	205.2	802.2

- Aggregate Percentage of Marks = 2306 / 2900 = 79.51%
- First Class with Distinction
- Cumulative Grade Point Average (CGPA) = Total of Semester GPW / Total Credits for the programme =802.2/100= 8.022
- Programme Alpha Sign Grade: A+

10.2.3 MINIMUM GRADE FOR A PASS

• A candidate shall be declared to have passed the MBA program if he/she secures at least a CGPA of 4.0 and qualify all the prescribed courses including Audit course(s).

• The candidate who pass in all the papers in first attempt in all four semesters is eligible for ranks provided they secure minimum CGPA of 7.0 (Alpha-Sign Grade A).

• The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible to receive the degree only on completion of all the lower semester examinations.

• A candidate who passes the semester examinations in parts is eligible for only Class / CGPA and Alpha Sign Grade but not be eligible for rank.

10.2.4 Frequency of Examinations

The Examinations are conducted for the odd semester along with the odd semester and even semester with the even semester.

11. COURSE MATRIX OF MBA PROGRAM

Sl. No.	TITLE	I SEM	Business Immersion	II SEM	Social Immersion /Fast Track	III SEM	IV SEM	CREDITS
1	**Experiential courses** Design Thinking and Creativity for Business-			1 Cr				1
	Creative Expression & Visual thinking	1 Cr						1
	Managerial Research Skills Lab	Run across 4 semesters- credit will be considered in IV Semester						4
2	Core Courses	6 [3*3 Cr + 3*4 Cr]		6 [4*3 Cr + 2*4 Cr]		1 [1*3 Cr]	2 [1*2 Cr + 1*3 Cr]	49
3	Specialization Courses					6 (4 Maj + 2 Min) [6*3 Cr]	3 (2 Maj + 1 Min) [3*3 Cr]	27
4	Open Elective I, II, III, IV (MOOC)	1Cr	1Cr	1 Cr		1 Cr		4
5	Business Immersion		3 Cr					3

6	Liberal Education / Arts: - Health & Wellness - Practice based course)			2 Cr				2
7	Social Immersion				1 Cr			1
8	Skill Enhancement courses	1* 4 Cr + 1* 2 Cr		1* 4 Cr + 1* 2Cr		1* 3 Cr		15
	Total credits	**29**		**34**		**26**	**18**	**107**

COURSE MATRIX OF FIRST SEMESTER

Sl. No	Subject Code	NAME OF THE SUBJECT	CREDITS	CONTACT HOURS	IA MARKS	SEE MARKS
1	26MBA111	Marketing Management	3	36	50	50
2	26MBA211	Application of Statistics in Business	4	48	50	50
3	26MBA212	Economics for Decision Making	4	48	50	50
4	26MBA213	Business Research Methods	3	36	50	50
5	26MBA311	Managerial Accounting	4	48	50	50
6	26MBA611	Management and Organizational Behavior	3	36	50	50
OE1	26MBA811	Open Elective – I (MOOCs) (20-30 Hrs)	1	-	50	50
EC1	26MBA812	Creative Expression & Visual thinking	1	12	50	50
SE 1	26MBA711	IT Skills for Managers	4	48	50	50
SE 2	26MBA712	Communication and Soft skills	2	24	50	50
TOTAL			**29**	**336**	**500**	**500**

Course Title	MARKETING MANAGEMENT
Term/Semester	1
Course ID	26MBA111
Credits	3

Introduction

Marketing is the fundamental function of an operating business. Marketing is a management process whereby the resources of the whole organization are utilized to satisfy the needs of
selected customer groups in order to achieve the objectives of both parties. The organization sets certain guiding principles for interfacing with environment, competitors, vendors & buyers at large. Marketing entails planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services. The identification of consumer's needs covering what goods and services are bought; how they are bought; by whom they are bought; and why they are bought is the major function of the marketing department. The organization has to assess the competitive environment, select the most appropriate customer targets and develop a marketing strategy to satisfy consumer requirements. The entire course would make the students to arrive at marketing management decisions— to compete for the business in different markets, blending the four Ps which include Product, Price, Place and Promotion and explore the role of a Marketing Manager.

Course Outcomes (COs):
Upon successful completion of this course, students will be able to:

CO1: Demonstrate conceptual knowledge in the functional area of Marketing Management
CO2: Recognize and appreciate the role of Strategic marketing and Consumer Behaviour
CO3: Understand and apply the Marketing mix and CRM strategies
CO4: Understand and apply various Marketing Metrics
CO5: Explore and appreciate applications of AI and Contemporary technological trends in marketing

Course content and structure: **(36 Hours)**

Module 1: Foundations of Marketing **(9 Hours)**

- Introduction to Marketing: Definition, core concepts, functions, and the importance of marketing in the modern business world.
- The Marketing Environment: Macro-environment (PESTLE factors) and micro-environment (competitors, customers, suppliers) that influence marketing strategy.
- Marketing in the Indian Context: Challenges and opportunities in the Indian market, including consumer behaviour, cultural considerations, and competitive landscape.
- B2B vs. B2C Marketing: Business-to-consumer and Business-to-business marketing, key differences in target audience, sales cycles, and communication strategies.
- Holistic Marketing: Pillars of holistic marketing: relationship marketing, integrated marketing, internal marketing, and performance marketing.

- Ethical Marketing Practices: Understanding the importance of ethical considerations and corporate social responsibility in marketing campaigns.
- Careers in Marketing: Career paths in marketing, including roles in brand management, digital marketing, market research, and sales

Module 2: Consumer Behaviour and Strategic Marketing (7 Hours)

- Consumer Buying Behaviour: Meaning and definition of consumer behaviour; Role of consumer behaviour in marketing; Factors influencing consumer behaviour – Cultural, Social, Individual
- Types of Buying Decisions: Types of Buying Decision- Complex Buying Behaviour, Dissonance Reducing Buying Behaviour, Habitual Buying Behaviour, Variety Seeking Buying Behaviour; Buying motives
- Market Segmentation: Introduction to Market Segmentation; Bases for Market segmentation, Criteria for segmentation, Process of segmentation
- Targeting; Target marketing strategies; Undifferentiated, differentiated, concentrated, micromarketing strategies
- Positioning: Unique Selling Proposition, Types of positioning, Perceptual Mapping.

Module 3: Marketing Mix Strategies (10Hours)

- Product: Product concept, product classification, and levels of a product. Key strategies related to branding, labelling, packaging, and the product life cycle (PLC).
- Pricing: Pricing decisions, including factors affecting price (costs, competition, value) and various pricing methods (cost-based, value-based, and competition-based).
- Place (Distribution Channels): Role of marketing channels, designing distribution strategies (intensive, selective, and exclusive), and channel management processes.
- Promotion (Integrated Marketing Communication - IMC): Overview of the IMC framework and its tools, including advertising, public relations, personal selling, sales promotion, and direct marketing.
- Services; Meaning and Characteristics of Services- Extended marketing mix-
- People, Process and Physical Evidence

Module 4: Marketing Metrics and Customer Relationships (5 Hours)

- Key Marketing Metrics: Importance of measuring marketing performance. Comparison of traditional and online marketing metrics.
- Types of Key Metrics: Customer Acquisition Cost (CAC), Customer Lifetime Value (CLV), Return on Marketing Investment (ROMI), Click-Through Rate (CTR), and conversion rates
- Customer Satisfaction and Loyalty: Measuring customer satisfaction and loyalty using metrics like the Net Promoter Score (NPS) and sentiment analysis, Churn Rate
- Lead Generation and Management: Lead generation metrics, the lead conversion process, and the distinction between Marketing Qualified Leads (MQL) and Sales Qualified Leads (SQL).
- Customer Relationship Management (CRM): An introduction to CRM concepts and the latest trends in managing customer relationships effectively.

Module 5: Trends in Marketing (5 Hours)

- Digital Marketing: An introduction to the core principles of digital marketing, including search engine optimization (SEO), social media marketing, and content marketing; affiliate marketing, network marketing, and social marketing
- AI and Emerging Technologies: A dedicated look at the application of artificial intelligence and machine learning in marketing, including AI-driven content creation, predictive analytics, and personalized customer experiences.
- Virtual, Extended and Augmented Reality: Exploring the use of Extended Reality (VR, VR and MR to create immersive brand experiences and interactive advertising campaigns.
- Marketing Analytics: Using data to inform marketing decisions, from basic dashboards to advanced predictive analytics.

Pedagogy:

- Class Room Discussion
- Activity Based Teaching
- Project Based Learning
- Workshop & Seminar from Industry practitioners
- Role play and Simulations
- Case Based Teaching- Text & Multimedia cases
- Coursera Platform
- Field Visits

Teaching Learning Resources: Essential readings

- Philip Kotler, Kevin Lane Keller, Abraham Koshy, & Mithileshwar Jha - "Marketing
- Management – A South Asian Perspective", 16th Ed, Pearson, New Delhi
- Ramaswamy, V.S. & Namakumari; Marketing Management. McGraw Hill, New Delhi
- Paul Baines, Chris fill, Kelly Page, Piyush K Sinha, Marketing. Asian edition,
- Oxford University Press, New Delhi
- Michael Etzel, Bruce J Walker, William Stanton, & Ajay Pandit; Marketing-Special
- Indian Edition-15th, Paperback, McGraw Hill Education
- SA Sherlekar and R. Krishnamoorthy, - Marketing Management- Concepts and Cases- Himalaya Publishing House

Reference Books

- Philip T. Kotler, Gary Armstrong, Prafulla Agnihotri - Principles of Marketing | basic concepts of marketing | By Pearson Paperback
- Dr. Amit Kumar & Dr. B. Jagdish Rao, Marketing management, Sahithya Bhawan Publications
- Philip Kotler, Keven Lane Keller, Others (Indian Authors), Marketing Management Marketing cases in the Indian Context-Fifteenth Edition- by Pearson Education
- Callie Daum, Marketing Management Essentials You Always Wanted to Know - Self Learning Management Series- Vibrant Publishers
- Lambhair Sharma, McDaniel, Marketing Management. Cengage Learning Pvt. Ltd.,

Supplementary Resources

- Marketing Management 1 -Offered by University of Illinois- Urbana Campaign - Coursera- https://www.coursera.org/learn/marketing-management
- Exploratory Research of the Theater Marketing and Management - A Case Study of Taiwanese Opera- Chia-Hung Yang; Ching-Wen Lin; Kuang-Heng Shih- International Journal of Performance Measurement- Jun2021, Vol. 11 Issue 1, p17-36. 20p. Database: Business Source Elite
- Introduction to Marketing- University of Pennsylvania, US, Basic foundations specialization
- Coursera - https://www.coursera.org/learn/wharton-marketing
- Research paper- Innovative Digital Marketing management in B2b markets- Kyung Hoon
- Kim; Hakil Moon, Industrial Marketing management; Vol95, May 2021: PP1-4
- https://nptel.ac.in/courses/110/106/110106135/
- https://elibrary.in.pearson.com/login
- https://www.capterra.com/resources/what-are-kpis-in-marketing/

Coursera Courses

Course Name	Offered By	Instructor Name
Market Research	University of California	Susan Berman
Introduction to Marketing	University of Pennsylvania	Barbara E. Kahn

CO-PO Mapping:

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

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	APPLICATION OF STATISTICS IN BUSINESS
Term/Semester	1
Course ID	26MBA211
Credits	4

Introduction:

Statistics serves as a powerful tool that allows businesses to collect, analyze, and interpret data, leading to valuable insights and informed, data-driven decisions. It's a dynamic and evolving field, and embracing its principles can give companies a competitive edge in today's data-centric business environment. Understanding how to apply statistical methods is crucial for success, whether for a start-up or a large corporation.

This course covers several key areas, including Descriptive Statistics, Probability, Regression, Correlation, and Inferential Statistics. By the end of the course, students will not only acquire the knowledge and skills needed to analyze data but will also learn how to draw meaningful conclusions and make decisions that can significantly benefit their businesses. Moreover, they will explore how to delve deeper into the "how" and "why" of statistics, moving beyond mere numbers to uncover the insights hidden within. Were able to find ways to move beyond what statistics to the how and why of statistics.

Course Outcomes (COs):

Having successfully completed this course, student will be able to:

CO1: Comprehend basic statistical concepts for business decision-making.
CO2: Compute and interpret descriptive statistics to summarise data.
CO3: Apply correlation and regression to analyse relationships and make predictions.
CO4: Use probability concepts and distributions to solve uncertainty-based problems.
CO5: Perform hypothesis testing and interpret results for managerial decisions.

Course Content and Structure: **(48 hours)**

Module 1: Introduction to Statistics **(8 Hours)**

- Statistics; Meaning; Types; Applications and Limitations
- Introduction to basic measures of central tendency;
- Mean; step deviation method; combined mean; weighted average method
- Median; Grouped and ungrouped data
- Mode; Grouped and ungrouped data
- Problems on missing frequencies using all measures
- Empirical relationships between basic measures of central tendency
- Application of central tendency in functional areas of business

Module 2: Measures of Dispersion, Skewness and Kurtosis **(8 Hours)**

- Measures of Dispersion: Meaning ; types ; applications
- Numerical problems on Range; Mean deviation; Quartile deviation ;Standard Deviation
- Partition values
  Skewness: Karl Pearson's co-efficient of Skewness; Bowley's co-efficient of Skewness and Kelly's coefficient of Skewness
- Measures of kurtosis

Module 3: Correlation & Regression Analysis (10 Hours)

- Correlation: Meaning; Types; Assumptions; Characteristics
- Methods of correlation Analysis; Scatter diagram; Karl Pearson's coefficient of Correlation; Spearman's Rank Correlation, Concurrent deviation method
- Regression: Meaning; Types; Assumptions; Characteristics
- Simple regression analysis; Method of Least square

Module 4: Probability and Theoretical Distribution (8 Hours)

- Concept and Definition of probability and theories of probability
- Relevance of Permutations and Combinations to Probability
- Rules of Probability; Bayes' theorem (theory) & its applications
- Probability Distributions - Binomial, Poisson and Normal distribution

Module 5: Testing of Hypotheses and Contemporary developments in Statistics (LAB BASED) (14 Hours)

- Hypothesis Testing; Concept; Formulation of Hypotheses; Errors: Type I and II error;
- Parametric tests; z-test; t-test; f-test; Chi-Square test; Analysis of Variance (ANOVA) -one and two way
- Non-parametric tests - Sign test; Mann-Whitney U test; Median Run test; Kolmogorov –Smirnov one sample test
- Introduction to AI in Data analysis using Statistics

Pedagogy:

- Jamovi lab sessions
- Project-based learning
- Master class
- Case-based teaching
- Practice based Learning

Teaching Learning Resources:

Essential Reading:

- SP Gupta, "Statistical Methods", Sultan Chand & Sons, 46th Edition
- N D Vohra, "Business Statistics", Tata McGraw Hill, 2nd Edition
- Levin & Rubin, "Statistics for Management", Prentice-Hall, 8th Edition

Reference Books

- Keller/Arora, "BSTAT: A South-Asian Perspective", Cengage Learning, First Edition
- Statistics for Managers Using Microsoft Excel, 9th Edition, David M. Levine, Baruch College, Zicklin School of Business, City University of New York, Pearson
- Richard I. Levin, David S. Rubin, Masood H. Siddiqui, Sanjay Rastogi, "Statistics for Management", Pearson India, First Edition

Supplementary reading

1. https://statmodeling.stat.columbia.edu/
2. https://statisticsbyjim.com/
3. https://simplystatistics.org/
4. Pearson e- library; https://elibrary.in.pearson.com/bookshelfDashboard
5. EBSCO:https://research.ebsco.com/c/q7c3j5/search/results?q=statistical+analysis&autocorrect=y&db=bsh%2Cbwh%2Ce001mww%2Cnlebk&expanders=concept&limiters=None&searchMode=boolean&searchSegment=all-results&sqId=sq%3Aa2eda4c6-1466-4191-b3c0-0687452905c0
6. Jgate: https://jgateplus.com/home/resources/

Suggested Coursera Courses :

Course Name	Offered by	Instructor
Statistics and Data Analysis with Excel, Part 1	University of Colorado	Charlie Nuttleman
Inferential Statistics	Duke University	Mine Rundell
Statistical Analysis Fundamentals using Excel	IBM	Murtaza Haider

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	-	1	-	-	1	-
CO2	3	1	-	-	-	-	-	-
CO3	2	3	-	3	2	1	-	-
CO4	2	2	-	2	2	-	-	-
CO5	3	3	-	2	1	1	2	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project-Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	ECONOMICS FOR DECISION MAKING
Term/Semester	I
Course ID	26MBA212
Credits	4

Introduction:

In today's rapidly evolving global economic landscape, managers must possess the ability to interpret economic signals and apply economic reasoning to make effective business decisions. "Economics for Managers" integrates fundamental microeconomic and macroeconomic concepts with practical business applications, enabling students to analyze consumer behaviour, production choices, pricing strategies, market structures, national income, fiscal and monetary policies, and global macroeconomic trends.

The course focuses on transforming theoretical economic principles into actionable managerial insights, strengthening the student's capacity to evaluate alternatives, optimize resource allocation, anticipate market changes, and respond strategically to economic fluctuations. Through case studies, discussions, and application-focused exercises, learners will develop strong analytical and decision-making skills essential for managerial effectiveness.

Course Outcomes (COs):

At the end of the course, students will be able to:

CO1: Analyze consumer behaviour, elasticity, and demand patterns to forecast market needs and make informed business decisions.

CO2: Apply production theory, cost concepts, and cost analytics to improve operational efficiency and support managerial decision-making.

CO3: Evaluate different market structures and pricing mechanisms to formulate competitive strategies and enhance business performance.

CO4: Interpret macroeconomic indicators and policies and their implications for organizational strategy.

CO5: Assess macroeconomic frameworks, including fiscal policy, business cycles, and impact of Global Economic Environment on managerial decisions .

Course content and Structure: **(48 hours)**

Module 1: Consumer Behavior and Demand Analysis: 12 Hrs.

- Nature and scope of Managerial Economics
- Economic decision-making tools: opportunity cost, production possibility curve (PPC), marginal and incremental analysis, discounting principle
- Consumer equilibrium:
- Cardinal utility approach (DMU, EMU)
- Ordinal utility approach (Indifference Curve analysis)
- Consumer surplus and its application
- Demand theory: determinants & exceptions
- Types of elasticity and their managerial relevance
- Demand forecasting: qualitative & quantitative approaches

Module 2: Theory of Production and Analysis of cost: 10 hrs.

- Production and Cost function and managerial implications
- Law of variable proportions
- Returns to scale
- Economies of scale and scope
- Isoquants, isocosts, and producer's equilibrium
- Types of costs: fixed, variable, marginal, sunk, and opportunity costs
- Cost estimation: short-run & long-run cost functions
- Cost control and cost reduction strategies

Module 3: Market Structures and Pricing: 12 Hrs.

Classification of market structures

- Perfect Competition: features, price and output determination, short-run & long-run equilibrium
- Monopoly: characteristics, pricing strategies, equilibrium under different time periodsr
- Monopolistic Competition: product differentiation, equilibrium analysis
- Oligopoly: features, kinked demand curve, price rigidity, strategic behaviour
- Introduction to other Market Structures
- Pricing strategies across market forms

Module4: National Income and Macroeconomic Analysis: 8 Hrs.

National Income: concepts, measurement, circular flow of income

- Keynesian theory:
- Employment function
- Consumption and investment functions
- Multiplier effect
- Relevance of Keynesian theory in developing economies
- Macroeconomic Indicators – Inflation, Unemployment Rate, Wage Rate, FOREX Rate, GDP Growth rate etc.

Module 5:Macro Economic Policies and Global Economic Environment :

6 hrs.

- Fiscal policy and its economic implications
- Monetary Policy and its implications
- Money supply and inflation
- Coordination of fiscal and monetary policies in a global context
- Union Budget: key components and managerial relevance
- Business cycles: phases & indicators
- Business cycles: global patterns, structural features
- International monetary systems – IBRD, IMF

Pedagogy:

- Experiential Learning
- Active Co-operative Learning
- News paper driven teaching
- Real world economic news analysis
- Case based Teaching
- Class room discussions

- Webinars
- Masterclass

Teaching Learning Resources:

Essential readings

- Atmanand, 'Managerial Economics', Excel Books
- William J Baumol, Alan S Blinder, 'Micro economics: Principles & Policy, Cengage Learning
- Deepashree and Vanitha Agarwal, 'Macroeconomics', Ane's Books Pvt Ltd
- Rajendra Jha, 'Contemporary Macroeconomic Theory and Policy', New Age International Publishers
- Paul Samuelson- Macro Economic Theory

References

- N. Gregory Mankiw – Macroeconomics (12th Edition, 2025)
- Rüdiger Dornbusch, Stanley Fischer & Richard Startz – Macroeconomics (12th Edition)
- D. N. Dwivedi (Dharma Narayan Dwivedi) – Macroeconomics: Theory and Policy (6th Edition, 2025)
- G. S. Gupta (Girish S. Gupta) – Macroeconomics: Theory and Applications
- William J. Baumol & Alan S. Blinder – Macroeconomics: Principles and Policy
- Paul A. Samuelson & William D. Nordhaus – Macroeconomics (Latest Edition)
- S. N. V. Siva Kumar & Asha Prasuna – Macroeconomics and Policy for Managers: An
- Indian Perspective
- S. K. Misra (Satish K. Misra) & V. K. Puri (Vishnu K. Puri) – Economics for Management
- H. L. Peterson (H. Craig Peterson) & W. C. Lewis (W. Cris Lewis) – Managerial Economics
- William J. Baumol – Economic Theory and Operations Analysis

Supplementary Reading:

- Pearson e – library ; https://elibrary.in.pearson.com/bookshelfDashboard
- EBSCO : https://www.ebsco.com/search?search=supplychainmodel
- Jgate: https://jgateplus.com/home/resources/

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	-	-	2	1	1	1
CO2	-	3	3	-	-	3	-	-
CO3	2	2	1	3	3	-	1	2
CO4	2	2	3	-	3	1	-	3
CO5	1	2	2	1	2	-	2	3

LEVEL 3-Substantial 2-Moderate 1-Slight- No contribution

Coursera Course

Title of the Course	University
A Story of Economics: A Principles Tale	Rice University
Macro Economics for Business Management	FIA Business School

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	BUSINESS RESEARCH METHODS
Term/Semester	I
Course ID	26MBA213
Credits	3

Introduction

This course is designed to emphasize the foundational methods and techniques of research in business management. The course will then deal with research design, measurement, sampling, data collection and analysis. This encompasses the overall understanding and application of appropriate research techniques and research statistics, and report writing and presentation skills. The main objective of this course is to enable students to understand the research process and conduct research project in an area of their choice.

Course Outcomes (COs):

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

CO1 Demonstrate basic concepts of research and familiarize with the process of research.

CO2 Develop a coherent research design

CO3 Examine the appropriate data collection method, sampling techniques, measurement scale to develop appropriate research instruments.

CO4 Assess the various research analytical tools used in business research

CO5 Analyse the data collected for the study and compile a research report

COURSE CONTENT AND STRUCTURE 36 HOURS

MODULE 1: INTRODUCTION TO BUSINESS RESEARCH 05 HOURS

- Introduction to Business Research
- Objectives & motivations for research
- Types of Research- Introduction to Qualitative Research, Quantitative Research
- Introduction to Research Process
- Steps in Research Process
- Defining Business Problem- Problem Formulation, Techniques involved in defining a problem

MODULE 2: Business Research design 08 HOURS

- Introduction to Research Design: Meaning, types and significance of research design
- Types of Research Design: Exploratory, Descriptive and Causal Research
- Exploratory research design: Meaning, purpose, Types
- Descriptive Research design: Meaning, types: Cross sectional and longitudinal studies
- Experimental Research design: Meaning, types: Formal, informal, pre-experimental design, true experimental design, quasi experimental design.

MODULE 3: DATA COLLECTION METHODS AND SAMPLING 10 HOURS

- Data collection: Meaning, Methods of data collection: Primary data collection: Observations, survey and interview techniques
- Questionnaire design: Meaning, process of designing questionnaire.
- Qualitative techniques of data collection
- Secondary data sources: Advantages and disadvantages
- Measurement and scaling techniques
- Validity and Reliability of instrument
- Sampling Technique- Concepts, Types: Probability & Non-Probability Sampling, Errors in sampling

MODULE 4: DATA ANALYSIS AND REPORT WRITING 5 HOURS

- Getting the data ready for analysis, Getting a feel for the data, descriptive statistics
- Testing the goodness of measures Three important steps in qualitative data analysis
- Reliability and validity in qualitative research, Methods of gathering and analysing qualitative data , hypothesis testing – Type 1 and type II error
- Report writing and presentation of results, types of research reports and contents of research report.
- Ethics in research Subjectivity and Objectivity in research

MODULE 5: PRACTICAL LAB SESSION 8 HOURS

- Introduction and use of Excel for data analysis
- Practice session for data analysis: Cross tabulation, Descriptive Statistics, Independent t test, paired sample t test, regression, correlation ANOVA single factor and two factors and Chi square using SPSS
- Developing questionnaire on various web-based research platform format.
- Effective Presentation on results of the study.
- Application of AI in different stages of research process

PEDAGOGY

A. Class Lectures
B. Expert Lecture
C. Use of Templates and Software for practice sessions.
D. Case Studies.
E. Lab session/Hands on
F. Mini project

TEACHING LEARNING RESOURCES

ESSENTIAL READINGS

1. Kothari C. R. and Gaurav Garg (2019), Research Methodology: Methods and Techniques, New Age International Publishers, New Delhi.
2. Donald and Cooper (2017), Business Research Methods, The McGraw-Hill, New York.
3. Uma Sekaran, Roger Bougie(2016), Research methods for Business: A skill building approach

REFERENCES:

1. Karunakaran D. (2019), Business Research Methods Text and Cases, Himalaya Publishing House, New Delhi.
2. Sachdeva J. K. (2016), Business Research Methods, Himalaya Publishing House, New Delhi.
3. Nuemen,WL 2011, Social Research Methods Qualitative and Quantitative approaches 7th Edition, Person.
4. Usha Devi N. and Santhosh Kumar (2016), Business Research Methods, Himalaya Publishing House, New Delhi.
5. William G. Zikmund (2017), Business Research Methods, South-Western, Cengage Learning, Boston.

Weblinks and E-Resources

- https://study.com/academy/lesson/selecting-a-problem-to-research.html#quiz-course-links
- Video Resources: https://youtu.be/jMV7X3W_beg Video to show to use searches for research secondary data.
- https://youtu.be/s-fVRJyEvS0 Video on Variables
- https://youtu.be/0EZj39SbUWo Video on Hypothesis Testing
- https://youtu.be/4NQHeI8GD54 Video on reliability
- https://www.slideshare.net/sladner/sampling-methods-in-qualitative-and-quantitative-research-presentation Video on Sampling
- https://youtu.be/l5e7kVzMIfs Video to understand Qualitative and Mixed Methods Research

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	-	-	-	3	1	-
CO2	1	2	-	1	-	1	2	1
CO3	-	1	1	1	1	1	2	1
CO4	1	2	1	2	2	1	3	2
CO5	2	2	2	2	2	2	3	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera courses

SL. No	Title of the course	Course instructor	No. of hours	Link
1	Qualitative Research	Susan Berman	10	https://www.coursera.org/learn/qualitative-research
2	Understanding Research Methods	Dr J. Simon Rofe, SOAS, University of London	06	https://www.coursera.org/learn/research-methods
3	Quantitative Methods	Annemarie Zand Scholten	10	https://www.coursera.org/learn/quantitative-methods

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course title	MANAGERIAL ACCOUNTING
Term/Semester	I
Course ID	26MBA311
Credits	4

Introduction:

Warren Buffett said, “Accounting is the language of business.” According to the FASB Concept Statement, "The purpose of accounting is to provide financial information that is useful in making economic decisions."

This course builds upon that foundation by introducing students to the principles of financial accounting and progressively advancing toward managerial applications. Beginning with the preparation of financial statements, the curriculum equips learners to interpret and analyze reports that reflect an organization’s performance and position. In today’s dynamic business environment, managers must rely on accurate, timely, and relevant financial data to make strategic decisions.

Through modules on financial analysis, costing methods, and management accounting, students will learn to evaluate costs, prepare budgets, and apply analytical tools for forecasting and planning. The inclusion of contemporary technologies—such as Tally ERP, artificial intelligence, robotic process automation, and blockchain—ensures that learners are prepared for the evolving digital landscape of accounting. By the end of the course, students will not only understand how accounting information is generated but also how it can be leveraged to enhance managerial decision-making, strengthen organizational performance, and uphold ethical and sustainable practices in business.

Course Outcomes (COs):

After successful completion of this course, the student will be able to:

CO1: Demonstrate application of Accounting Concepts and Conventions for preparation of Accounts and Prepare the Financial Statements of an Entity as per the applicable Accounting Standards.

CO2: Analyze the accounting system to deduce financial statements using Cash flow and Ratio Analysis.

CO3: Evaluate the various kinds of Costs and Cost Sheet.

CO4: Assess various cost-management tools and techniques.

CO5: Demonstrate the usage of Tally ERP, AI and emerging technologies in accounting

Course content and Structure (48 hours)

Module1: Introduction to and preparation of Financial Accounts 15 Hours

- Introduction to Accounting- Book-Keeping and Accounting Equation.
- Financial Accounting–Concepts and Conventions, including IAS and IFRS.
- Trial Balance, Preparation of Final Accounts of Sole Proprietors and Companies Profit and Loss Account and Balance Sheet with Adjustment Entries. (Problems)

Module 2: Cash flow Statement and Ratio Analysis 8 Hours

- Cash Flow Statement; Uses and Limitations. (Problems)
- Financial metrics using Ratio Analysis; Uses and Limitations;
- Classification of Ratios (Problems)

Module 3: Costs and Cost Sheet **6Hours**

- Meaning; Classification of Cost
- Introduction to Cost Sheet Elements. (Basic Problems)
- Introduction to various types of Costing (Only Theory)
- Standard Costing- Material and Labour (Problems)

Module 4: Costs Management Tools & Techniques **7 Hours**

- Introduction to various Cost Reduction Techniques.
- Financial metrics using Marginal Costing- CVP Analysis, BEP Analysis. (Problems)
- Budgetary Control, Types of Budget.
- Flexible Budget (Problems)

Module 5: AI and Emerging Technologies in Accounting **12 Hours**

- Application of AI and Emerging Technologies in Accounting (AI tools, Robotic Process Automation (RPA), block chain security, cloud platforms, cloud accounting, forensic accounting, accounting scores, big data forecasting, ethical compliance, tech case studies)

Pedagogy:

1. Class Discussions.
2. Problems and Case Study Discussions.
3. Mini Projects
4. Master Class
5. Work shop from practitioners on Tally ERP
6. Webinars and SDPs
7. Student Teacher Interactive Learning
8. Multimedia Cases and Illustrations

Teaching Learning Resources:

Recommended Books

- Narayan Swamy R. Financial Accounting: *A* Managerial Perspective. Prentice Hall India Learning Pvt. Ltd., ISBN: 978-8120349490.
- Paresh Shah. Financial Accounting for Management. Oxford University Press, ISBN: 978-0199494439.

Reference Books

- Ramachandra, Kakhani. Financial Accounting for Management. McGraw Hill India, ISBN: 978-9385965661.
- M.N. Arora. Accounting for Managers. Himalaya Publishing House, ISBN: 978-93-5367-677-3.
- P.C. Tulsian. Financial Accounting. Pearson Education India, ISBN: 8177582283, 978-8177582284.
- Jain S.P., Narang K.L. Financial Accounting. Kalyani Publishers, ISBN: 8127204242, 978-8127204242.
- Ambrish Gupta. Financial Accounting for Management: An Analytical Perspective. Pearson Education, ISBN: 8131722856, 978-8131722855.
- S.N. Maheswari. *A Textbook of* Accounting for Management. Vikas Publishing House, ISBN: 978-9352716166.
- Scott, O'Brian. Financial Accounting Theory. Pearson, ISBN: 978-0134166681.

Supplementary Resources:

1. https://nptel.ac.in/courses/110/106/110106135/
2. https://www.coursera.org/learn/wharton-accounting
3. https://www.coursera.org/projects/analyze-company-performance-ratios
4. Capitaline: https://www.capitaline.com/SiteFrame.aspx?id=1
5. https://youtu.be/MnscaTum8Js
6. https://youtu.be/VYNTBWBqncU

CO-PO Mapping:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	–	2	1	–	–
CO2	3	1	–	2	2	2	–	–
CO3	2	2	1	–	2	2	–	–
CO4	2	2	2	2	–	–	1	–
CO5	–	2	2	1	3	2	2	–

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Suggested Coursera Courses

Course Name	University / Provider	Instructor / Offered By	Rating	Duration (Approx.)
Introduction to Financial Accounting	University of Pennsylvania (Wharton)	Prof. Brian J. Bushee	4.7	17 hours
Analyze Company Performance Using Ratios	Coursera Project Network	Coursera Project Facilitators	4.0	2 hours
Managerial Accounting: Cost Behaviors, Systems, and Analysis	University of Illinois Urbana-Champaign	Prof. Gary Hecht, Ph.D.	4.7	20 hours

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	MANAGEMENT AND ORGANISATIONAL BEHAVIOUR
Term/Semester	I
Course ID	26MBA611
Credits	3

Introduction:

Management and Organisational Behaviour is a foundational subject that explores how organisations function and how people behave within them. It equips students with an understanding of managerial principles, organisational processes, and the human dynamics that influence performance. In today's evolving business landscape, managers must lead diverse teams, adapt to rapid technological and cultural changes, and foster positive work environments.

This course integrates classical management concepts with contemporary practices including digital transformation, AI-driven workplaces, leadership development, motivation, and organisational culture. Through case studies, experiential activities, and industry insights, students will gain the skills required to manage effectively and contribute meaningfully to organisational success.

Course Outcomes (COs):

On successful completion of the course, the student will be able to:

CO1: Explain the fundamental concepts, principles and functions of management
CO2: Apply concepts of personality, attitude and learning to individual behaviour and organisational settings
CO3: Examine the various facets of motivation and leadership
CO4: Illustrate the effectiveness of organizational culture and development interventions
CO5: Discuss the relevance of change management models adopted in organisations

Course content and Structure: (36 hours)

Module 1: Introduction to Management (8 Hours)

- Meaning and Definition of Management and Evolution
- Nature, Purpose and Relevance in the Digital Era
- Henry Fayol's Fourteen Principles of Management
- Core Functions of Management – Planning, Organising, Staffing, Directing, Controlling, Co-ordinating: Meaning and Application through Experiential Learning
- Types of Organisational Structures
- 7s Framework, MBO - Overview

Module 2: Introduction to OB & Fundamentals of Individual Behaviour (8 hours)

- Definition, need for studying Organizational Behaviour
- Contributing disciplines like psychology, social psychology, economics, anthropology etc.
- Foundations of Individual Behaviour- Concept, Factors affecting individual behaviour
- Personality and Organizations- Definition and Meaning, Determinants of personality, Big 5 Personality Traits, Types of Personality- Type A and Type B
- Perception in Organizations- Definition and Meaning, Perceptual process, Factors influencing perception
- Attitudes - Definition and Meaning, Formation, Components of Attitudes-ABC Model
- Learning: Definition and Meaning, Process of learning, Theories of learning -

Classical conditioning, Operant Conditioning, Social and Cognitive learning

Module 3: Motivation and Leadership (10 Hours)

- Motivation- Definition and meaning
- Theories of Motivation: Need hierarchy Model by Abraham Maslow, Dual factor theory by Frederick Herzberg, McGregor Theory X and Y, Alderfer's s ERG Model of Motivation, Application of Motivational techniques
- Leadership: Meaning and Definition, Styles of leadership
- Leadership theories: Trait theory, Behavioural theory - Managerial grid,
- Critical Leadership skills in the Age of AI
- Contemporary theories of Leadership - Transactional and Transformational Approaches

Module 4: Organisation Culture & Development (6 Hours)

- Organisational Culture - Concept, Dimensions of Culture,
- Building AI ready culture-Importance of cultural transformation over technology adoption
- Organizational Development (OD): Meaning and Importance, OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Educational and Structural Interventions

Module 5: Change Management (4 Hours)

- Change Management – Definition and meaning, Nature,
- Models: Kurt Lewin's Change Model; John Kotter's Change Process; ADKAR Model
- Resistance to Change, Reasons for resistance to change, Techniques to Overcome Resistance

Pedagogy:

- Classroom Discussion
- Case based teaching
- Experiential Learning
- Organisational Visit
- Simulation
- Outbound Training
- Masterclass
- Blended Learning

Teaching Learning Resources:

Essential Readings

- Robbins, S. P., Judge, T. A., & Vohra, N. (2024). Organizational Behavior (18th ed.). Pearson India.
- Leading: Article on Styles of leadership by Daniel Goleman
- Griffin, "Management: Principles and Practices", Cengage Learning
- Essentials of Management, Koontz, McGraw Hill, 8/e, 2014.
- Prasad, L. M. (2025). Principles and Practice of Management (11th rev. ed.). Sultan Chand & Sons

References

- Daft, R. L. (2014). The new era of management (11th ed.). Cengage.
- Mullins, L. J., & Rees, G. (2023). Management and organisational behaviour (13th ed.). Pearson.

- Luthans, F., Luthans, B., & Luthans, K. W. (2022). Organizational Behavior: An Evidence-Based Approach (14th ed.). IAP / McGraw-Hill.
- Uhl-Bien, M., Schermerhorn Jr., J. R., Osborn, R. N., & Dash, S. S. (2021). Organizational Behavior (13th Indian adaptation ed.). Wiley India.
- Pareek, U., & Khanna, S. (2016). Understanding organizational behaviour (4th ed.). Oxford University Press

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	-	1	1	1	1	1
CO2	2	-	3	2	-	-	2	-
CO3	1	1	-	2	3	-	-	-
CO4	-	1	3	-	-	1	2	-
CO5	2	1	-	1	2	-	2	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera Courses:

Title of the Course	University	Instructor Name
Principles of Management	Johns Hopkins University	Illysa Izenberg
Principles of Management	O.P. Jindal Global University	Anshu Sharma
Organisational behaviour: Know your people	Macquarie University	Professor Rebecca Mitchell
Organizational Behavior: How to Manage People	IESE Business School	Anneloes Raes
Diversity and Inclusion for HR Professionals	University of California, Irvine	Diane Spiegel

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	*Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	OPEN ELECTIVE- I
Term/Semester	I
Course ID	26MBA811
Credits	1

Course Outcome:

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

CO1: Understand and articulate the nuances of the selected course

Guidelines:

The open electives are offered to students to provide them with a wide range of opportunities to enhance their knowledge. The students are given a chance to choose from a wide range (8000) of MOOCs offered by Coursera, NPTEL, SWAYAM, etc., and enroll themselves.

Open Elective 1:

Students have to complete 1 MOOC during the I Semester based on their interest and submit the certificate. The duration of the course should be for a minimum of 6-8 weeks or at least 24 hours. The students are encouraged to choose any course from Liberal Arts/Humanities so as to conform to NEP guidelines. In the beginning of the I semester, students have to register for a MOOC and update the information to the designated faculty mentor. This will enable the faculty to monitor the progress. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

Presentation Rubric

Criteria	Poor	Average	Good
Coverage of Subject Matter 10	(1-4) The topic was not fully covered or material presented was inaccurate; inability to distinguish between fact and opinion; student did not have a good understanding of the topic	(5-7) The topic was covered in an appropriate depth with few or no factual errors or misinterpretations; fact and opinion were distinguished; student had a good understanding of the topic	(0-10) The topic was fully covered; no factual errors or misinterpretations were included; fact and opinion were distinguished and used appropriately; student demonstrated expertise or a clear understanding of the topic
	(1-0)	(2-3)	(4-5)
Introduction 5	Student failed to introduce topic or self appropriately; purpose of presentation unclear to audience	Student introduced topic, purpose, and self	Student introduced topic, purpose, and self along with an effective attention-getter

Organization of content flow 5	Cannot understand presentation because of poor organization; introduction is not clear/matched to the rest of the content. The presentation is not clear	Satisfactory organization of content; clear introduction; main points are well stated, even if some transitions are somewhat sudden; relation to the rest of the content is clear	Very well organized content; builds on and provides support for the rest of content of the presentation; main points well stated and argued, with each leading to the next point of the talk.
Conclusion 5	Abrupt ending; no summary or wrap up; failure to provide references (if needed)	General summary or wrap up; speech was brought to a comfortable conclusion; appropriate referencing	Main points were reinforced or take-away messages restated; speech was brought to a purposeful conclusion; appropriate referencing

Viva Voce

Criteria	Poor	Average	Good
Delivery 10	(1-4) Mumble, incorrectly pronounce important content of the presentation. Only reading from the slides	(5-7) The voice is low and incorrectly pronounce terms during the presentation. Reading from slides frequently.	(8-10) Clear voice and correct, precise pronunciation of terms during the presentation. Only referring to the slides while explaining.
Q&A 10	Student did not invite questions or comments or did not handle them appropriately Not able to answer	Student invited questions and comments and answered or responded Vague answers	Student invited questions and comments and was able to answer or engage in a discussion Crisp to-the-point answers
	(1-0)	(3-2)	(5-4)
Depth of understanding 5	Poor understanding of the relevance of the course	Fair understanding of the relevance of the course	Good understanding of the relevance of the course

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	3	-	3	2	-	1

LEVEL 3-Substantia 2-Moderate 1-Slight - No Contribution

Evaluation Plan:

Students are required to complete the course and take up the assessment at the end of the course.

Sl. No.		Evaluation Item	Marks Allotted
1	**Internal Marks (50)**	Presentation on the learnings from the course	25
2		Viva Voce	25
3	**External Marks (50)**	Final course assessment score and submission of the certificate to the mentor	50

Course Title	CREATIVE EXPRESSION AND VISUAL THINKING
Term/Semester	I
Course ID	26MBA812
Credits	1

Introduction:

In an increasingly visual world, the ability to think creatively and express ideas through visual media has become essential. This course bridges the gap between imagination and communication, empowering you to harness the power of visual language to solve problems, convey complex ideas, and unleash your creative potential.

Visual thinking is the practice of using visual tools and techniques to explore ideas, organize information, and communicate concepts. It goes beyond artistic skill—it's about developing a mindset that sees connections, patterns, and possibilities that words alone cannot capture. From sketches and diagrams to mind maps and infographics, visual thinking transforms abstract thoughts into tangible, shareable forms.

Creative expression is not limited to artists and designers. It is a fundamental human capacity that allows us to communicate ideas with clarity and impact, solve complex problems through innovative approaches, connect with audiences on emotional and intellectual levels, break free from conventional thinking patterns, and transform information into memorable experiences

Course Outcomes (COs):

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

CO1: Facilitate visual thinking and creative expression among management students.
CO2: Encourage exploration and expression of ideas in various media.
CO3: Foster creativity and innovative thinking through diverse media, viz., maps, diagrams, drawings, photography, and writing.
CO4: Encourage imagination through visual media such as photography, animation, and cinema.
CO5: Improve hand-eye-mind coordination through drawing exercises using free mediums such as crayons and watercolours.

Course Content and Structure: **(25 hours)**

Modules are interdependent and organically interactive, interrelated, and their processes have documented outcomes that have the tangible expression of the diverse and open journey of students' learning

Module 1: Introduction & Induction **(5 Hours)**

- Overview of the workshop concept, emphasizing self-learning through hands-on practice, dialogue, exploration, and maintaining a process journal
- Overview of how creativity, visual communication, and art can enrich one's self and expressive mediums.
- Participants will reflect on their personal passions, interests, and hobbies that have shaped their identity
- They will also represent their best creative works, which can include past projects, written works, and visual artworks

Module2: Freeing Hand-Eye-Mind Coordinated Exploration (5 Hours)

- Overview of the importance of freeing hand-eye-mind coordination in creative processes.
- Discussion on how unstructured, spontaneous expression can help unlock innovative ideas and new perspectives1
- Examples of how fluid media like watercolors and charcoal are used in various creative fields.
- Exercise: Participants will practice an instinctive, hands-on approach to drawing using diverse media such as crayons, charcoal, watercolors, and chalk.

Module 3: Visual Dialogue & Creative Thinking (5 Hours)

- Provocations and inspirations through animation and cinema.
- Film Screenings:
- The Secret of Kells - an animated film inspired by medieval art.
- Sita Sings the Blues - an animated film that combines Indian mythology with jazz music.
- Saul Bass - Movie Titles - a look at the work of Saul Bass, known for his innovative title sequences and graphic design.

Module 4: Visual & Creative Expression - Practical Exploration (5 Hours)

- Participants will create a visual representation or storyboard based on the themes and inspirations from the film screenings. They will explore visual thinking mediums such as sketching and creating multimedia content, including posters, presentation slides, reels, and booklets.
- This part will focus on textual and visual composition techniques.

Module 5: Reflective Compilation (5 Hours)

- Participants will form study groups to review and reflect on their creative outputs from previous weeks.
- They will recompile their creative works into a cohesive presentation or portfolio.
- They shall also keep a process journal using both analogue and digital mediums.

Pedagogy:

- Hands-on practice and diverse activities.
- Engaging in dialogue, exploration, and reflection.
- Workshop conducted by a facilitator along with a team of three young teaching assistants to ensure intensive interaction and personalized attention.
- Case Studies/Simulations.

Teaching Learning Resources

Essential Reading:

- Arnheim, Rudolf. Visual Thinking. University of California Press, 1969
- Banerjee, Dipankar. The Visual Language of India. NID Publication.

- Watson, Jim, Making a Process Book.

Suggestive Readings

- **Cameron, Julia.** *The Artist's Way: A Spiritual Path to Higher Creativity.* Tarcher Perigee, 2016. (Foundational text for creative self-discovery, maintaining process journals, and unlocking creative potential through structured exercises and reflection.)
- **Roam, Dan.** *The Back of the Napkin: Solving Problems and Selling Ideas with Pictures.* Portfolio, 2013. (Practical guide to visual thinking for problem-solving and business communication through sketching and diagrams.)
- **Kleon, Austin.** *Steal Like an Artist: 10 Things Nobody Told You About Being Creative.* Workman Publishing, 2012. (Accessible, inspiring guide to finding your creative voice and developing artistic confidence.)
- **Berger, John.** *Ways of Seeing.* Penguin Books, 2008. (Critical perspectives on visual culture, perception, and interpretation—essential for developing visual literacy.)
- **Jinan K.B**, Seeing with Hands, how children use drawing to make sense of the world, BluOne Ink, 2023
- **Moon, Jennifer A.** *Learning Journals: A Handbook for Reflective Practice and Professional Development.* Routledge, 2006. (Comprehensive guide to maintaining effective process journals and reflective practice.)
- *Tan, Shaun.* The Arrival. *Hodder Children's Books, 2006*
- *Spirited Away (2001) - Hayao Miyazaki (Studio Ghibli). (Movie)*
- WALL-E *(2008) - Andrew Stanton (Pixar).*

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	2	2	2	1	2	1
CO2	2	2	3	3	2	1	2	1
CO3	2	3	2	3	3	2	2	1
CO4	1	2	2	3	2	1	2	2
CO5	1	1	1	1	1	1	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Recommended Certification Course

Details of the Course

SL.No.	Title of the Course/Guided Project	Course Offering Institution	Course Rating
1.	Creative Thinking: Techniques and Tools for Success	IMPERIAL	4.7
2	The Camera never Lies	University of London	4.8
3.	Kickstart Your Creativity with Procreate Specialization	SkillShare	4.8

4.	Visual Perception and the Brain	Duke University	4.7
5.	Creative Problem Solving	University of Minnesota	4.4

Course Evaluation Plan:

The workshop is expected to conclude with an open exhibition, a book, or a Monograph of the creative works produced by the participants. Oral presentation with BOOK as a document integrally linked to the process journal during the semester.

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam (Presentation and Viva -25 Marks and Assignment – 25 Marks)	Individual	50	At the end of the semester
2	Attendance and Class Participation	Individual & Group	10+5	Full Semester
3	Journaling	Individual	15	Full Semester
4	Compilation of Journal	Individual & Group	10+5	At the end of the semester
5	Completion of a recommended course from Coursera	Individual	5	Full Semester

Course Title	IT SKILLS FOR MANAGERS
Term/Semester	I
Course ID	26MBA711
Credits	4

Introduction:
Technology has transformed the modern workplace by enhancing productivity, improving access to information, and reshaping how businesses operate. While students use technology regularly, many lack the advanced IT competencies that industries expect today. Mastery of tools such as MS Word, MS PowerPoint, MS Excel, Power BI, and online & generative AI tools is now essential for professional communication, data analysis, decision-making, and digital collaboration. This course equips students with future-ready IT skills that enhance academic performance and strengthen employability across sectors. Through hands-on, practice-based learning, students will build expertise in creating professional documents, designing dynamic presentations, analyzing and visualizing data, and leveraging AI-driven productivity tools. The course aims to prepare students for complex business roles, enabling them to work efficiently, think analytically, and contribute effectively in technology-driven business environments.

Course Outcomes (COs):
On successful completion of the course, the students will be able to:

CO1: Apply advanced features of word processing tools to create, edit, and manage professional business documents effectively.
CO2: Design and deliver engaging business presentations using dynamic and interactive presentation tools.
CO3: Utilize spreadsheet tools for data analysis, reporting, and informed business decision-making.
CO4: Employ online, collaborative, and generative AI tools to enhance productivity, communication, and digital proficiency in business environments.
CO5: Interpret and visualize business data using analytical and visualization tools to support data-driven insights and strategic decisions.

Course Content and Structure: **48 hours**

Module 1: Building proficiency in MS Word **8 Hours**

- Getting Started with Word: Navigate in Microsoft Word (Using Clipboard, Font, Paragraph, Styles, Editing in Home Tab, Manage Your Workspace; Customize the Quick Access Toolbar and Ribbon for productivity; Preview and Print Documents
- Editing the document with Page breaks, cover page; Inserting links, Bookmarks and Cross References; Control Paragraph Layout; Align Text Using Tabs; Display Text in Bulleted or Numbered Lists; Apply Borders and Shading
- Managing Lists: Sort a List, Format a List, Mail Merge.
- Adding Tables, Insert a Table; Modify a Table; Format a Table; Convert Text to a Table
- Inserting Graphic Objects: Insert Symbols and Special Characters; Add Images to a Document, Enabling Add-ins for tool enhancement.
- Accessing References Tab (Table of Contents, Footnotes, Citations and Bibliography, Captions, Index); Add Headers and Footers; Control Page Layout; Add a Watermark

- Preparing to Publish a Document: Check Spelling, Grammar, and Readability; Check Accessibility; Save a Document to Other Formats, MS Publisher for Business Communication - using tools like templates, layout guides, text boxes, design elements, picture tools, and formatting options

Module 2: Building proficiency in PowerPoint **6 Hours**

- Modifying the PowerPoint Environment: Customize the User Interface; Set PowerPoint Options
- Customizing Design Templates: Modify Slide Masters and Slide Layouts; Add Headers and Footers; Modify the Notes Master and the Handout Master. Adding SmartArt and Math Equations to a Presentation: Create SmartArt; Modify SmartArt; Write Math Equations
- Working with Media and Animations: Add Audio to a Presentation; Add Video to a Presentation; Customize Animations and Transitions
- Collaborating on a Presentation: Review a Presentation; Store and Share Presentations on the Web
- Customizing a Slide Show: Annotate a Presentation; Set up a Slide Show; Create a Custom Slide Show; Add Hyperlinks and Action Buttons; Record a Presentation, Enabling Add-ins for tool enhancement.
- Prezi: Interactive power point slide
- Canva- Creating Brochure, Logos, Business Card, Business Presentation, Info graphs.

Module 3: Advanced Excel skills for Business **18 Hours**

- Excel Ribbon; The Work Surface; Navigation; Formatting; Worksheets management
- Formula Anatomy; Cell Referencing; Math Functions (SUM, SUMIF, COUNT, COUNTIF, ROUND and SUBTOTAL); Statistics (COUNTA, AVERAGE, MAX, MIN, MEDIAN and MODE); Logical Functions; Text Functions; Understanding Dates and time functions, Financial functions.
- Cell Formatting; Outlining; Custom Number Formats; Conditional Formatting
- Building Charts and advanced charts formatting.
- Logic and nested functions; If statements
- Sort and Filters tools; Subtotal, VLOOKUP, HLOOKUP and XLOOKUP
- Analyze data with Pivot tables; Create and manage Scenarios and Summaries; Define and use cells names; Other What-if analysis tools - Features, functionalities and Business Applicability.
- Power Pivot Functionalities and Business uses.
- Data validation; Auditing tools; Security and protection options
- Importing and linking data; Advanced copy and paste options; Automation with Macros; Reviewing tools, Enabling Add-ins for tool enhancement
- Introduction to VBA, Variables in VBA, Message Box and Input box Functions, If and select statements and Looping in VBA and Queries
- Descriptive Statistics, Histogram, Correlation, Rank and Percentile, Regression.

Module 4: Building Proficiency in Online Business Tools and Generative AI Tools for Business Productivity **6 Hours**

- Online Tools: Google: Drive, Scholar, Classrooms, Current, Slides, Calendar, Groups, Forms, Keeps; Zoom; Microsoft teams etc.
- Introduction to ChatGPT and Bing Copilot, Claude AI (by Anthropic – Free Web Version), NoteGPT (Free Chrome Extension), Gamma App (Free AI Presentation Builder), NotebookLM

Module 5: Data Analytics & Visualization using Power BI **10 Hours**

- Components of Power BI suite including Power BI for Desktop, Power BI mobile app, Server, Gateway
- How Power BI will transform your data and business
- Power BI desktop features and managing and utilizing data with it to get Data from many sources
- ETL process using Power Query; Transforming, Cleaning, Merging, Custom Visuals & Native Visuals
- How to custom and create data visualizations and style reports for lucid data representation
- Data Modeling Relationship concepts like Star Schema and Snowflake Schema and Natural Query language
- Connecting data from different sources and data modeling with Power BI to enhance your business
- Dax Functions like Filter Functions, Time Intelligence Functions, Aggregate Functions, Measures etc.
- Visualizing Data, Why Visualizations, Visualization types, Create and Format Bar, Column Charts, Create and Format Bar, Pie, Donut, Scatter, Line and Area charts

Pedagogy:

- Practice Based Teaching
- Lab Based teaching
- Classroom Discussion
- Project based teaching
- Software linked Practice based Teaching
- Interaction with experts
- Case based teaching
- Master Class

Teaching Learning Resources:

Essential Readings:

- Paul Mc Fedries, "My Office 2016", Pearson education. ISBN: 978-9332582781
- Learn Microsoft Office 2019: Comprehensive Guide to Getting Started with Word, PowerPoint, Excel, Access, and Outlook, By Linda Foulkes. 2020
- Learning Computer Fundamentals, MS Office and Internet & Web Tech. By Dinesh Maidasani 2005. ISBN:978-8170087809
- Mastering Microsoft Power BI: Expert techniques for effective data analytics and business intelligence, Brett Powell
- Microsoft Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life, Devin Knight, Brian Knight, Mitchell Pearson,

Manuel Quintana

Reference Books:

- Wayne, Winston (2014). Microsoft Excel 2013: Data Analysis and Business Modelling, Micro soft Press, Washington.
- John Walkenbach, Excel 2016 Bible: Autodesk Official Press, Wiley, October 2025
- Dick Kusleika and Michael Alexander, Excel 2016 Power Programming with VBA, Wiley, 2016, Print ISBN:9781119067726 |Online ISBN:9781119415503
- Linda Foulkes- Learn Microsoft Office 2019: A comprehensive guide to getting started with Word, PowerPoint, Excel, Access, and Outlook (Packt Publishing Limited)
- Wayne, Winston (2014). Microsoft Excel 2013: Data Analysis and Business Modelling, Micro soft Press, Washington
- Exam Ref 70-778 Analysing and Visualizing Data by Using Microsoft Power BI 1st Edition, Daniil Maslyuk
- The Definitive Guide to DAX: Business Intelligence for Microsoft Power BI, SQL Server Analysis Services, and Excel Second Edition (Business Skills) 2nd Edition,Marco Russo , Alberto Ferrari Data Visualization with R 100 Examples by Thomas Rahlf, Springer

Supplementary Readings

- https://onlinecourses.swayam2.ac.in/cec20_mg14/preview
- Pearson e – library ; https://elibrary.in.pearson.com/bookshelfDashboard
- EBSCO : https://www.ebsco.com/search?search=supplychainmodel
- Jgate:https://jgateplus.com/home/resources/
- https://docs.microsoft.com/en-us/power-bi/guided-learning/
- https://microsoftlearning.github.io/DA-100-Analyzing-Data-with-Power-BI/
- https://www.kaggle.com
- https://www.github.com
- https://www.excel-easy.com/ and https://exceljet.net/
- https://www.myonlinetraininghub.com/microsoft-excel-online-training-syllabus
- https://excelexposure.com/
- https://corporatefinanceinstitute.com/resources/excel/study/-excel-formulas-beginners/

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	1	1	2	2	1	–
CO2	2	2	2	2	2	1	1	–
CO3	2	2	1	2	2	2	1	–
CO4	1	2	2	2	2	1	2	–
CO5	1	2	1	2	3	1	1	–

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Suggested Coursera Courses:

Course Name	University	Hours	Rating	Link
Everyday Excel, Part 1	University of Colorado Boulder	23 hours	4.7	https://www.coursera.org/learn/everyday-excel-part-1
Everyday Excel, Part 2	University of Colorado Boulder	21 hours	4.8	https://www.coursera.org/learn/everyday-excel-part-2
Mastering Data Analysis in Excel	Duke University	23 hours	4.2	https://www.coursera.org/learn/analytics-excel
Data Visualization with Advanced Excel	PwC	21 hours	4.8	https://www.coursera.org/learn/advanced-excel

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	Lab Journal : 10 marks Viva-Voce : 10 marks Section A : Attempt one question out Of two questions – 15 marks Section B : Attempt one question out of two questions – 15 marks	Individual	50	At the end of the semester
2	Internal Class Test	Individual	10	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	*Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester
6	Lab Journal	Individual	5	Full Semester

Course Title	COMMUNICATION AND SOFT SKILLS
Term/Semester	I
Course ID	26MBA712
Credits	2

Introduction:

The "Communication and Soft Skills" course equips MBA learners with the essential capabilities required to communicate effectively, think critically, and collaborate confidently in today's dynamic business ecosystem. The course integrates traditional communication foundations with advanced digital, social-media, and AI-driven communication practices.

Through experiential learning in verbal, nonverbal, written, interpersonal, analytical, and AI-enabled communication, students develop the ability to express ideas clearly, interpret information strategically, and engage professionally across physical, virtual, and hybrid workplaces. By the end of the course, learners will be equipped with communication excellence, digital fluency, interpersonal maturity, and problem-solving aptitude required for performance in corporate environments.

Course Outcomes (COs):

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

CO1: Understand and apply foundational principles of communication by using effective verbal, nonverbal, and active listening skills in diverse business situations.

CO2: Analyse and create clear, professional written, digital, and social-media content using appropriate structure, tone, data storytelling, and crisis-communication strategies.

CO3: Apply and evaluate quantitative reasoning and aptitude-based problem-solving techniques to address managerial assessment tasks.

CO4: Demonstrate and practice interpersonal skills, emotional intelligence, conflict resolution, collaboration, feedback mechanisms, and negotiation strategies for workplace effectiveness.

CO5: Explore and assess AI tools, prompt engineering techniques, and hybrid/asynchronous communication platforms to communicate ethically and effectively in modern digital workplaces.

Course content and Structure: **(48 hours)**

Module 1: Foundations, Verbal, and Listening Excellence **(9 Hrs.)**

- Introduction to Communication (Role, Purpose, Importance). Active and Empathetic Listening. Verbal and Nonverbal Communication Basics. Articulation and Pronunciation. Reading and Critical Reading. Cross-Cultural Communication Cues (Introduction)

Module 2: Written & Digital Communication **(9 Hrs.)**

- Business Letters, Email Drafting, Content Writing. Social Media Writing Skills, Email / Social Media Etiquettes). Conversational Skills, Debate, Public Speaking
-

Module 3: Aptitude Skills for Assessment and Problem-Solving (10 Hrs.)

- Number and letter series, Ratio and Proportion, Blood Relation, Direction, Ages, Percentages, Profit and Loss, Coding Decoding, Partnership, Time

and work (Concept and Basic Problems, advanced level Problems)

Module 4 Interpersonal, Professionalism, and Negotiation (12 Hrs.)

- Emotional Intelligence (EQ). Personal Branding. Time management. Conflict Resolution. Collaboration. Team building and leadership. Giving & Receiving Constructive Feedback (SBI Model). Negotiation Skills. Business Etiquettes (Meeting Etiquettes, Behavioural Event Interview - STAR Approach,.

Module 5: AI Literacy and Hybrid Workplace Dynamics (8 hrs.)

- Prompt Engineering for Business (drafting, summarizing, analysis). Interacting with AI Systems. Virtual and Hybrid Team Communication

Pedagogy:

- Interactive Activity-based classes
- Simulations
- Case studies
- Workshops
- Competitions/Contests
- Student Practice sessions
- Workbooks
- Experts talk
- Outbound Training

Teaching Learning Resources:

- Coursera course- Improving Communication Skills, University of Pennsylvania (Wharton)-10 hours.
- Business Writing – University of Colorado, Boulder. 10 hours.

Essential readings-

- Business Communication Essentials: Fundamental Skills for the Mobile-Digital-Social Workplace Courtland L. Bovée and John V. Thill (Pearson, Latest Edition)
- Charles Duhigg, Super communicators: How to Unlock the Secret Language of Connection, Random House (U.S.) / Penguin (U.K.), 2024
- Chris Fenning, The First Minute: How to Start Conversations That Get Results, Chris Fenning. 2023

References-

- Business Communication: Concepts, Cases and Applications by Meenakshi Raman and Prakash Singh, Oxford University Press (Latest Edition)
- Executive Presence: The Missing Link Between Merit and Success by Shital Kakkar Mehra HarperCollins Publishers India Pvt Limited (Latest Edition)

Supplementary Resources

- http://www.bbc.co.uk/worldservice/learningenglish/radio/specials/15
- http://www.colostate.edu/Depts/Speech/rccs/theory44.html

- BBC, Grammarly, Hello Talk, Slack, Base Camp, Word maya.
- https://onlinecourses.swayam2.ac.in/imb19_mg14/preview.
- https://nptel.ac.in/noc/courses/noc18/SEM1/noc18-hs18/

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	-	2	-	-	-	-	-
CO2	1	-	3	-	-	-	-	-
CO3	-	2	-	-	-	-	-	-
CO4	-	-	3	-	-	-	-	-
CO5	-	2	-	-	3	1	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan:

CIA

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted
1	Competitions on communication (Speaking and Presentation)	Individual	20
2	Aptitude Test, Comprehension Test	Individual	20
3	Personal Branding - video	Individual	5
4	Attendance & class participation	Individual	5

SEE

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	Aptitude & Writing Skill	Individual	30	At the end of semester
2	Speaking and presentation skills	Individual	20	At the end of semester

COURSE MATRIX OF SECOND SEMESTER

Sl.NO	Subject Code	NAME OF THE SUBJECT	CREDITS	CONTACT HOURS	IA MARKS	SEE MARKS
1	26MBA121	Digital Marketing	3	36	50	50
2	26MBA221	New Age Entrepreneurship	3	36	50	50
3	26MBA321	Financial Management	4	48	50	50
4	26MBA421	Application of Operations Research and Project Management	4	48	50	50
5	26MBA621	Human Resource Management	3	36	50	50
6	26MBA422	Supply Chain Management	3	36	50	50
EC2	26MBA825	Creativity & Design Thinking for Business	1	12	50	50
SE3	26MBA721	Business Analytics Skills	4	48	50	50
SE4	26MBA722	Employability skills	2	24	50	50
IP1	26MBA821	Business Immersion	3	-	50	50
OE2	26MBA822	Open Elective II [MOOC] 20-30 Hrs)	1	-	50	50
OE3	26MBA823	Open Elective III [MOOC] 20-30 Hrs) (During BIP)	1	-	50	50
LE1	26MBA824	Health & Wellness	2	24	50	50
TOTAL			**34**	**348**	**650**	**650**

Course Title	DIGITAL MARKETING
Term/Semester	II
Course ID	26MBA121
Credits	3

Introduction:
The focus of Digital Marketing is on the evolution of marketing in the context of today's rapidly changing digital business environment. It examines how digital technologies, from traditional marketing to today's plethora of Web applications have changed the face of contemporary marketing theory and practice. The course goes on to consider how the cutting-edge technologies of digitally enabled marketing tools have built the relationship between 'Content and Brand'. The course specifically draws upon real cases and examples and is designed to give students a practical appreciation of cutting-edge digital-age competitive practice.

Course Outcomes (COs):
Having successfully completed this course student will be able to:

CO1: Explain the fundamentals of digital marketing.
CO2: Develop digital marketing strategy.
CO3: Plan social media marketing strategies.
CO4: Perform search engine optimization and web analytics.
CO5: Evaluate the latest digital marketing innovation and trends

Course Content and Structure: **(36 hours)**

Module 1: Introduction to Digital Marketing **(7 hours)**

- Meaning and definition of digital marketing
- Traditional Vs Digital marketing
- Online marketplace analysis: micro-environment – customer characteristics; personas; customer journey map; situation analysis; customer interaction with digital marketing; implication on conversion
- Suppliers; publishers; intermediaries and influencers
- Digital revenue models

Module 2: Digital Marketing Strategy **(7 hours)**

- Introduction - digital marketing strategy; Channel marketing strategy; Multichannel marketing strategy; Omni channel marketing; customer touchpoints
- SOSTAC model
- Strategy formulation for digital marketing
- 4 Ps of digital marketing

Module 3: Social Media Marketing **(12 hours)**

- Social media marketing – Introduction; Putting SMM in the Context of the Marketing Funnel; Choosing Social Media Platforms
- Exploring marketing strategies for Facebook; Discovering Facebook page and ads
- Basics of twitter; Marketing via Twitter; Using Promoted Accounts, tweets and trends
- Promoting on YouTube; Seeding a Viral Campaign; Advertising on YouTube

- Creating a powerful LinkedIn Profile; types of LinkedIn ads
- Basics of Instagram; Structuring Instagram for Business Goals
- Marketing with Pinterest; Creating a strategy for Pinterest; Pinning to your business boards

Module 4: Search Engine Optimisation and Web Analytics (5 hours)

- How search engine works
- Website development; Concept of SEO; SEO Phases; SEO Tactics
- Web analytics- Key metrics: Behavioral analysis-visit/sessions, time on site, page views, bounce rate, heat map analysis, traffic source; Outcome analysis – different conversion rates, average order value, multi-channel funnel; Experience analysis –site survey, usability testing, site visit, A/B testing;

Module 5: Digital Innovation and Trends: (5 hours)

- Meaning, definition and examples of: AI, Chatbot, Wearables
- Content marketing, Personalization and GenAI (prompt engineering to generate content).
- Influencer marketing
- Programmatic advertising
- Conversational marketing

Pedagogy:

- Visual presentation & Demonstrations
- Classroom discussion
- Practice based teaching
- Case based teaching (Text and Multimedia)
- Experts from Industry sharing experience (Workshop/ Guest Lecture)
- Project based teaching
- Using Coursera Platform
- Field Visits

Teaching Learning Resources:

Essential readings-

- Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
- Eric Greenberg, and Kate's, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).
- David Whiteley; E-Commerce: Strategy, Technologies and Applications, McGraw Hill Education (2016).

Reference Books

- Digital marketing; Strategy, Implementation and Practice; Dave Chaffey & Fiona Ellis- Chadwick; Eighth Edition 2022; Pearson
- Social Media Marketing for dummies; Shiv Singh & Stephanie Diamond; 4th Edition 2020; Wily & Sons
- Seema Gupta; Digital Marketing, McGraw Hill Education
- Menon, Arpita; Media Planning and Buying; McGraw Hill (1st Edition, 2010)
- Arnold, George; Media Writer's Handbook: A Guide to Common Writing and

Editing Problems; McGraw-Hill Education; (5thedition, 2008)
- Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).
- Rajendra Nargundkar and Romi Sainy: Digital Marketing - Cases from India; Notion Press, Inc
- Philip Kotler; Marketing 4.0: Moving from Traditional to Digital, Publisher Wiley
- Punit Singh Bhatia; Fundamentals of Digital Marketing, Pearson

Supplementary readings

- https://yourstory.com/2021/08/artificial-intelligence-ml-infrastructure-digital-marketing/amp
- https://www.retailwire.com/discussion/did-the-pandemic-change-digital-marketing-for- good/
- https://huddle.today/digital-marketing-specialist-email-marketing-and-website-content- management-catlantic-limited/
- https://www.forbesindia.com/blog/digital-navigator/basics-of-marketing-to-the-gen-z- digital-consumer/
- https://rismedia.com/2021/10/01/digital-marketing-strategy-relevant/
- https://www.thenewsminute.com/article/memes-reels-and-spaces-how-south-movies-are-embracing-digital-marketing-155525
- https://learndigital.withgoogle.com/digitalgarage/course/digital-marketing

Course from Coursera

Course	Rating	Hour	Institution
IBM Digital Marketing and Growth Hacking with GenAI Professional Certificate	4.8	64	IBM Skills Network Team

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	-	-	-	2	1	-
CO2	3	2	-	2	1	3	3	1
CO3	3	2	-	2	1	3	3	1
CO4	3	1	-	-	1	2	2	1
CO5	2	1	-	-	-	1	1	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	NEW AGE ENTREPRENEURSHIP
Term / Semester	II
Course ID	26MBA221
Credits	3

Introduction:
This course provides a comprehensive understanding of the entrepreneurial journey from idea conception to business growth and sustainability, focusing on both theoretical foundations and practical applications. It introduces learners to the core principles of entrepreneurship, innovation, and digital transformation essential for success in the modern business environment. The syllabus covers the entire entrepreneurial lifecycle — from identifying and testing business ideas, developing products, and building viable business models and plans, to understanding funding mechanisms and the ecosystem that supports startups. Through a blend of conceptual learning, case studies, and exposure to AI-driven tools such as Pitchbob.io, Growexa, Ideamap, and Notegpt, students gain hands-on experience in applying technology to entrepreneurship. Additionally, the course emphasizes the importance of understanding legal structures, institutional support systems, and government initiatives that facilitate entrepreneurial growth in India. By the end of the course, learners will be equipped with the skills, knowledge, and strategic perspective needed to ideate, plan, launch, and scale sustainable startups in a dynamic global economy.

Course Outcomes:
After learning the course, the students should be able to
CO1: Understand the entrepreneurial process, types of entrepreneurships, and the application of digital and strategic skills essential for innovation and business growth.
CO2: Analyze and evaluate business ideas through idea generation, prototyping, and feasibility testing, integrating AI tools to enhance early-stage decision-making.
CO3: Design and develop a Minimum Viable Product (MVP) using Agile and Lean Startup methods, and apply strategies for scaling, funding, and investor engagement.
CO4: Create and evaluate a comprehensive business model and plan, incorporating financial, marketing, HR, and production aspects while leveraging AI tools and understanding legal obligations.
CO5: Examine and analyze the entrepreneurial ecosystem, identifying key support systems, funding sources, and institutional frameworks that drive sustainable startup growth.

Course Content and Structure: **(36 hours)**

Module 1: Entrepreneurship and Innovation **(08 Hours)**

- Introduction- Entrepreneurial Process; Entrepreneur Lifecycle Need and scope of entrepreneurship in India
- Entrepreneurship types- Clarence Danfoe classification, MSMEs, Social Entrepreneurship, Intrapreneurship, Other types; Myths and Realities; Success and Failures (Biographies). Effectuation Theory;
- Entrepreneurial Traits and Competencies; Entrepreneur skills; Digital skills and Entrepreneurship- Digital Literacy, Data Analysis and Decision making,

strategic digital marketing, cybersecurity awareness, ecommerce and online sales, agile adoption and lifelong learning

Module 2: Entrepreneurial Stages- Idea Generation, Prototyping & Feasibility Testing (08 Hours)

- Idea generation stages, Various methods of idea generation - Introduction to Design Thinking; Empathy Mapping Problem Mapping;
- Idea testing and Prototyping - Prototyping; IPR- importance; process.
- Identification of Business Opportunities; Evaluation of Business Opportunities, Feasibility Analysis- Market Entry Strategies; Marketing Feasibility; Financial Feasibility; Political Feasibility; Economic Feasibility; Social and Legal Feasibilities; Technical Feasibility; Managerial Feasibility, Location and Other Utilities Feasibility.
- Viability of Business- total addressable market (TAM), serviceable addressable market (SAM), and serviceable obtainable market (SOM.
- AI for idea generation and feasibility analysis- Ideamap, Notegpt, JIRA; mind mapping

Module 3: Product Development and Entrepreneurial Planning (10 Hours)

- Product Development and Minimum Viable Product (MVP): Product development methodologies (Agile, Lean Startup, etc.), building an MVP and iterative development, User experience (UX) design using ODOO, Testing and validation of the product or service.
- Business model – Meaning, designing, analysing and improving;
- Business Plan – Meaning; Scope and Need; Financial; Marketing; Human Resource; and Production/Service Plan. Content of Business Plan, Business plan Formats- Project report preparation and presentation; Common pitfalls of Business Plan;
- Enterprise AI- Pitchbob.io, Growexa; Excel templates

Module 4: Scaling and funding of Entrepreneurship (6 Hours)

- Sources of startup funding (bootstrapping, angel investors, venture capital, etc.), Pitching and presenting to investors, Valuation and terms of investment, financial management and budgeting for startups.
- Business forms and legal obligations in India to start a business

Module 5: Eco- System Supporting Growth of Entrepreneurship (04 Hours)

- Concept and structure of the startup ecosystem
- Exploring the roles of incubators, accelerators, government initiatives, and private sector enablers.
- Support mechanisms provided by national and state-level agencies- SIDBI, NABARD, NSIC, DIC, EDI, and CEDOK; Initiatives- Start-up India, Stand-up India, Make in India, and MUDRA.

Pedagogy

1. Experiential Learning
2. AI and Digital Tool Integration
3. MOOC Courses – Coursera
4. Field Visits to atleast on incubator and tinkering lab
5. Case Based Learning

RECOMMENDED BOOKS

1. Entrepreneurship and Small Business Management, Mariotti and Glackin, 2nd Edition (Latest Available), Pearson Publication.
2. Entrepreneurship – 11th Edition (Latest), Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Tata McGraw Hill Education Pvt. Ltd.
3. New Business Ventures and the Entrepreneur – 6th Edition (Latest Available), Stevenson, Roberts, Groves, Irwin–McGraw Hill.
4. New Venture Creation: Entrepreneurship for the 21st Century, 10th Edition (Latest), Jeffry A. Timmons, Stephen Spinelli, Tata McGraw Hill, 2019.
5. Entrepreneurship Development and Small Business Enterprises, Poornima M. Charantimath, 5th Edition (Latest Available), Dorling Kindersley (India) Pvt. Ltd.
6. Business Ethics: Ethical Decision Making and Cases, O.C. Ferrell, John Fraedrich, Linda Ferrell, 6th Edition (Latest India Edition Available), Houghton Mifflin Co., USA.
7. Effectuation – Latest Edition (2022), Saras Sarasvathy, Edward Elgar Publishing.
8. 8 Steps to Innovation – Latest Edition (2013), Rishikesha T. Krishnan and Vinay Dabholkar, Collins Publications.
9. Entrepreneurship: Successfully Launching New Ventures, Bruce R. Barringer, R. Duane Ireland, 6th Edition (Latest, 2019), Pearson.
10. Managing Start-ups for Success: Entrepreneurship in Difficult Times, Rajat Kanti Baisya, 1st Edition (2021/2022 Latest), Routledge.
11. Venture Capital Investing, David Gladstone, 1st Edition (Latest, 2003), FT Press.
12. Be a Startup Superstar: Ignite Your Career Working at a Tech Startup, Steven Kahan, 1st Edition (Latest), Wiley.

REFERENCE BOOKS (Latest Editions)

1. Effectual Entrepreneurship (3rd Ed): This is the 3rd Edition (2025) of the work by Saras Sarasvathy & Glen Wheatley. Taylor & Francis+2Routledge+2
2. Entrepreneurship: Successfully Launching New Ventures (7th Ed): Latest 7th edition of Bruce R. Barringer & R. Duane Ireland published by Pearson.
3. Entrepreneurship: Successfully Launching New Ventures (Global 7th Ed): Global edition variant of the above.
4. Entrepreneurship: Successfully Launching New Ventures (Global 7th Ed, alternate): Another listing/format of the same edition.
5. Entrepreneurship: New Venture Creation: A specialist text on new venture creation (useful alongside core textbooks).
6. Entrepreneurship – Hisrich/Peters/Shepherd (12th Ed): The listing shows a 12th Edition of the Robert D. Hisrich / Michael P. Peters / Dean A. Shepherd text. blackwells.co.uk
7. Entrepreneurship – New Age Publishers (Latest): A regional/new-age publisher version (for Indian market) capturing up-to-date regional content.

8. Entrepreneurship – Hisrich/Peters/Shepherd (eBook): Digital e-Book format of the Hisrich et al text.

Supplementary Resources:

1. Entrepreneurship: Do Your Venture; https://onlinecourses.swayam2.ac.in/imb19_mg03/preview
2. Identifying Entrepreneurial Opportunities; https://www.classcentral.com/course/edx-identifying-entrepreneurial-opportunities-12828
3. Start-up: How to Build a Successful Business?; https://www.coursera.org/learn/startup-english
4. Journal of Small Business; https://www.tandfonline.com/
5. JEB – Journal of Entrepreneurship and Business; https://jeb.umk.edu.my/
6. Pearson eLibrary; https://elibrary.in.pearson.com/login
7. J-Gate Plus; https://jgateplus.com/home/

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	2	2	1	-	-	2
CO2	2	1	3	-	-	-	-	-
CO3	2	3	3	1	3	3	1	-
CO4	3	3	2	-	1	2	-	1
CO5	3	3	-	-	1	1	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

RECOMMENDED COURSES

SL.No	Course	Platform	Duration / Hours	University	Instructors
1	Entrepreneurship	Indian Institute of Technology Madras (IIT Madras) via SWAYAM	12 weeks (15 modules) (NPTEL Online Courses)	IIT Madras	Prof. C. Bhaktavatsala Rao (NPTEL Online Courses)
2	Entrepreneurship in Emerging Economies	Harvard Business School via edX	~3-5 hours/week (self-paced) (Harvard University)	Harvard University	Prof. Tarun Khanna (Harvard University)

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	FINANCIAL MANAGEMENT
Term/Semester	II
Course ID	26MBA321
Credits	4

Introduction:

"Beware of little expenses. A small leak will sink a great ship"- By Benjamin Franklin. Financial management is a crucial discipline that encompasses the effective management of financial resources to achieve organizational goals. It involves making strategic financial decisions, managing risks, and ensuring the organization's financial health. The subject helps the students to understand the basics concepts of financial management such as Time value of money, cost of capital, Capital Budgeting, Working capital and so on. This course aims at equipping a potential manager with the tools and techniques that help make financial decisions of the business and thereby lead to achieving the goal of business – 'wealth maximization.

Course Outcomes (COs):

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

CO1: Apply time value of money principles to support effective financial decision-making.

CO2: Determine the appropriate cost of capital for a business or project and Compare major capital structure theories

CO3: Evaluate capital budgeting techniques to facilitate sound investment decisions.

CO4: Analyze various leverage concepts and apply appropriate dividend policy decisions for a business.

CO5: Assess the efficiency of a firm's working capital management.

Course content and Structure: **(48 hours)**

Module 1: Introduction to Financial Management & Time Value of Money

(10 Hours)

- Introduction: Nature and scope of financial management, Goals of financial management and Role and responsibilities of financial managers
- Time value of money, Future Values - Compounding Process, Present Values - Discounting Process, Single Cash Flow, Annuity, Perpetuity, Uneven Cash Flows, Multi- Periods in Compounding and Discounting, Loan Amortisation, Nominal v/s Effective Annual Rates.

Module 2: Cost of Capital and Capital Structure **(10 Hours)**

- Cost of Capital: Cost of Debt, Post-Tax Cost of Debt, Cost of Equity: DDM (Dividend Discount Model), CAPM (Capital Assets Pricing Model) and Weighted Average Cost of Capital (WACC).
- Introduction, Planning the Capital Structure, Factors Affecting Capital

Structure Decisions. Capital structure theories (Modigliani-miller theorem, trade-off theory, pecking order theory) (only theory).

Module 3: Investment Decision (14 Hours)

- Estimation of Project Cash flows: Initial Cash flow & Subsequent Cash flow
- Evaluation of Investment Decisions: Traditional and Modern Methods: Payback Period, Average Rate of Return, Net Present Value NPV, Internal Rate of Return, Modified Internal Rate of Return and Discounted Payback Period.
- Usage of Artificial Intelligence and Fintech in Investment Decisions: Applications of AI/ML in project cash flow forecasting, risk assessment, sensitivity analysis, and real-time investment decision-making.

Module 4: Dividend Policy and Leverages (6 Hours)

- Dividend Policies: Dividend policy in Practice Dividend theories – relevance and irrelevance: Walter, Gordon and Modigliani-Miller Hypothesis (including problems). Financial metrics using leverage and its impact on financial risk and returns.

Module 5: Working Capital Management (8 Hours)

- Estimation of Working Capital: Current Assets and Current Liabilities, Concept of Working Capital Management, Operating Cycle, Cash Cycle, Cost of Trade Credit. (Problems on Estimation of Working Capital).

Pedagogy:

1) JIGSAW Method
2) Classroom Discussion -Active Cooperative Learning
3) Financial modelling using Spreadsheet- Time value of Money, Investment Decisions
4) Application based teaching (Time value of Money Mobile Applications)
5) Project Based teaching- Listed companies for Cost of capital
6) Industry Interaction with the Practitioner

Teaching Learning Resources:

Essential Readings

1. Prasanna Chandra, “Financial Management”, McGraw Hill Education
2. Brigham and Houston (2015), Fundamentals of Financial Management, Cengage (15th edition)
3. Brealey, R. A. (2007). Principles of Corporate Finance, Tata McGraw-Hill Education
4. IM Pandey(2021), Financial Management, Pearson Education India, (12th edition)

References

1. Bahal, Mohit, “Practical Aspects of Financial Management”, Suchita Prakashan
2. Sharma, Dhiraj, “Working Capital Management – A conceptual Approach”, Himalaya Publishing House

3. Bhalla, V.K., “Financial Markets and Institutions”, S. Chand and Co
4. Hampton, John, “Financial Decision Making – Concepts, Problems and Cases”, Prentice Hall of India
5. Khan, M.Y; “Indian Financial System”, The McGraw Hill Companies

Supplementary Resources

- MOOC on Financial Management – Illinois University (Coursera)
- https://jgateplus.com/home/
- https://capitaline.com/
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124 d-307d-4f0a- 843e-3b13e9156a4a%40pdc-v-sessmgr06
- https://elibrary.in.pearson.com/login

Suggested Coursera Courses:

1. GenAI for Financial Forecasting and Planning (4 Hours)
2. AI Applications in Marketing and Finance (University of Pennsylvania). (8 Hours).

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	-	2	2	2	2	-
CO2	2	2	-	-	-	2	-	-
CO3	3	3	-	-	-	1	1	-
CO4	1	2	-	-	-	-	-	-
CO5	1	2	-	-	-	-	-	-

CONTRIBUTION: 3-Substantial 2-Moderate 1-Slight -No Contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	APPLICATION OF OPERATIONS RESEARCH & PROJECT MANAGEMENT
Term/Semester	II
Course ID	26MBA421
Credits	4

Introduction:

Operations research (OR) is a discipline that applies advanced analytical methods to improve decision-making. It aims to find optimal or near-optimal solutions to complex problems by integrating tools from various fields such as mathematics, statistics, and engineering. OR focuses on the scientific allocation of scarce resources and provides a rational basis for decisions, particularly in situations with incomplete information. The course helps students understand different OR tools and their significance in organizational decision-making processes.

Course Outcomes (COs):

Having successfully completed this course student will be able to:

CO1: Formulate the basic OR models including LPP and duals.
CO2: Apply transportation and assignment problems using standard methods.
CO3: Analyze sequencing and replacement problems.
CO4: Evaluate strategies in games and queuing systems.
CO5: Construct and interpret project networks using CPM and PERT.

Course content and Structure: **(48 hours)**

Module 1: Introduction to Operations Research **(12 Hrs.)**

- Importance; scope; techniques and characteristics of OR
- Different types of models in OR
- Linear programming problem; Formulation and solution, Graphical solution method; Simplex method (standard maximization) – problems
- Formulation of Duality (only formulation)

Module 2: Transportation and Assignment models **(10 Hrs.)**

- **Transportation Model:** Meaning and importance of Transportation model
- Methods to determine Initial basic feasible solution: North west corner rule(NWCR); Least cost method (LCM); Vogel's approximation method (VAM)
- Optimal solution using Modified distribution (MODI) method
- Maximization Problems
- **Assignment Model:** Characteristics and importance of Assignment; Hungarian Assignment Method; Maximisation case; Travelling salesman (problems)

Module 3: Sequencing and Replacement problems **(10 Hrs.)**

- **Sequencing**: Meaning; Types; Assumptions; Johnson's rule
- Types of sequencing problems: Processing n jobs through 2 machines; Processing n jobs through 3 machines; Processing N jobs in M Machine;
- **Replacement Theory**: Assumptions of replacement theory; Replacement of items which deteriorates with time (only case1-Value does not change with time); Replacement of items that fail completely including group replacement

Module 4: Theory of Games and Queuing Theory (8 Hrs.)

- **Game Theory**: Meaning; types of games; applications; Prisoners Dilemma concept
- Types of gaming strategies, Formula method, Saddle point method, Graphical method, Principle of Dominance
- **Queuing theory:** Operating characteristics of queuing system; Single server/single queue model

Module 5: Project Management (8 Hrs.)

- Project Management : Meaning; importance ; methods
- Role of AI in effective Project Management
- Nuances in Detailed Project Report (DPR)
- Network Analysis: Concept; Errors in Network diagram;
- Critical Path Method: Earliest and Latest time calculations; critical activities; Floats and Slacks
- PERT: Probability of meeting the scheduled dates;
- Difference between PERT and CPM

Pedagogy:

- Lab sessions using Solver
- Project-based learning
- Master class
- Case-based teaching
- Simulations
- Practice based learning

Teaching Learning Resources:

Essential Reading:

- J.K. Sharma, Quantitative methods and operation research, Excel publication, 4th Edition
- N.D. Vohra , Quantitative techniques in management, Tata McGraw-Hill Publications, 4th Edition
- S. Kalavathi , Operation Research. Vikas Publications. 4th edition.
- Vasanth Desai, Project Management, HPH, 4th Edition

Reference Books

- Hamdy A Taha , Operation Research. Pearson publication. 9th edition.
- K.K Chawla, Vijay Gupta and Bhushan K Sharma, "OPERATIONS RESEARCH and Quantitative Analysis for Management, Kalyani Publishers, First Edition
- P.C Tulsian and Vishal Pandey , Quantitative techniques. Pearson Practice series.
- Er. Prem Kumar Guptha and Dr. D.S. Hira, Operation Research. S. Chand publications. First Edition

Supplementary reading

- https://www.thoughtworks.com/en-in/insights/blog/data-science-and-analytics/operations-research
- https://www.decisionanalyst.com/analytics/operationsresearch/
- https://www.invensislearning.com/blog/impact-of-artificial-intelligence-on-project-management/

- https://kmerc.karnataka.gov.in/storage/pdffiles/Help%20Note%20for%20DPR%20Preparation.pdf
- Pearson e- library; https://elibrary.in.pearson.com/bookshelfDashboard
- EBSCO: https://research.ebsco.com/c/q7c3j5/search/results?q=operations+research&autocorrect=y&db=bsh%2Cbwh%2Ce001mww%2Cnlebk&expanders=concept&limiters=None&searchMode=boolean&searchSegment=all-results&sqId=sq%3A7af1e375-8521-4c79-8f4d-55bbe1bfd36d
- Jgate: https://jgateplus.com/home/resources/

Suggested Coursera Courses :

Course Name	Offered by	Instructor
Operations Research (1): Models and Applications	National Taiwan University	Ling Cheih Kung
Foundation of Global Supply Chains	SPJIMR	Sanjeev George

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	-	1	-	-	1	-
CO2	3	1	-	-	-	-	-	-
CO3	1	3	-	2	2	1	-	-
CO4	1	2	-	2	1	-	-	-
CO5	3	3	-	2	1	1	2	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	HUMAN RESOURCE MANAGEMENT
Term/Semester	II
Course ID	26MBA621
Credits	3

Introduction:

Human Resource Management (HRM) is a strategic and integral function of modern organizations that focuses on acquiring, developing, motivating, and retaining talent to accomplish business goals effectively. It emphasizes the importance of aligning human resources with organizational strategy to build a productive workforce and a strong organizational culture. HRM plays a critical role in ensuring employee well-being, legal compliance, ethical practices, and effective utilization of human capital, which is increasingly recognized as a key source of competitive advantage.

This course provides MBA students with a comprehensive understanding of core HRM functions including human resource planning, recruitment and selection, learning and development, performance management, compensation and benefits, and industrial relations. It also explores contemporary developments such as digital HR transformation, HR analytics, managing diversity and inclusion, gig and hybrid work models, competency-based HR systems, and strategies for enhancing employee engagement and experience. By integrating theory with practical insights and real-world organizational cases, the course prepares future managers to handle complex people-management challenges and contribute to strategic decision-making in dynamic and technology-driven workplaces.

Course Outcomes (COs):

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

CO1: Explain the various facets of Human Resource Management
CO2: Identify the Human Resource Planning needs and design Job Description and Job
Specification
CO3: Apply the functions of Recruitment, Selection, Induction and Internal Mobility
CO4: Analyse the HR functions - Training and Development, Performance Appraisal and compensation
CO5: Discuss the various aspects of industrial relations and industrial disputes

Course content and Structure: **(36 hours)**

Module 1: Introduction to Human Resource Management **(6 Hours)**

- HRM - Definition, Nature, Objectives and Scope
- Role of HR Manager in the Digital Era
- Functions of HRM – Administrative to Strategic Partner
- Traditional HR vs. Strategic & Agile HR
- Key HR Metrics- Meaning and Importance- Cost per Hire, Revenue per Employee, Absenteeism Rate, Engagement Rate, Retention Rate, Turnover Rate, Employee Productivity Index, Training Effectiveness Index
- Contemporary Trends- Meaning and Importance- Moonlighting, Remote & Hybrid Work, Gig Workforce, HR in the Metaverse, AI & Automation in HR, People Analytics, Diversity, Equity & Inclusion (DEI) and HR for Sustainability (Green HRM)
- Future of Work – Digital HR, Human-AI Collaboration, and Sustainable HR Practices, HCM through ERP(SAP)

Module 2: Job Analysis and Human Resource Planning (8 Hours)

- Job Analysis -Meaning, Methods of collecting Job Analysis Data
- Job Description & Job Specification - contents
- Job Design - Enlargement, Enrichment and Job Rotation
- Human Resource Planning - HRP Process, Methods of Forecasting Demand for and
  Supply of Human Resources
- Succession Planning - Importance & challenges

Module 3: Recruitment, Selection, Induction and Internal Mobility (8 Hours)

- Recruitment - Meaning, Sources; Methods of Recruitment,
- Contemporary trends in Recruitment (Social Media Recruiting, Employer Branding, Employee Referrals, Virtual Hiring, AI in Recruitment)
- Selection Process - Types of Tests for Selection, Types of Selection Interview
- Induction Programme - Objectives & Contents, Digital Onboarding
- Internal Mobility - Promotion, Demotion, Transfer & Downsizing

Module 4: Training and Development, Performance Appraisal and Compensation Administration (8 Hours)

- Training - Meaning, Training Process, Methods of Training- On-the Job Training &
  Off-the Job Training and Modern Methods
- HRD - significance & Instruments and Mechanism of HRD - Coaching, Mentoring,
  Assessment Centers, and Learning Management Systems (LMS)
- Career planning - Importance, Stages
- Performance Appraisal – Process, Methods and Problems, AI in Performance Tracking
- Compensation Administration: Components - Financial & Non-Financial Compensation

Module 5: Industrial Relations and Industrial Disputes (6 Hours)

- Industrial Relations - Meaning, Objectives and Parties to IR
- Industrial Disputes - Meaning, Forms, Causes and Mechanism for Prevention & Settlement of Industrial Disputes
- Grievance redressal mechanisms
- Health and Safety

Pedagogy

- Classroom Discussion
- Activity based Teaching
- Theatre based Teaching (Role Play, Skit)
- Case Based Teaching
- Project Based Teaching
- Experiential Learning
- Simulations
- Masterclass

Teaching Learning Resources:

Essential Readings

- Sengupta, A. (2024). Human Resource Management: Concepts, practices, and new paradigms (2nd ed.). Cengage Learning India.
- Gary Dessler, BijuVarkkey, Human Resource Management, 16th Edition, Pearson Education.
- V S P Rao, "Human Resource Management", Second Edition, Excel Books-New Delhi
- Ashwatappa K, Human Resource Management: Text and Cases, Tata McGraw-Hill.
- Sharma, R. C., & Sharma, N. (2025). Human Resource Management: Concepts, theories and contemporary practices (1st ed.). Routledge India.

References

- Dr. S.S. Khanka, Human Resource Management, Seventh Edition, S. Chand Publishing
- P G Aquinas, Human Resource Management, Third Edition, Vikas Publishing House
- George W. Bach lander, Scott A. Snell, Principles of Human Resource Management, Cengage
- Learning.
- Denisi, Griffin, Sarkar, Human Resource Management, Cengage Learning.
- R S Dwivedi, Human Resource Management, Third Edition, Vikas Publishing House
- Shashi K Gupta & Rosy Joshi, Human Resource Management, 8th Revised Edition, Kalyani
- Publishers

Supplementary Resources

- Venkata, S. 2016. Recruitment and Selection Practices in Corporate Retail Stores. International Journal of Research in Organizational Behavior and Human Resource Management, 4(1), 57-67.
- Niculae, M. 2017. Employee's Career Planning and Development in Regional Rural Banks with Reference to APGVB Journal of Advance Management Research, 5(5), 162-177.
- Sinha, S., & Sorum, M. 2018. Role of Human Resource Management Approaches in Life Insurance Corporation, Arunachal Pradesh. International Journal of Management Studies, V (2), 103-119.
- Shipra, M., Aneet, & K, A. S. 2017. Training Significance and its Impact on other HR Functions in Select Textile and Apparel Industries of India. Intercontinental Journal of Human Resource Research Review, 5(7)
- Mukesh bhai, P. R., & Pathak, A. 2021. A Study on Performance Appraisal of Employees at Maruti Suzuki Kataria Automobile. IOSR Journal of Business and Management, 23(4), 18-27.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	-	-	2	-	3
CO2	-	-	1	2	1	-	-	-
CO3	2	2	1	-	2	-	-	-
CO4	-	2	-	1	1	3	3	-
CO5	1	3	3	-	-	-	-	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Suggested Coursera Courses

Title of the Course	University	Instructor Name
Human Resources Analytics	University of California, Irvine	Amber Gould
Generative AI in HR - Impact and Application of Gen AI	Board Infinity	Tzaewa
Recruiting, Hiring, and Onboarding Employees	University of Minnesota	Amy Simon
Preparing to Manage Human Resources	University of Minnesota	John W. Budd
Human Resources Management Essentials	Johns Hopkins University	Michelle J. Campbell

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	SUPPLY CHAIN MANAGEMENT
Term/Semester	II
Course ID	26MBA422
Credits	3

Introduction

Supply Chain Management (SCM) is a core course designed for first-year MBA students, providing the foundational knowledge necessary to appreciate a globally integrated business environment. This course covers how SCM is now a strategic function that directly drives competitive advantage, cost leadership, and customer satisfaction.

The curriculum systematically explores key functional areas, including planning, demand forecasting, procurement, and inventory management. Emphasis is placed on the interconnectedness of SCM with crucial business functions like finance, marketing, and human resources. In addition, contemporary topics such as digital transformation, sustainability, and risk management, are also included.

Course Outcomes (COs):

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

CO1: Analyze the strategic scope of Supply Chain Management (SCM) by evaluating its role in generating competitive advantage and strategic linkages with core business functions

CO2: Apply the fundamental planning models for effective demand management, sales & operations planning (S&OP), and forecasting in improving supply chain flow and responsiveness

CO3: Evaluate the core operational SCM functions and formulate data-driven decisions that balance the fundamental trade-offs between cost, service level, and agility.

CO4: Compare the foundational process improvement methodologies, specifically Total Quality Management (TQM), Lean, and Six Sigma, and their applications

CO5: Assess the transformative influence of contemporary trends, on the design and resilience of modern, end-to-end supply chains.

Course Content and Structure: **(36 Hours)**

Module 1: Foundations of Operations & Supply Chain Strategy **(7 hours)**

- What is Operations and Supply Chain Management?
  - Definition and scope of operations, logistics, and supply chain.
  - The evolution of SCM from a tactical function to a strategic imperative.
  - The "value chain" vs. "supply chain" concept.
- SCM as a Competitive Advantage
  - Understanding the link between SCM efficiency and competitive strategy (e.g., cost leadership, differentiation, quick response).
  - Introduction to key performance metrics in the supply chain.
- SCM and its Connection to Other Business Functions
  - SCM & Finance: Impact on working capital, cost of goods sold, and capital expenditure.
  - SCM & Marketing: Aligning SCM with marketing's brand promises (e.g., product availability, service levels, customer satisfaction).
  - SCM & HR: The role of workforce management, talent development, and employee engagement in operational success.

Module 2: Planning and Forecasting **(8 hours)**

- Demand Management and Forecasting
  - Qualitative vs. Quantitative forecasting methods.
  - The importance of accurate forecasting for all business functions.
  - The bullwhip effect: Causes and mitigation strategies.
- Aggregate Planning and Master Scheduling
  - Types of processing, production systems
  - Balancing supply and demand at the macro level.
  - Developing a production plan (chase vs. level strategy).
- Sales and Operations Planning (S&OP)
  - An introduction to S&OP as a key process for cross-functional collaboration.
  - Bridging the gap between the sales forecast (marketing) and the production plan (operations).

Module 3: Procurement, Logistics, and Inventory Management **(9 hours)**

- Sourcing and Procurement
  - The sourcing process: from needs analysis to supplier selection.
  - Negotiation strategies and managing supplier relationships.
  - The role of procurement in cost reduction and risk mitigation.
- Logistics and Transportation
  - Overview of logistics: warehousing, material handling, and transportation modes
  - Choosing the right transportation mode based on cost, speed, and reliability.
  - Facility and Layout planning basics
- Material Planning and Inventory Management
  - Material Requirements Planning
  - Types of inventories and why it is held
  - The trade-off between inventory costs and service levels
  - Introduction to inventory models

Module 4: Quality and Process Improvement **(8 hours)**

- Total Quality Management (TQM) and Quality Assurance
  - The evolution of quality management.
  - Key principles of TQM and their application across the organization.
  - Introduction to quality control tools (e.g., control charts, Pareto analysis).
- Lean Management and Six Sigma
  - Understanding the principles of Lean.
  - An overview of Six Sigma methodology for process improvement.
  - How continuous improvement impacts financial performance and employee engagement.
- Time Study
  - Time Study, Work Study, Method Study, Motion Study
  - Calculation of Normal time, standard time, and production cost per unit
- Process Mapping and Analysis
  - Using tools like flowcharts to visualize and analyze business processes.
  - Identifying bottlenecks and opportunities for improvement.

Module 5: Contemporary Trends and Future of SCM **(4 hours)**

- The Digital Supply Chain
  - The role of the Internet of Things (IoT) in supply chain visibility.
  - Introduction to Big Data, AI, and Machine Learning applications in SCM
  - How these technologies are shaping the future of supply chains.
- Sustainability and Ethical Sourcing, Risk management
  - Introduction to circular economy principles and sustainable practices.
  - The importance of ethical sourcing and corporate social responsibility in the supply chain.
  - Identifying and mitigating risks (e.g., natural disasters, geopolitical events, cyber threats).
  - Building resilient supply chains to withstand disruptions
- Future Career Paths in SCM
  - Exploring career opportunities for both specialists and generalists
  - Highlighting how SCM skills are valuable in every business role

Pedagogy:

- Classroom discussion
- Project-based learning
- Workshop from practitioners
- Case-based teaching
- Experiential learning
- Coursera Platform
- Field Visits
- Master Classes

Teaching-Learning Resources:

Recommended Books:

- "Supply Chain Management" by Chopra, Sunil, and Peter Meindl (7th edition, Pearson, 2024).
- Logistics & Supply Chain Management: An Integrated Approach (Latest Edition,) by Martin Christopher
- Supply Chain Management (2025 Edition) by N. Chandrasekaran (Taxmann/Pearson)

Reference Books:

1. Operations Management: Sustainability and Supply Chain Management (Latest Edition, Pearson) by Jay Heizer, Barry Render, and Chuck Munson
2. The Goal: A Process of Ongoing Improvement (Latest Edition, North River Press) by Eliyahu M. Goldratt and Jeff Cox
3. The Supply Chain Revolution: Innovative Sourcing and Logistics for a Fiercely Competitive World by Suman Sarkar (Latest Edition, Amacom)

Coursera courses:

Course Name	Trainer/Organization	Hours
Supply Chain Principles	Georgia Tech	10 hours
Global Supply Chain Management	Fundação Instituto de Administração	30 hours

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		-	-	-	3	-	1
CO2	1	3	-	-	2	3	-	-
CO3	2	2	-	-	-	3	1	-
CO4	2	1	-	-	-	3	2	-
CO5	3	2	-	-	3	3	2	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	CREATIVITY AND DESIGN THINKING FOR BUSINESS
Term/Semester	II
Course ID	26MBA825
Credits	1

Introduction:

Design thinking is an essential problem-solving methodology that fosters creativity and innovation. It emphasizes a deep understanding of users' needs and experiences, recognizing that these continually evolve. As a solution-oriented approach, design thinking helps uncover new opportunities, challenge existing assumptions, and inspire innovative products and services. By combining analytical reasoning with imaginative exploration, it enables organizations to craft human-centered, action-driven solutions to complex business challenges.

A richer understanding of users' expectations and pain points ultimately drives greater value creation. This user-centric philosophy lies at the heart of design thinking and contributes to enhanced products, services, and internal processes. This course equips learners to develop user-focused design solutions that directly address customer challenges while aligning with business objectives.

Course Outcomes (COs):

On completion of the course students will be able to:

CO1: Understand the design thinking framework and construct an effective empathy map.

CO2: Define problems by accurately identifying and interpreting user pain points.

CO3: Evaluate and select the most suitable ideas that address user needs.

CO4: Develop prototypes informed by insights gathered from all relevant stakeholders.

CO5: Test, validate, and refine proof-of-concept solutions based on user feedback.

Course Content and Structure: (24 hours)

Module 1: Introduction To Design Thinking, Empathy Mapping (4 HOURS)

- Introduction to design thinking approach, Identify the customer journey.
- Map the customer journey to understand customers' experiences with product/service
- Develop persona(s) of your target customers (CPM).
- Usage of AI-driven sentiment analysis tools (e.g., Monkey Learn, ChatGPT, IBM Watson) to identify user emotions and behaviors; apply AI-based journey mapping platforms to visualize customer touchpoints.

Module 2: Problem Mapping (05 HOURS)

- Problem statement or underlying issue and possible solution options.
- Define customer profile and needs by using ethnographic research methods (interviews and observations).
- Pinpoint target users and design interview questionnaires to understand customer pain points.
- Leverage AI-powered text and voice analytics to extract user insights; use predictive analytics to identify latent user needs; employ NLP tools for automated transcription and keyword clustering.

Module 3: Ideate And Synthesise Solution (05 HOURS)

- Brainstorm ideas to explore solutions that will help customers meet their needs
- Identify desirable features of solutions and cluster ideas, select high-quality solution ideas that can be prototyped, Discussion of Indian companies using design thinking.
- Apply generative AI tools (e.g., ChatGPT, DALL·E, Miro AI, Idea note AI) to enhance brainstorming; use machine learning to evaluate idea feasibility and user acceptance.

Module 4: Prototype And Experiment (05 HOURS)

- Design a prototype for the selected idea to enable a conversation with the stakeholders
- Derive insights from user-prototype interactions with all stakeholder feedback. Rectify flaws, address constraints and enhance strengths.
- Discuss the importance of accepting of failing quickly and cheaply. Improvise and restart.
- Usage of AI-enabled prototyping platforms (e.g., Figma AI, Uizard, Adobe Firefly) to build and refine designs; apply AI simulation tools to test user interaction before deployment, 3D Printing for Prototypes.

Module 5: Validate And Refine (05 HOURS)

- Refine prototype and solutions based on feedback from target users to better fit with user needs
- Test and refine point of concept (POC)
- Describe the applications of complementary tools of innovation: Value Proposition Designer, Business Model Canvas.
- Employ AI-based usability testing (e.g., Maze AI, Hotjar AI) to gather real-time user feedback.

Pedagogy:

- MOOC driven learning
- Workshop by Experts
- Experiential Learning
- Expert Video Lecture
- Use of Templates to learn Concepts and Models
- Case Studies/Simulations

Teaching Learning Resources:
Essential Reading:

- Design: Creation of Artifacts in Society by Prof. Karl Ulrich, U. Penn Change by Design by Tim Brown.
- The Design of Everyday Things: Revised and Expanded, Norman, Don. Edition. United States, Basic Books, 2013.

- Design Thinking: Understanding How Designers Think and Work, 1st edition, Pearson
- Handbook on Design Thinking –Eli Woolery, Free book.
- Elements of User Experience: User-Centered Design for the Web and Beyond, Second Edition Jesse James Garrett
- 8 Steps to Innovation –T. Krishnan Rishikesha, Harper Collins Publishers India.

Supplementary reading

Web links and E-Resources https://www.ibedo.org/
https://blog.hypeinnovation.com/

Suggested Coursera Courses:

Sl. No.	Course Title	University / Platform	Instructor
1	Design Thinking for Innovation	University of Virginia (Coursera)	Jeanne M. Liedtka
2	Design Thinking for the Greater Good: Innovation in the Social Sector	University of Virginia (Coursera)	Jeanne M. Liedtka
3	Design Thinking – A Primer	IIT Madras (SWAYAM)	IIT Madras Faculty

CO-PO Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	1	–	–	–
CO2	2	2	1	1	2	–	–	–
CO3	1	2	1	1	2	–	–	–
CO4	1	1	2	1	2	–	1	–
CO5	1	2	2	1	2	–	1	–

3-Substantial 2-Moderate 1-Slight - No Contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1.	**SEE** MOOC -Completion of MOOC on Design Thinking	Individual	**25**	On Course Completion by End of Second Sem.
2.	**SEE** Quiz on Design Thinking	Individual	**25**	On Course Completion by End of Second Sem.
3.	**CIA** Attendance and Class Participation in Two Day, Workshop	Individual	**15**	Through the course and workshop
4.	Team Presentations	Team Presentation	**15**	For all the five modules
5.	Submit written report on the learning's from the two-day workshop on Design thinking	Team Report	**20**	Report submission for the learning from the two day Workshop

Course Title	BUSINESS ANALYTICS SKILLS
Term/Semester	II
Course ID	26MBA721
Credits	4

Introduction:

This course provides students with a strong foundation in Python programming and data visualization using Tableau. Python is widely recognized for its versatility and is extensively used in analytics, automation, and problem-solving. The course begins by guiding students through the setup of the programming environment and helping them understand essential programming concepts. Learners will gradually build their ability to write clean, logical code and work with data in a structured manner. As they progress, students will explore how Python can be used to analyze information and generate meaningful insights. The course then introduces Tableau, a leading tool for creating visually engaging dashboards. Students will learn how to translate raw data into clear and interactive visual stories. Emphasis is placed on developing visualizations that support effective decision-making. The learning experience is hands-on, ensuring that students gain practical skills through real-world data exercises. By the end of the course, learners will be able to combine analytical thinking with visual communication. They will also be equipped to interpret data confidently and present insights to diverse audiences. This course ultimately prepares students to handle modern analytical tasks with clarity and precision

Course Outcomes (COs):

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

CO1: Create and configure the Python programming environment by installing IDEs, interpreters, and essential packages.
CO2: Recognize Python data types, data structures, and implement basic programming constructs to solve simple analytical problems.
CO3: Apply Python libraries to retrieve, clean, visualize data and analyze basic statistical/regression models to generate insights.
CO4: Explain Tableau's interface, workspace, terminologies and basic data exploration functionalities.
CO5: Develop meaningful visualizations and design interactive dashboards in Tableau to effectively communicate business insights.

Course Content and Structure: **(48 hours)**

Introduction to Data Analysis Using Python

Module 1: Introduction to Business Analytics & Python Interface 6 Hours

- Business Analytics – Introduction, Evolution, Types and its Applications
- Data Science, Data Mining, Statistics, Machine Learning, Supervised and Non-Supervised Techniques
- CRISP Modeling Framework
- Introduction to Python
- Installation of IDE, interpreter
- Installation of the package, python console, terminal, breakpoints
- Operators in Python (Basic Programs)

Module 2: Data Structures **10 Hours**

- Introduction to different data types
- Built-in Data Structures: Lists, Tuples, Dictionaries, and Sets
- String – Operations
- List operations, Tuple operations, , Dictionary operations – Sorting, Merge, POP
- LOC, ILOC functions
- Functions: definition, calling, return
- Scope of Functions and Variables
- Exception handling: Missing Values & Outliers (Simple Basic Programs)

Module 3: Descriptive and Predictive Analysis **12 Hours**

- Reading/writing data to/from files.
- Core Libraries and its applications: NumPy, Pandas, Matplotlib, Seaborn
- Basic plots (boxplot, bar chart, histogram, Heat Map, Tree Map)
- Descriptive statistics
- Correlation – Both continuous and categorical data
- Linear regression – Assumptions, significance of model and parameters, standard error, confidence interval of beta

Introduction to Data Visualization using Tableau:

Module 4: Introduction to Tableau Fundamentals & Data Exploration 8 Hours

- Introduction to Tableau
- Data importing
- Data preparation and cleaning
- Types of joins (Inner, outer, Cross join, left and right)
- Introduction to tableau interface and workspace
- Dimensions & Measures
- Exploring data using filters, sorting, grouping, and basic calculated fields (sum, average, mean, median, aggregate), Creating parameters

Module 5: Data Visualization Techniques & Dashboard Creation **12 Hours**

- Basics Charts: bar charts, line charts, pie charts, scatter plots, dual axis charts, and box plots
- Plotting geographical data on maps
- Customizing visualizations with colors, labels, sizes, and tooltips
- Designing basic interactive dashboards with multiple visualizations
- Dashboards and stories
- Application of AI in Business Intelligence

Pedagogy:

- Classroom Discussions
- Active Cooperative Learning Methods
- Activity-Based Learning
- Practice-Based Learning
- Project-Based Learning
- Experiential Learning
- Software-Based Learning – Python
- Master class

Teaching Learning Resources:

Essential Readings

- Manaranjan Pradhan and U Dinesh Kumar, "Machine Learning Using Python", Wiley Publications, ISBN – 108126579900.
- Max Kuhn and Kjell Johnson, "Applied Predictive Modeling", Springer. ISBN – 10:1461468485, ISBN-13:978-1467468486.
- Daniel G. Murray, Tableau Your Data! Fast and Easy Visual Analysis with Tableau Software 2nd Edition, WILEY publication. ISBN: 978-1-119-00119-5
- Ryan Lindy, visual data storytelling with Tableau, Pearson Publication.ISBN-10: 9353063590

Supplementary Resources:

- NPTEL Course: https://onlinecourses.swayam2.ac.in/aic20_sp35
- Coursera Course:https://www.coursera.org/learn/jhu-getting-started-data-viz-
- https://www.coursera.org/specializations/data-science-foundations-r
- Data Sources: Kaggle: https://www.kaggle.com/
- Data.gov.in: https://data.gov.in/
- Databases: EBSCO: https://www.ebsco.com/academic-libraries,
- JGATE: https://jgateplus.com
- Pearson E-library: https://elibrary.in.pearson.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	-	-	3	2	1	-
CO2	1	3	-	-	3	2	1	-
CO3	1	3	-	2	3	3	1	1
CO4	1	3	1	1	3	2	1	-
CO5	1	3	1	2	3	3	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Guided Projects:

Project Name	University / Institution	Instructor(s)
Exploratory Data Analysis with Python and Pandas	Coursera Project Network	Rhyme Instructor Team
Python for Data Analysis: NumPy & Pandas Basics	Coursera Project Network	Rhyme Instructor Team
Build a Simple Linear Regression Model in Python	Coursera Project Network	Rhyme Instructor Team
Data Visualization with Tableau: Create Dashboards and Stories	Coursera Project Network	Rhyme Instructor Team
Creating Calculated Fields and Parameters in Tableau	Coursera Project Network	Rhyme Instructor Team
Exploratory Data Analysis with Python and Pandas	Coursera Project Network	Rhyme Instructor Team

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	Lab Journal : 10 marks Viva-Voce : 10 marks Section A : Attempt one question out of two questions – 15 marks Section B : Attempt one question out of two questions – 15 marks	Individual	50	At the end of the semester
2	Class Test : 10 Marks Preparatory exam : 10 Marks	Individual	20	After completion of 3 modules All modules
3	Attendance and Class Participation	Individual	5	At the end of the semester
4	Certification Course (Coursera) : 10 Guided project(Class room activity) : 05 Capstone project : 10	Individual	25	Full Semester

Course Title	EMPLOYABILITY SKILLS
Term/Semester	II
Course ID	26MBA722
Credits	2

Introduction:

This course aims to equip MBA students with essential employability competencies required to excel in recruitment processes and early career roles. It enables learners to design meaningful career paths, build strong personal brands, create professional digital identities, demonstrate interview and group-discussion readiness, apply negotiation and workplace interaction skills, and develop analytical aptitude for business decision-making. Through experiential learning, simulations, and assessments, the course develops students' confidence, communication maturity, and problem-solving ability for successful career outcomes.

Course Outcomes (COs):

On completion of the course the student will be able:

CO1: Analyse and construct personalised career goals, job search strategies, and digital personal branding artifacts aligned with potential, interests, and industry expectations.

CO2: Create and optimise professional resumes, LinkedIn profiles, and video resumes using appropriate structure, content strategy, and ethical use of AI tools.

CO3: Solve aptitude-based questions and analytical reasoning problems using quantitative, logical, and data interpretation techniques.

CO4: Demonstrate and practice group discussion techniques, negotiation strategies, and workplace simulation behaviours such as feedback exchange and decision-making.

CO5: Apply and demonstrate interview approaches using the STAR method, effective communication, data fluency, and professional etiquette across F2F, telephonic, and virtual interviews.

Course content and Structure: **(48 hours)**

Module 01 - Career Design & Personal Branding **(6 Hrs)**

- Goal Setting, Career Exploration, Job Search Tools/Methods. Current Affairs Preparing for Career based on Potential and Opportunities. Digital Portfolio Building. Personal Value Proposition.

Module 02 - Resume & Digital Profile Building **(6 Hrs)**

- Reume - Essential Components. Common Errors. AI-Aided Resume Writing, LinkedIn Profile Management (Content, Professional Networking). Video Resumes.

Module 03 - Business Aptitude & Critical Thinking **(16 Hrs)**

- Syllogism, HCF/LCM, Calendars, Permutation/Combination, Data Sufficiency, Probability. Focus on Data Interpretation (DI) and Visual Reasoning (using tables/graphs).

Module 04 - Group Discussion, Workplace Simulation **(8 Hrs.)**

- Meaning, Procedure, and Methods of GD. GD Approaches for Complex/Abstract Topics. Common GD Errors. Role-plays. Workplace Simulation: Giving/Receiving Critical Feedback in a Team Setting

Module 05 - Behavioural and Technical Interview Skills **(12 Hrs.)**

- Types of Interviews (In person, Telephonic, Video, HR / Technical). Dress Code, Background Research. STAR Method. Interview Procedure (Opening, Listening, Closure). Handling Stress and Tricky Questions. Post-Interview Follow-up.

Pedagogy:

- Interactive activity based Teaching.
- Mock Interview
- Role-play
- Interaction with professional trainers.
- Out-bound Training.
- Classroom Discussion

Teaching Learning Resources:

Essential readings-

- Designing Your Life by Bill Burnett and Dave Evans, Knopf, Illustrated edition, 2016.
- Development of Life Skills and Professional Practice, 2014, Vikas Publication, Shalini Verma

References-

- Business Communication: Concepts, Cases and Applications by Meenakshi Raman and Prakash Singh, Oxford University Press (Latest Edition)
- Executive Presence: The Missing Link Between Merit and Success by Shital Kakkar Mehra, published by HarperCollins Publishers India
- Business Communication Essentials: Fundamental Skills for the Mobile-Digital-Social Workplace by Courtland L. Bovée and John V. Thill, published by Pearson

Web links and E-Resources

- http://www.bbc.co.uk/worldservice/learningenglish/radio/specials/15
- http://www.colostate.edu/Depts/Speech/rccs/theory44.html

Suggested Apps: Thinking about your life, Pocket, Trello.

MOOs:

- https://www.mooc4dev.org/lifeskills1 (IIT Kanpur)
- https://youtu.be/KxxKrei5evM (Swayam12 week)
- https://nptel.ac.in/noc/courses/noc18/SEM1/noc18-hs18/

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	-	-	-	1	-	-	-
CO2	-	-	-	-	2	-	-	-
CO3	-	3	-	-	-	-	-	-
CO4	-	-	3	-	-	-	-	-
CO5	-	-	1	-	-	-	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan:

IA EVALUATION				
Sl. No.	**Evaluation Item**	**Unit of Evaluation**	**Marks Allotted**	**Timeline**
1	Attendance and Class participation	Individual	5	At the end of the semester
2	Aptitude Internal Test (MCQ)	Individual	15	At the end of the semester
3	GD and PI (inclusive of resume)	Individual	30 (*15 PI+15 GD*)	At the end of the semester.
SEE-EVALUATION				
4	GD and PI (inclusive of resume) - Assessment	Individual	30	End term exam
5	Aptitude- Test (MCQ)	Individual	20	End term exam

Course Title	BUSINESS IMMERSION PROGRAMME
Term/Semester	II
Course ID	26MBA821
Credits	3

Introduction:

The Business Immersion Programme provides students with experiential learning through direct exposure and real-time observation of a business organisation. It aims to help students gain an initial understanding of the organisation's functions, processes, and policies. By mirroring an actual workplace environment, the programme allows students to experience the demands and discipline of professional life. It further strengthens their technical abilities as well as their social and communication skills. In addition, the programme enhances students' industry-specific knowledge, analytical abilities, and problem-solving skills. It helps them build strong professional networks, understand business etiquette, and develop personal branding aligned with industry expectations. The immersion also exposes faculty & students to consultancy-oriented thinking, enabling them to observe how businesses identify challenges, design solutions, and implement best practices in real time. The core objective of the programme is to equip students with the skills and competencies needed to grow into effective business leaders and strategic thinkers. The learning activities may include data analysis, organizational studies, extension work, idea development, or implementation. Students may also undertake studies related to current management issues or challenges faced by the organization.

Each student should undertake the Business Immersion Programme after the First Semester End Examination for period of 2 months. The students have to, finalize a firm in and around Bengaluru, visit organization, observe the business activities, collect data and make a report on the organization. The students have to look for firms which are well established, have good number of employees, registered firms that are growing and sustainable.

The Business Immersion Programme will be conducted under the guidance of an internal faculty mentor and an external mentor from the host organisation. Typically, each mentor/guide will lead a group of about 10 students once the First-semester examinations are completed. Students will meet and interact with their mentor regularly to discuss their progress and upcoming plans. A social interaction platform, such as a WhatsApp or Telegram group, should be created for seamless communication within the team.

Every Saturday, students will present their weekly progress to the mentor at the institute. They are required to prepare a Microsoft PowerPoint presentation based on the data collected and present it during these sessions. The mentor will review the progress and provide suggestions for improvement. Students must prepare a soft copy of their report during the immersion period, which must be submitted to the mentor for a plagiarism check before the programme ends. Final hardbound copies of the report must be submitted before the commencement of the Second semester classes.

Course Outcomes (CO):

On successful completion of the course, the student will be able to:

CO1: Demonstrate an in-depth understanding of organizational operations, practices through work-related learning experiences, effectively connecting classroom concepts with industry realities.

CO2: Apply theoretical and conceptual knowledge to practical business situations through work-integrated learning, and produce structured, analytical, and professionally written reports.
CO3: Exhibit professional behaviour and managerial etiquette by understanding organisational hierarchy, workplace norms, and appropriate conduct
CO4: Build strong interpersonal and networking skills by engaging with employees, teams, and managers, thereby enhancing collaboration.
CO5: Develop effective problem-solving and decision-making capabilities by observing real-time workplace challenges, analysing team dynamics, and approaches.

An Overview of BIP Guidelines

A. Eligible Organisations- Students may undertake the Business Immersion Programme in any of the following types of organisations:

1. Micro, Small, Medium, or Large-scale business organisations across any sector
2. PSUs, Government Departments, or Government-owned companies
3. Research institutions or development agencies
4. Panchayat Raj Institutions, municipal bodies, legislative offices, courts, etc.
5. Service-based organisations

B. General Guidelines

1. Only one student is permitted to undertake the immersion in a given organisation.
2. Students must complete any tasks or responsibilities assigned by the organisation.
3. Each student will be guided by two mentors, an internal mentor from the institute and an external guide from the organisation.
4. A certificate of completion issued by the organisation must be submitted along with the final report.
5. Students must follow the prescribed chapter format.
6. Sources of information must be cited wherever required.
7. Students must meet the internal mentor every Saturday for guidance.
8. Weekly reports and the attendance sheet must be submitted to the internal mentor in the prescribed format.
9. Students must maintain a work-done diary exclusively for documenting daily activities.
10. Meetings with the internal mentor during the immersion period will count as attendance for the programme.

C. Report Writing Guidelines (Uniformity and Formatting)

- The main body of the text must be written in a clear, readable, and uniform font.
- Font: Times New Roman | Size: 12 **|** Line Spacing**:** 1.5
- Different font sizes may be used for tables, figures, or captions, ensuring consistency throughout.

- Use of bold, italics, and capitalisation must follow a uniform pattern and an approved style manual.
- Text alignment must be consistent, preferably justified.
- Margins**:** Left – 1.5 inches; Right, Top, Bottom – 1 inch
- Page numbers must appear at the bottom (centre or right-aligned) beginning from the Introduction to the Conclusion.
- Header**:** "A Report on Business Immersion Programme at ……(Company Name)" (Left aligned)
- Footer**:** "R.V. Institute of Management" (Left aligned) with page number on the right
- Preliminary pages should not carry page numbers. References and Annexure pages must be numbered using Roman numerals (i, ii, iii).
- Each chapter title must appear on a separate page at the beginning of each chapter (no page number).
- Reports must be printed on one side of Executive Bond paper.
- The hardbound cover must be sky blue in colour.

D. Contents of the Report- The final report should include the following sections:

• Cover Page with Title and other details

• Student Declaration

• Acknowledgements

• Company Certificate

• Guide Certificate

• Certificate of Originality issued by the Institute

• Table of Contents

• List of Tables

• List of Figures

• Chapters 1 to 6

• References (APA format)

• Appendices:

a. Plagiarism report of the first three pages (Similarity Index and AI report)

b. Weekly progress reports signed by the internal mentor

c. Any supporting documents related to the research (survey, questionnaire, interview schedule, etc.)

E: Report Submission-

The final report, excluding annexures, should be approximately 70 pages in length. Students must submit two hardbound copies—one for the Institute and one for personal reference. Additionally, a soft copy of the report in both Word and PDF

formats must be submitted to the respective guide. The report should be printed on bond paper, and the outer cover must be sky blue in colour. Students are also required to submit their Work Done Diary and Internship Report, along with the attendance record and an attendance sheet duly signed and stamped by the organization, to the Institute immediately upon completion of the Immersion.

F. CHAPTER SCHEME

CHAPTER 1: ABOUT THE FIRM (10-12 Pages)

- Brief History of the firm
- Vision, Mission, Objectives, Values, Mile stones
- Operations area and business, Product and service profile
- Organisation structure/chart, Management or Board of Directors (including CMD/CEO)
- Best practices/ Special achievements/success stories/ unique features/ core competencies
- SWOT Analysis of the firm
- Application of McKinsey *7S model* to the firm
- Certificates (ISO etc.), Achievements and Awards
- Future plans

CHAPTER 2: ABOUT THE INDUSTRY (10-12 pages)

- Brief history of the industry, Industry structure
- Industry Volume, Current scenario (In brief),
- Application of Porter Five Force model- (Competitors, Suppliers and Buyers, Substitutes)
- Forecasting Industry attractiveness

CHAPTER 3: ABOUT THE FUNCTIONAL AREAS (8-10 pages)

Brief note on the composition- Structure- Policies- Best practices- Functions of each department

- HR Department
- Marketing Department
- Finance Department (Including Accounting and book keeping)
- Productions Department
- Purchase Department
- Systems (MIS) Department

- Quality Assurance department
- R & D Department
- Any other departments in the organization

CHAPTER 4: OPERATIONAL/ FINANCIAL DATA ANALYSIS (08-10 pages)

- Basic Financial Performance of the Company (Important Ratios, Trend / Common Size Analysis / Comparative analysis / Cost Volume profit analysis etc.) / Operational performance Analysis based on data availability

CHAPTER 5: PROBLEM INDENTIFICATION AND ANALYSIS (18 -20 pages)

- Identification of a problem in the firm- Observation/ Interview/Survey
- Analysis of the problem
- Tools for problem solving
- Interpretations

CHAPTER 6: FINDINGS, SUGGESTIONS AND LEARNINGS (6 pages)

- Summary of the findings
- Feasible Suggestions
- Leanings from the Immersion Experience

After Chapters there should be Bibliography. It should be arranged in the APA format

REFERENCES (as illustrated below) List of books, articles, websites that are referred and useful for your internship should be listed. The references should be provided in the following sequence –For Example:

- Books: Kotler Philip, "Marketing Management", 10th Ed, Prentice Hall, NJ, 2004.
- Company Books and Manuals with full description
- Edited Volume: Ahroni Y (2009) "on measuring the success of Privatization" in Ramamurthi R and Vernon R. (eds) Privatization and control of state owned enterprises. Washington DC, World Bank**.**
- Journals: Boardman, D and Vining S (1989) "ownership in Competitive Environments: A Comparison of the Performance of mixed, private and SOE's, Journal of Law and Economics, April, Vol 1, No. 23, pp16.9
- Reports and Gazettes: Asian Development Bank (2010) India, Statisitical Abstract 2008, Manila

- Newspapers and Magazines: Ahluwalia M (2003) "Some of the criticism directed at the IMF is not valid" as exclusive interview, D+C (Development and Cooperation), September Vol 30
- Websites: Ministry of Finance (2008) "Privatization", viewed on 06/11/2003 in the MOF website. http://www.mof.in/epa/prvatise/index.html.

G. Plagiarism Check:

All reports will be checked for plagiarism (including AI) in turn-it-in software and the permissible limit in terms of similarity index is 25%

II. Pedagogy:

1. Work Integrated learning
2. Project Based Learning
3. Research Based Learning
4. Seminars and Industry Interaction
5. Immersive and Experiential learning

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	-	3	3	2	-	3
CO2	3	3	1	3	3	2	3	-
CO3	2	1	3	1	-	2	-	-
CO4	2	1	2	1	-	2	-	1
CO5	2	1	2	1	-	2	3	-

III. EVALUATION PLAN:

The report will undergo both internal and external evaluation. Internal Assessment carries 50 marks, awarded jointly by the faculty guide and the organization mentor. The External Assessment, conducted through the Final Viva Voce, also carries 50 marks. The detailed marks distribution is provided below.

Internal Valuation

Sl. No	**Reg No**	**Student Performance Evaluation**				**Report Evaluation**				
		Punctuality & Discipline	Quality of immersion and recognition by firm	Overall engagement in the firm	Regular interaction with faculty mentor	Chapter wise Presentation	Presentation and usage of references and Documents	Overall Quality of report	External mentor Valuation	**Total Marks**
		5 Marks	10 Marks	5 Marks	5 Marks	5 Marks	5 Marks	5 Marks	10 Marks	**50**

External Valuation

Sl. No	Register Number	**Report and Viva Voce**					
		Quality of immersion and recognition by firm	Chapter wise Presentation	Presentation and usage of references and Documents	Overall quality of report	Presentation & Viva Voce	**Total**
1		10 Marks	10Marks	10 Marks	10 Marks	10 Marks	**50**

Course Title	OPEN ELECTIVE- II
Term/Semester	II
Course ID	26MBA822
Credits	1

Course Outcome:

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

CO1: Understand and articulate the nuances of the selected course

Guidelines:

The open electives are offered to students to provide them with a wide range of opportunities to enhance their knowledge. The students are given a chance to choose from a wide range (8000) of MOOCs offered by Coursera, NPTEL, SWAYAM, etc., and enroll themselves.

Open Elective 2:

Students have to complete 1 MOOC during the II Semester based on their interest and submit the certificate. The duration of the course should be for a minimum of 6-8 weeks or at least 24 hours. The students are encouraged to choose any course from Liberal Arts/Humanities so as to conform to NEP guidelines. In the beginning of the II semester, students have to register for a MOOC and update the information to the designated faculty mentor. This will enable the faculty to monitor the progress. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

Presentation Rubric

Criteria	Poor	Average	Good
Coverage of Subject Matter 10	(1-4) The topic was not fully covered or material presented was inaccurate; inability to distinguish between fact and opinion; student did not have a good understanding of the topic	(5-7) The topic was covered in an appropriate depth with few or no factual errors or misinterpretations; fact and opinion were distinguished; student had a good understanding of the topic	(0-10) The topic was fully covered; no factual errors or misinterpretations were included; fact and opinion were distinguished and used appropriately; student demonstrated expertise or a clear understanding of the topic
	(1-0)	(2-3)	(4-5)
Introduction 5	Student failed to introduce topic or self appropriately; purpose of presentation unclear to audience	Student introduced topic, purpose, and self	Student introduced topic, purpose, and self along with an effective attention-getter

Organization of content flow 5	Cannot understand presentation because of poor organization; introduction is not clear/matched to the rest of the content. The presentation is not clear	Satisfactory organization of content; clear introduction; main points are well stated, even if some transitions are somewhat sudden; relation to the rest of the content is clear	Very well organized content; builds on and provides support for the rest of content of the presentation; main points well stated and argued, with each leading to the next point of the talk.
Conclusion 5	Abrupt ending; no summary or wrap up; failure to provide references (if needed)	General summary or wrap up; speech was brought to a comfortable conclusion; appropriate referencing	Main points were reinforced or take-away messages restated; speech was brought to a purposeful conclusion; appropriate referencing

Viva Voce

Criteria	Poor	Average	Good
Delivery 10	(1-4) Mumble, incorrectly pronounce important content of the presentation. Only reading from the slides	(5-7) The voice is low and incorrectly pronounce terms during the presentation. Reading from slides frequently.	(8-10) Clear voice and correct, precise pronunciation of terms during the presentation. Only referring to the slides while explaining.
Q&A 10	Student did not invite questions or comments or did not handle them appropriately Not able to answer	Student invited questions and comments and answered or responded Vague answers	Student invited questions and comments and was able to answer or engage in a discussion Crisp to-the-point answers
	(1-0)	(3-2)	(5-4)
Depth of understanding 5	Poor understanding of the relevance of the course	Fair understanding of the relevance of the course	Good understanding of the relevance of the course

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	3	-	3	2	-	1

LEVEL 3-Substantia 2-Moderate 1-Slight - No Contribution

Evaluation Plan:

Students are required to complete the course and take up the assessment at the end of the course.

Sl. No.		Evaluation Item	Marks Allotted
1	**Internal Marks (50)**	Presentation on the learnings from the course	25
2		Viva Voce	25
3	**External Marks (50)**	Final course assessment score and submission of the certificate to the mentor	50

Course Title	OPEN ELECTIVE- III (During BIP)
Term/Semester	II
Course ID	26MBA823
Credits	1

Course Outcome:

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

CO1: Understand and articulate the nuances of the selected course

Guidelines:

The open electives are offered to students to provide them with a wide range of opportunities to enhance their knowledge. The students are given a chance to choose from a wide range (8000) of MOOCs offered by Coursera, NPTEL, SWAYAM, etc., and enroll themselves.

Open Elective 3:

Students have to complete 1 MOOC during the BIP based on their interest and submit the certificate. The duration of the course should be for a minimum of 6-8 weeks or at least 24 hours. The students are encouraged to choose any course from Liberal Arts/Humanities so as to conform to NEP guidelines. In the beginning of the BIP, students have to register for a MOOC and update the information to the designated faculty mentor. This will enable the faculty to monitor the progress. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

Presentation Rubric

Criteria	Poor	Average	Good
Coverage of Subject Matter 10	(1-4) The topic was not fully covered or material presented was inaccurate; inability to distinguish between fact and opinion; student did not have a good understanding of the topic	(5-7) The topic was covered in an appropriate depth with few or no factual errors or misinterpretations; fact and opinion were distinguished; student had a good understanding of the topic	(0-10) The topic was fully covered; no factual errors or misinterpretations were included; fact and opinion were distinguished and used appropriately; student demonstrated expertise or a clear understanding of the topic
	(1-0)	(2-3)	(4-5)
Introduction 5	Student failed to introduce topic or self appropriately; purpose of presentation unclear to audience	Student introduced topic, purpose, and self	Student introduced topic, purpose, and self along with an effective attention-getter

Organization of content flow 5	Cannot understand presentation because of poor organization; introduction is not clear/matched to the rest of the content. The presentation is not clear	Satisfactory organization of content; clear introduction; main points are well stated, even if some transitions are somewhat sudden; relation to the rest of the content is clear	Very well organized content; builds on and provides support for the rest of content of the presentation; main points well stated and argued, with each leading to the next point of the talk.
Conclusion 5	Abrupt ending; no summary or wrap up; failure to provide references (if needed)	General summary or wrap up; speech was brought to a comfortable conclusion; appropriate referencing	Main points were reinforced or take-away messages restated; speech was brought to a purposeful conclusion; appropriate referencing

Viva Voce

Criteria	Poor	Average	Good
Delivery 10	(1-4) Mumble, incorrectly pronounce important content of the presentation. Only reading from the slides	(5-7) The voice is low and incorrectly pronounce terms during the presentation. Reading from slides frequently.	(8-10) Clear voice and correct, precise pronunciation of terms during the presentation. Only referring to the slides while explaining.
Q&A 10	Student did not invite questions or comments or did not handle them appropriately Not able to answer	Student invited questions and comments and answered or responded Vague answers	Student invited questions and comments and was able to answer or engage in a discussion Crisp to-the-point answers
	(1-0)	(3-2)	(5-4)
Depth of understanding 5	Poor understanding of the relevance of the course	Fair understanding of the relevance of the course	Good understanding of the relevance of the course

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	3	-	3	2	-	1

LEVEL 3-Substantia 2-Moderate 1-Slight - No Contribution

Evaluation Plan:

Students are required to complete the course and take up the assessment at the end of the course.

Sl. No.		Evaluation Item	Marks Allotted
1	**Internal Marks (50)**	Presentation on the learnings from the course	25
2		Viva Voce	25
3	**External Marks (50)**	Final course assessment score and submission of the certificate to the mentor	50

Course Title	HEALTH AND WELLNESS
Term/Semester	II
Course ID	26MBA824
Credits	2

Introduction:

Health and wellness are essential for managers who must navigate fast-paced work environments, demanding schedules, and continuous decision-making. This course equips MBA students with the ability to build resilience, manage stress, and maintain work–life balance—skills that directly influence leadership effectiveness and long-term career success.

Through yoga, fitness activities, mindfulness practices, and evidence-based approaches to wellbeing, students develop habits that enhance concentration, productivity, and emotional stability. Active participation helps them cultivate discipline and self-awareness—qualities that strengthen professional performance and support a sustainable, healthy lifestyle.

Course Outcomes (COs):

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

CO1: "Identify and explain the basic structure of the human body and fundamental principles of food and nutrition."

CO2: "Analyse the multiple dimensions of holistic wellness and apply them to enhance personal wellbeing."

CO3: "Describe the key principles of Ashtanga Yoga and demonstrate basic yogic practices for physical, mental and spiritual wellness."

Course content and Structure: **(24 hours)**

Module1: Human Anatomy & Physiology (Basics) **(4 hours)**

- Levels of organization: cells → tissues → organs → systems
- Overview of major systems: skeletal, muscular, respiratory, circulatory, digestive, nervous
- Role of posture, breathing & movement in body functioning

Introduction to Food & Nutrition

- Meaning & importance of nutrition
- Macronutrients & micronutrients (functions in the body)
- Balanced diet: components & daily requirements
- Importance of hydration & lifestyle habits

Module2: Holistic Wellness: **(4 hours)**

- **Physical wellness:** activity, sleep, posture, hygiene
- **Emotional wellness:** awareness, regulation, stress basics
- **Psychological wellness:** mindfulness, thought management
- **Spiritual wellness:** values, purpose, simple meditation
- **Environmental wellness:** clean surroundings, sustainability
- **Societal wellness:** relationships, empathy, communication
- **Technological wellness:** screen balance, ergonomics, online safety
- **Financial wellness: managing personal finances, financial discipline**
- **Legal wellness: understanding and following basic laws of the land**

Module 3: Philosophy & Practice of Ashtanga Yoga (16 hours)

Introduction to Ashtanga Yoga

- Overview & relevance of the eight-limbed path

Eight Limbs of Yoga (Brief Overview)

- Yama & Niyama — ethical foundations
- Asana — basic postures for stability & comfort
- Pranayama — simple breath awareness practices
- Pratyahara - conceptual understanding
- Dharana, Dhyana, Samadh

Practical Components

- Sookshma Vyayama (micro exercises)
- Surya Namaskar
- Basic asanas (beginner-friendly)
- Simple breathing practices
- Short guided meditation

Pedagogy:

- Participative Learning
- Classroom discussion
- Activity based Learning
- Practice based learning
- Workshops and seminars
- Field visits.
- Master class

Teaching Learning Resources:

Essential readings-

- Common Yoga Protocol, Ministry of AYUSH, GOI
- Patanjali Yoga Sutra
- Hathayoga Pradeepika
- Gherenda Samhita

MOOCs: YOGA- MOOCs Course offered by Ayur Yoga Life, Indian Yoga association, BBAU, MDNIY, Coursera etc.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	2	-	-	-	1	2
CO2	2	-	2	-	1	-	2	2
CO3	2	-	2	-	-	1	-	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
Internal Evaluation				
1	Attendance and Participation in regular yoga sessions	Individual Practice Report Card	20	At the end of the semester
2	Participation in Yoga Challenges (events and competitions)	Individual	5	During the course
3	Journaling	Individual	5	At the end of the course
4	Quiklrn Quiz	Individual	5	At the end of the course
5	Yoga Demonstration	Group	10	During the semester
6	Completion of MOOC	Individual	5	At the end of the course
SEE				
1	Yoga Demo & Viva voce	Individual	25	At the end of the course
2	Written test	Individual	25	At the end of the course

COURSE MATRIX OF THIRD SEMESTER

Sl.NO	Subject Code	NAME OF THE SUBJECT	CREDITS	CONTACT HOURS	IA MARKS	SEE MARKS
1	26MBA231	Strategic Management & Corporate Governance	3	36	50	50
SE5	26MBA531	Generative AI for Business	3	36	50	50
IP2	26MBA831	Social Immersion Programme	1	-	50	50
OE4	26MBA832	Open Elective IV [MOOC] 20-30 Hrs.	1	-	50	50
1		**Specialization subjects (4 Major & 2 Minor)** • Marketing • Entrepreneurship and Family Enterprise Management • Finance • Operations and Supply Chain Management • AI & Business Analytics • Human Resource Management	18	216	300	300
		TOTAL	**26**	**288**	**500**	**500**

SPECILISATION WISE SUBJECTS

MARKETING		
SL NO	**SUBJECT CODE**	**SUBJECT NAME**
1	26MBA131	Sales and Distribution Management
2	26MBA132	Business and Social Marketing
3	26MBA133	Service and Retail Marketing
4	26MBA134	Business Analytics for Marketing
5	26MBA135	Consumer Behaviour and Neuro marketing
6	26MBA136	International Marketing
7	26MBA137	Ecommerce and digital supply chain marketing
ENTREPRENEURSHIP AND FAMILY ENTERPRISE MANAGEMENT		
1	26MBA232	Social Entrepreneurship and Innovation
2	26MBA233	Business Model Canvas and Business Plan development
3	26MBA234	Entrepreneurship in Action – I
4	26MBA235	Green & Agri tech Entrepreneurship
5	26MBA236	Entrepreneurial Leadership
6	26MBA237	Technology for Start-ups and Family Businesses
7	26MBA238	Corporate Entrepreneurship
FINANCE		
1	26MBA331	Investment Analysis and Portfolio Management
2	26MBA332	Business Valuation & Financial Modeling
3	26MBA333	Tax Management
4	26MBA334	Fintech & Financial Analytics
5	26MBA335	Investment Banking and Financial Services
6	26MBA336	Cost Management
7	26MBA337	Forensic Accounting & Audit
OPERATIONS AND SUPPLY CHAIN MANAGEMENT		
1	26MBA431	World Class Manufacturing
2	26MBA432	Demand and Supply Management
3	26MBA433	Logistics Design and Management
4	26MBA434	SCM Technology and Analytics
5	26MBA435	Service Operations Management
6	26MBA436	Project Management for Operations Excellence
7	26MBA437	Operations Strategy and Supply Chain Network Design

AI & BUSINESS ANALYTICS		
1	26MBA532	Predictive Analytics using R
2	26MBA533	Data Visualization and Story Telling Using Tableau
3	26MBA534	Database Management Using MySQL
4	26MBA535	Analytics Applications in Functional Areas
5	26MBA536	Data Warehousing and Data Mining
6	26MBA537	Big Data Analytics
7	26MBA538	Applications of Generative AI
HUMAN RESOURCE MANAGEMENT		
1	26MBA631	International HRM
2	26MBA632	Performance Management and Competency Mapping
3	26MBA633	Industrial Relations and Employment Laws
4	26MBA634	AI and HR Analytics
5	26MBA635	Compensation and Reward Management
6	26MBA636	Talent Management and Employee Engagement
7	26MBA637	Strategic Human Resource Management

Course Title	STRATEGIC MANAGEMENT & CORPORATE GOVERNANCE
Term/Semester	III
Course ID	26MBA231
Credits	3

Introduction:

Strategic Management is an interdisciplinary course. It assumes a broad view of the business environment that includes buyers, suppliers, competitors, technology, the economy, capital markets, government, and global forces and views the external environment as dynamic and characterized by uncertainty. In studying strategy, the course draws together managerial skills and decision-making tools that will help build on all the types of business ideas. In any of these business students will be able to develop and deliver at all functional areas such as Accounting, Economics, Finance, Marketing, Organizational Behavior, and Statistics.

COURSE OUTCOMES (CO):

CO1 Identify strategic concepts, frameworks, and levels, and analyze strategic fit in a dynamic digital business environment.

CO2 Evaluate the internal and external business environment using analytical tools.

CO3 Formulate and compare various corporate, business, and functional-level strategies using frameworks to achieve sustainable competitive advantage.

CO4 Interpret the implementation of strategic actions through effective resource allocation, structure–strategy alignment, control systems, and performance evaluation mechanisms (KPIs, audits, feedback systems) at national and international levels.

CO5 Assess the frameworks, models, and regulatory mechanisms of Corporate Governance in India and globally, and appraise their implications for ethical, transparent, responsible and accountable business practices.

Course content and Structure: (36 hours)

Module 1: STRATEGY AND PROCESS 03 HOURS

- Conceptual framework for strategic management,
- Levels of Strategy- Corporate, Business, Functional
- Strategic Intent and Strategic Fit- Core Competency Analysis, Innovation Roadmaps, Scenario Planning
- Strategy in the VUCA and Bani framework and digital economy
- Dynamic capabilities in the agile world- Learning, Sensing, Integration, Adaptation and Innovation

Module 2: ENVIRONMENTAL ANALYSIS 07 HOURS

- Environment Analysis and Scanning– Micro, Market, Macro
- Tools for Environmental Analysis- Micro Environment – Value Chain Analysis, RBV, Mc-Kinsey's 7 s, Balanced Score Card, Functional Capability Audit, Organisation Culture Assessment, Internal Factor Evaluation.
- Market Environment- Porter's Industry Analysis, Competitor Profile Matrix, Benchmarking, PMI
- Macro Environment- PESTEL, ETOP, EFV, SWOT, TOWS matrix

Module 3: FORMULATION OF STRATEGIC ACTIONS & AUDITING

10 HOURS

- Corporate Level Strategies – Directional, Stability, Expansion, Retrenchment and Combination strategies - Business level strategy: Cost Differentiation, and Focus Strategies, Market Oriented and Time Oriented strategies; Functional Level Tactic; Grand Strategy matrix
- Blue Ocean Strategy- The 6 principles, Value Innovation Pyramid, Strategic Canvas, ERRC Grid

Module 4: IMPLEMENTATION AND EVALUATION OF STRATEGIC ACTIONS

10 HOURS

- The implementation process, Resource allocation, Budgeting
- Implementation of Strategy at International Level
- Designing organizational structure - Designing Strategic Control Systems -, Matching Structure and Control to Strategy - Implementing Strategic Change, Techniques of strategic evaluation & control, Strategy Evaluation and Control - Measuring Performance: Key Performance Indicators (KPIs), Strategic Reviews and Audits, Feedback mechanisms

Module 5: CORPORATE GOVERNANCE **06 HOURS**

- Meaning; Importance; Definitions; Evolution of Corporate Governance; Objectives of Corporate Governance; Principles of Corporate Governance
- Major stakeholders of a Corporate Body; Internal stakeholders, External stakeholders; Primary stakeholders; Secondary stakeholders; Direct stakeholders; Indirect stakeholders
- Models of Corporate Governance; Anglo-American Model; The German-Japanese Model; Indian – South Asian Model
- Regulatory Framework of Corporate Governance; The Companies Act, 2013; Securities and Exchange Board of India (SEBI) guidelines; Secretarial Audit; Scope of Secretarial Audit; Rating Agencies.
- Committee Reports; Role of Board of directors; role of audit committee; Sarbanes-Oxley (SOX) Act of 2002; Narayan Murthy Committee; Kumar Mangalam Birla Committee; Naresh Chandra committee on corporate governance. BRSR (Business Responsibility and Sustainability Report)

Pedagogy:

1. Experiential Learning
2. Master Class (2 hours)
3. MOOC Courses - Coursera
4. Strategic Human League interclass Fest
5. Shadow Work (Leader story video) or podcast
6. Project Based Learning
7. Case based Leaning

RECOMMENDED BOOKS

1. A. Thompson, John Gamble, A.K. Jain, Crafting and Executing Strategy, McGraw Hill, 21st Edition.
2. Azhar Kazmi, Strategic Management & Business Policy, Tata McGraw Hill, 3rd Edition.
3. Charles W. L. Hill & Gareth R. Jones, Strategic Management Theory: An Integrated Approach, Cengage Learning, 3rd Edition, 2008.

4. Fred R. David, Strategic Management and Cases, PHI Learning, 15th Edition, 2015.
5. Hitt, Ireland, Hoskisson, Manikutty, Strategic Management, Cengage, 9th Edition, 2018.
6. Thomas L. Wheelen, J. David Hunger, Krish Rangarajan, Strategic Management and Business Policy, Pearson Education, 15th Edition, 2017.

REFERENCES BOOKS:

1. Strategic Management: Concepts and Cases (18th Ed): A comprehensive, up-to-date strategic management reference covering cases and competitive advantage.
2. Strategic Management (5th Ed): The 2023 Indian edition (or recent) of a core strategic management textbook. McGraw Hill India+1
3. Corporate Governance: Theory & Practice: A foundational text in corporate governance, good for understanding theory and frameworks.
4. Corporate Governance: Principles & Practice (2025): A very recent (2025) edition focused on current governance principles and practice.
5. Corporate Governance – Paperback (latest edition): A more affordable/latest paperback edition of a corporate governance reference.

Supplementary Resources:

1. EBSCO Databases
   - The Journal of Indian Management and Strategy
   - Academy of Strategic Management Journal
2. Industry Resource – IBEF
   - Gems and Jewellery Industry Insights
   - https://www.ibef.org/industry/gems-and-jewellery-
3. Cengage Learning Resource Portal
   - www.cengagebrain.com
4. McGraw Hill Higher Education Resource Portal
   - www.mhhe.com/sie-thompson18e
5. Strategic Management and Innovation Specialization
   - Offered on Coursera
   - https://www.coursera.org/specializations/strategic-management

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	3	-	1	1	-
CO2	3	3	-	-	2	1	1	-
CO3	3	3	2	1	-	-	1	1
CO4	3	3	1	3	1	1	-	1
CO5	1	3	3	-	-	-	1	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

RECOMMENDED COURSERA COURSES

SL.No	Course	Platform	Duration / Hours	University	Instructors
1	Strategic Management	Coursera	10 hours (self-paced)	Copenhagen Business School	Prof. Robert Austin & Faculty Team
2	Strategy Essentials	edX	4–6 hours/week for 6 weeks	Wharton School, University of Pennsylvania	Prof. Nicolaj Siggelkow

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	GENERATIVE ARTIFICIAL INTELLIGENCE FOR BUSINESS
Term/Semester	III
Course ID	26MBA531
Credits	3

Introduction:
Generative AI is transforming how businesses think, create, and operate. This course introduces MBA students to the world of GenAI — not through code, but through creativity and strategy. You'll explore how tools like ChatGPT, DALL·E, and Midjourney are shaping marketing, HR, finance, operations and entrepreneurship. By the end of the course, students will not only understand what GenAI is but also how to use it responsibly and effectively to make smarter business decisions.

Course Outcomes (COs):
On successful completion of the course, students will be able to:
CO1: Understand the fundamentals and business relevance of Generative AI.
CO2: Identify opportunities for GenAI across various business domains.
CO3: Develop smart prompts and workflows for productivity.
CO4: Critically analyze the ethical and societal implications of AI use.
CO5: Design a GenAI-based business solution or concept.

Course content and Structure: **(36 hours)**

Module 1: Introduction to Generative AI **4 Hours**

- What makes AI "generative"?
- How models like GPT, Gemini, and Midjourney work (in simple terms).
- From prediction to creativity: the shift in AI's role.
- Real-world stories: how companies use GenAI for innovation and efficiency.

Module 2: Generative AI in Business **12 Hours**

- Marketing: Content creation, customer personalization, campaign generation.
- Finance: Forecasting, report automation, scenario modeling.
- HR: Resume screening, employee engagement, learning content generation.
- Operations: Process optimization, generative design, and planning.
- Mini-Exercise: Design a small AI-driven marketing campaign or HR workflow.

Module 3: Tools, Prompts, and Practice **6 Hours**

- Understanding prompt engineering — the art of asking AI the right way.
- Hands-on experience with ChatGPT, Gemini, Midjourney, and RunwayML.
- Enhancing productivity: using AI in Excel, PowerPoint, and CRM tools.
- Exploring low-code and no-code AI platforms.

Module 4: Ethics, Risk, and Responsible AI **4 Hours**

- The double-edged sword: creativity vs. misinformation.
- Bias, plagiarism, and data privacy — what every manager should know.
- India's AI ethics framework and global AI regulations.
- The future of work: how GenAI complements, not replaces, human intelligence.

Module 5: Computer Vision and NLP using Hugging Face 10 Hours

- Introduction to Hugging Face,
- Case Studies and Practical Examples of Data-Related Retail Projects,
- AI Space
- Multimodal data analysis
- NLP and Sentiment analysis
- Image analysis
- Deepfake Technology

Pedagogy:

- Practice-based teaching using GenAI tools like ChatGPT, Gemini, Midjourney, and Hugging Face.
- Classroom discussions to encourage critical thinking on AI concepts and applications.
- Case-based teaching using real business examples of GenAI adoption.
- Project-based learning through mini-projects and a GenAI business solution.
- Master classes and industry expert interactions for practical industry insights.

Teaching Learning Resources:

Essential readings-

- Josep Babcock, Raghav Bali. Generative AI with Python and Tensor Flow2. Packt publisher, 2021, 1st edition.
- Ben Auffarth, Leonid Kuligin. Generative AI with Lang Chain. Packt second edition, 2025.
- Practice-oriented GenAI Tools (ChatGPT, Gemini, Copilot, Claude): Core platforms for learning prompt engineering, automation, and business use-cases.
- DALL·E, Midjourney & Runway ML: Creative GenAI tools for marketing design, content generation, and multimodal business solutions.
- Hugging Face Models & Spaces: Hands-on resources for NLP, sentiment analysis, computer vision, and deepfake awareness.
- Responsible AI Frameworks (India AI, EU AI Act, OECD Guidelines): Key references for ethics, governance, bias, and safe GenAI deployment.
- Industry Blogs & Reports (McKinsey, Deloitte, PwC on GenAI): Updated insights on real-world GenAI adoption across HR, finance, marketing, and operations.

Reference Books:

1. Dr. K Vanitha Sidambaranathan, Dr R Srividhya, Dr. P Edith Linda, Dr. Lince Rachel Varghes. *Generative AI: Foundations, Models, and Applications*. Published by NC Publishers. ISBN:9788198636072
2. Irena Cronin. *Understanding Generative AI Business Applications*. Published by A press. 2024 SpringerLink
3. Amit Bahree. *Generative AI in Action*. Published by Manning Publications, ISBN: 9781633436947, 2024. Manning Publications
4. Research article *"Transforming Business with Generative AI: Research, Innovation, Market Deployment and Future Shifts in Business Models"* —

presents analysis of how GenAI reshapes business models, operations, and competitive dynamics.

5. Article *"Responsible Generative AI Use by Product Managers: Recoupling Ethical Principles and Practices"* — useful for understanding real-world ethical, governance, and organizational challenges of GenAI deployment.

Supplementary resources

- https://ai.google.dev
- https://platform.openai.com/docs
- https://huggingface.co/learn
- https://deepmind.google/technologies/gemini
- https://www.deeplearning.ai/courses

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	1	1	-	1	1	2	1	-
CO2	2	2	-	-	2	2	1	-
CO3	2	1	2	2	2	2	1	-
CO4	1	2	1	3	2	1	2	-
CO5	1	2	2	2	2	2	2	-

LEVEL 3-Substantial 2-Moderate 1-Slight -No Contribution

Suggested Coursera Courses

Course Name	**University Offered**	**Course Instructor**
AI foundations for Everyone Specialization	IBM	Rav Ahuja Antonio Cangiano
Generative AI for Growth Marketing	IBM & Starweaver	Starweaver
Introduction to AI	IBM	Rav Ahuja
Generative AI for Business Intelligence – Analysts Specialization	IBM & Skillup	Skillup Rav Ahuja Antonio Cangiano Vibhuti Bharadwaj
Generative AI for Business Analyst	IBM	SkillUp Filipe Martins Rav Ahuja Antonio Cangiano

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments (Quiz, Individual assignment, Cap- Stone project, Major or minor project, Group assignments etc.)	Individual	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	SOCIAL IMMERSION PROGRAMME
Term/Semester	III
Course ID	26MBA831
Credits	1

Introduction

The Social Immersion Programme (SIP) requires every student to undertake a two-week community-based engagement immediately after the completion of the second-semester examinations. Under the guidance of an internal faculty mentor, students will work closely with communities and organizations to gain first-hand exposure to social realities. At the end of the immersion, students must submit a hard-bound report before the commencement of the third semester, documenting their observations, learnings, and the impact of their intervention.

The primary objective of the SIP is to sensitize students to civic and community challenges while strengthening their interpersonal, analytical, and problem-solving skills. By engaging with Rural or Urban communities, NGOs, Government Departments, or Panchayat Raj Institutions, students will develop an in-depth understanding of social issues and contribute to capacity-building initiatives that enhance community well-being. The immersion may involve desk research, data analysis, field activities, extension work, or the exploration and implementation of innovative ideas. Through this experience, students learn to apply management concepts to real-world contexts and evolve as socially responsible citizens committed to sustainable development.

1. SOCIAL IMMERSION PROGRAMME FRAMEWORK

FIRST SEMESTER

PHASE 1: PRE-DEPARTURE PREPARATION

Purpose: Build awareness, conceptual grounding, and readiness for field intervention.

1. Orientation & Sensitisation Sessions

- Introduction to SIP goals & expectations
- Understanding social issues: poverty, education, women empowerment, health, sustainability, waste management, entrepreneurship
- Guest talk by NGO representative / Social entrepreneur
- Case studies of successful social impact projects
- Awareness & Importance of SDG

2. Domain Exposure Visit

- One-day visit to NGOs, Panchayat office, Government school, Anganwadi, or Social enterprise
- Students should prepare a short reflection report

3. Selection of Social Cause where-in the students would like to work:

Causes may include:

- Education support
- Health & nutrition awareness
- Women empowerment & skilling
- Waste reduction & circular economy
- Digital literacy
- Financial literacy
- Sustainable development initiatives

4. Preliminary Research & Proposal Draft

- Literature review
- Secondary data search
- Field reconnaissance visit (optional)
- Project proposal with: Problem statement, Beneficiary description, Expected impact, Resources required, Action plan for 15-day SIP

SECOND SEMESTER

PHASE II: PREPARATION AND DESIGN

Purpose: Prepare students for implementation

a. Getting acceptance / approval by the NGO/Department
b. Visiting Fortnightly basis to the NGO/ SE/Dept.
c. Understanding local challenges
d. Conducting focused group discussions
e. Collecting baseline data
f. Mentor - Student Meeting
g. Detailed 15-day action plan

DURING SIP

PHASE 3: SOCIAL IMMERSION PROGRAM

Two Week Field immersion in collaboration with social-sector organizations across India

PLAN IMPLEMENTATION - Examples of impact-based activities:

- Skill workshops for women/children
- Health or hygiene awareness sessions
- Waste reduction drives (segregation, composting education)
- Financial/Digital literacy training
- Entrepreneurship mentoring
- School intervention activities (reading, STEM, career guidance)
- Documentation of changes through photos, attendance, testimonials

- Student review meetings
- Presentation to partner organizations
- Interim report submission to partner organizations

POST IMMERSION

PHASE 4: REPORT SUBMISSION & EVALUATIONS

Submission of SIP report, Maintenance of diaries, Evidence Portfolio

Course Outcomes (COs):

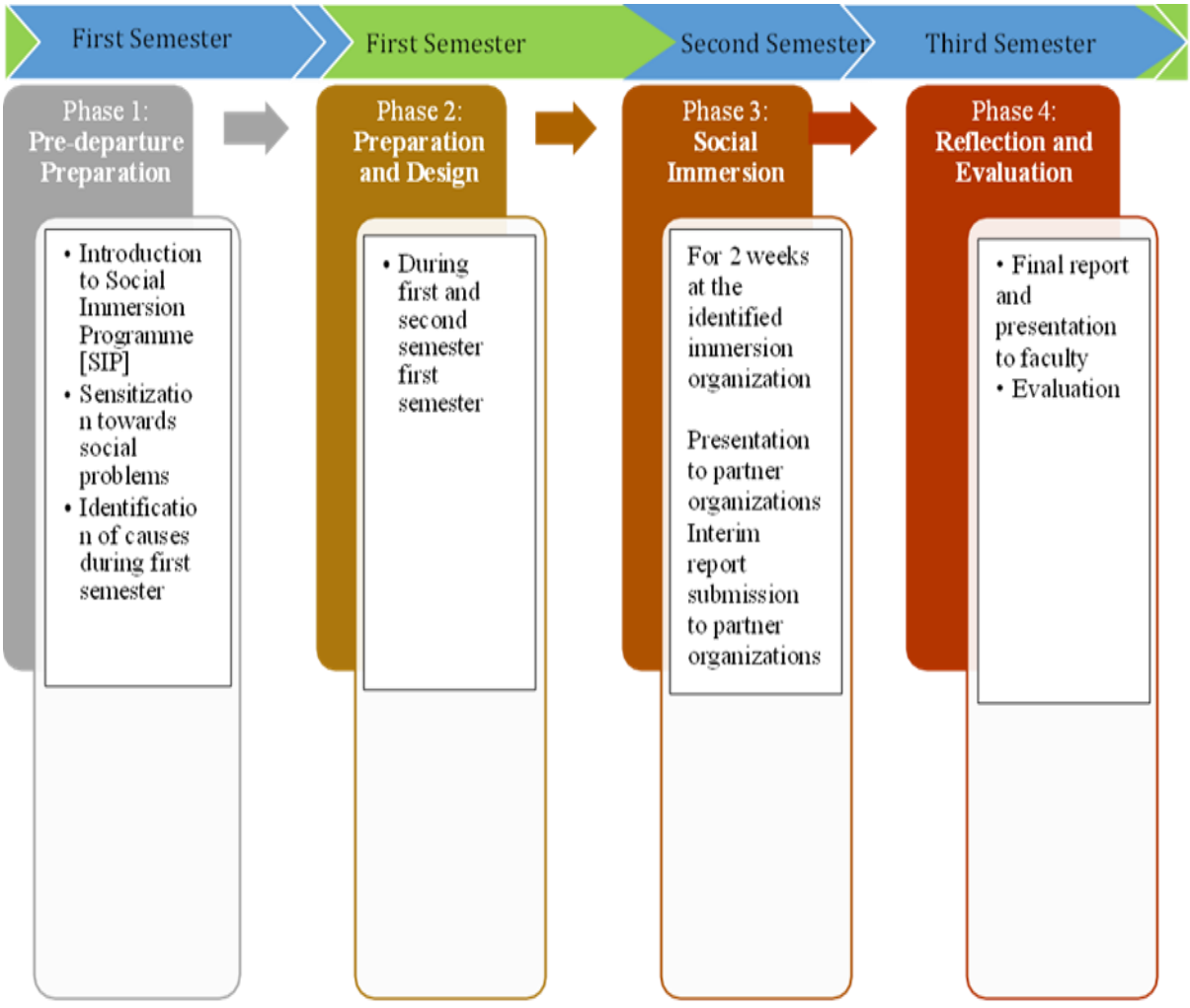
On successful completion of this course, the student will be able to:

CO1: Create social awareness, making them socially conscious and active about various societal issues/challenges/problems

CO2: Develop sustainable solutions for some of the problems and issues faced by NGOs/ Community/Society

CO3: Build social responsibility and contribute to the community for inclusive growth and sustainable development of society.

Time Line



IMMERSION METHODOLOGY

Primary method used for collecting sociological data will be ethnographic field research, of which field diaries are an important component. The base line survey, field survey, observation of the process, interaction with community members can be adopted for data collection.

Students are required to follow the guidelines indicated below;

GUIDELINES

1.Under this program, the student is required to undertake a Social Immersion individually for a period of two weeks immediately after II semester. It would be carried under the guidance of internal faculty member from the Institution and external mentor.

a. Students should identify the place of study (organization) before the completion of I semester and finalize the scope of the study in consultation with the Institute Guide during II semester.

b. Students are allotted to respective Internal Faculty Guide based on the area of interest.

c. The Social Immersion program must be a study on live social problem or social issues and work on solving a problem. This could be in the nature of desk study or a field study or extension work or preparation of detailed report of a problem or exploration of a solution to the problem or implementation of an idea or a project or of any other study which reflects the spirit of the regulations. The immersion may include research work or a case study.

d.The word organization includes the following

a. Educational Institutions in rural areas

b. Government Department

c. NGO/ CSO/ Voluntary Organization/CSR department of an organization

d. Research Body or Development Agency

e. Panchayat Raj Institution/s

f. Local Municipal Body, Legislature, Court, Etc.

2. On the completion of Social Immersion Program, the student is required to submit a report to faculty guide and external mentor or company within the specified timeline.

3. Satisfactory completion of Social Immersion Program and obtaining 50% of the marks allotted is an essential requirement for completing Immersion Programme.

4. Any interested faculty, Part Time or Guest Faculty or Social Activist are eligible to guide the immersion programme. Head of the institution has to certify the eligibility of such guides.

5. Every guide will be allotted the maximum of fifteen (15) students.

6. The Social Immersion report has to be as per report guidelines

7. One hard and one soft copy (in CD) have to be submitted to their respective guides

Uniformity in Report Writing

• The body of the text must be prepared from a clear and readable font style at the same size throughout the document.

• Twelve-point font is the generally accepted font size.

• However, different point sizes can be used for tables, figures, or captions, as long as usage is consistent and conforms to the appropriate style manual.

• Choose the font carefully depending on your final distribution plans. Serif fonts (e.g. Times New Roman) are easier to read on paper.

• The use of bold, italic, capitalization, or any other writing convention should be consistent throughout the document and should follow the appropriate style manual.

• Alignment of text should be consistent (including no justified alignment).

• The body of the document must be spaced with 1.5"

• All page numbers must appear cantered or right side in the bottom margin

• Header with "A Report on Social Immersion Programme at (NGO name) – Left side

•Footer [R.V. Institute of Management (Left side) with page number (right side)]

• The report has to be printed on single side in Executive Bond Sheet.

• The hard copy should be hardbound with WHITE color cover page.

FORMAT OF THE REPORT

• Cover Page with Title and other details

• Student Declaration

• Certificate by Head of the Institution (College will issue)

• Completion Certificate by the NGO

• Acknowledgements

• Table of Contents

• List of Tables

• List of Figures

• Report [12-point Times Roman New Font size, 1.5-line spacing]

• Bibliography (Use APA 6th Edition format)

• Annexure – Work done diary Summary Format – Week 1 & 2, Work done diary reports, Appreciation Letter, Photographs [Geo-tagged photos], Social Media Posts, URL,

SOCIAL IMMERSION PROGRAM

Contents of the Report

CHAPTER – 1 (Length of the chapter 5 – 6 pages)

1 A - INTRODUCTION TO NON-GOVERNMENT ORGANISATION [NGO]

• Introduction to the NGO

• List of Promoters / Trustees

• Vision, Mission, Objectives, NGO Structure, Target Beneficiaries, Source of Funding, Geographic Coverage of NGO's services

• Recognition and Achievements of the NGO

• Partnering Corporates / Institutions / Organisations

• Major Activities of the NGO

1 B – SPECIFIC CAUSE IDENTIFIED IN THE NGO

• Discussed with the External & Internal Mentor Explain the Identified Issue or Problem

• For Example: Cause Identified: Malnutrition in Rural Areas

The specific problem identified under this cause is "Malnutrition of kids below the age of 5 years in a Rural Household".

• For Example: Cause Identified: Solid Waste Management in Urban Area

• The specific problem identified under this cause can be "Waste Segregation at source in a locality in Bangalore".

CHAPTER 2 – PLAN OF ACTION (Length of the chapter 1-2 pages)

• How the NGO is currently addressing these problems/issues has to be explained.

• Briefly explain the activities for the problem selected that the student is going to work for two weeks. List the scheduled dates and location of the activity, mention the number of volunteers, duration of the activity, and nature of the activity planned.

CHAPTER 3 – IMPLEMENTATION REPORT (Length of the chapter 5 pages)

• The students have to write down the solution or the actual charity service offered by the student to the beneficiaries for addressing the cause identified.

• For Example: Cause identified is "Challenges of Farmers", then the problem identified can be Farmers challenges overcome by creating awareness about usage of Argo-based Apps. So the implementation report should consist of the methods used in convincing the farmers to use the Agro-based apps.

CHAPTER 4 - LEARNING OUTCOMES FROM SIP (Length of the chapter 1 – 2 pages)

• Explain the learning outcomes from the SIP. Other supplementary evidences to support the learning outcomes should be enclosed in the Annexure. [Such as photos, social media post links, Audio/Video Links etc.].

• Note: The number of pages of the report should be minimum 10 pages and not exceed 16 pages.

Note: Poster competition will be held after completion of SIP where-in we will identify & reward good SIP

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	2	1	-	1	1	2
CO2	2	2	2	1	2	-	3	3
CO3	2	-	2	-	1	-	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Evaluation of Social Immersion

SEE			**CIA**		
Sl. No	**Particulars**	**Marks**	**Sl. No**	**Particulars**	**Marks**
1	Viva-voce by External Examiner	10	1	Participation -Fortnightly meeting with the mentor – I Sem	5
2	Overall SIP Report & Poster Quality	20	2	Participation -Fortnightly meeting with the mentor – II Sem	5
3	Overall Quality of the Presentation with evidences	15	3	Orientation Program	5
4	Appreciations & Recognitions by Examiner (Reporting method/PPT/Photos/Videos)	05	4	Acceptance /Approval by the NGO for SIP	10
			5	NGO Mentor Interactions	10
			6	Overall Quality of Immersion assessed by Internal Faculty Mentor	15
			7	Documentary Video on overall immersion experience [<5 Minutes]	5
	Total	**50**		**Total**	**50**

Course Title	OPEN ELECTIVE- IV
Term/Semester	III
Course ID	26MBA832
Credits	1

Course Outcome:

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

CO1: Understand and articulate the nuances of the selected course

Guidelines:

The open electives are offered to students to provide them with a wide range of opportunities to enhance their knowledge. The students are given a chance to choose from a wide range (8000) of MOOCs offered by Coursera, NPTEL, SWAYAM, etc., and enroll themselves.

Open Elective 4:

Students have to complete 1 MOOC during the Third Semester based on their interest and submit the certificate. The duration of the course should be for a minimum of 6-8 weeks or at least 24 hours. The students are encouraged to choose any course from Liberal Arts/Humanities so as to conform to NEP guidelines. In the beginning of the Third Semester, students have to register for a MOOC and update the information to the designated faculty mentor. This will enable the faculty to monitor the progress. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

Presentation Rubric

Criteria	Poor	Average	Good
Coverage of Subject Matter 10	(1-4) The topic was not fully covered or material presented was inaccurate; inability to distinguish between fact and opinion; student did not have a good understanding of the topic	(5-7) The topic was covered in an appropriate depth with few or no factual errors or misinterpretations; fact and opinion were distinguished; student had a good understanding of the topic	(0-10) The topic was fully covered; no factual errors or misinterpretations were included; fact and opinion were distinguished and used appropriately; student demonstrated expertise or a clear understanding of the topic
	(1-0)	(2-3)	(4-5)
Introduction 5	Student failed to introduce topic or self appropriately; purpose of presentation unclear to audience	Student introduced topic, purpose, and self	Student introduced topic, purpose, and self along with an effective attention-getter

Organization of content flow 5	Cannot understand presentation because of poor organization; introduction is not clear/matched to the rest of the content. The presentation is not clear	Satisfactory organization of content; clear introduction; main points are well stated, even if some transitions are somewhat sudden; relation to the rest of the content is clear	Very well organized content; builds on and provides support for the rest of content of the presentation; main points well stated and argued, with each leading to the next point of the talk.
Conclusion 5	Abrupt ending; no summary or wrap up; failure to provide references (if needed)	General summary or wrap up; speech was brought to a comfortable conclusion; appropriate referencing	Main points were reinforced or take-away messages restated; speech was brought to a purposeful conclusion; appropriate referencing

Viva Voce

Criteria	Poor	Average	Good
Delivery 10	(1-4) Mumble, incorrectly pronounce important content of the presentation. Only reading from the slides	(5-7) The voice is low and incorrectly pronounce terms during the presentation. Reading from slides frequently.	(8-10) Clear voice and correct, precise pronunciation of terms during the presentation. Only referring to the slides while explaining.
Q&A 10	Student did not invite questions or comments or did not handle them appropriately Not able to answer	Student invited questions and comments and answered or responded Vague answers	Student invited questions and comments and was able to answer or engage in a discussion Crisp to-the-point answers
	(1-0)	(3-2)	(5-4)
Depth of understanding 5	Poor understanding of the relevance of the course	Fair understanding of the relevance of the course	Good understanding of the relevance of the course

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	3	-	3	2	-	1

LEVEL 3-Substantia 2-Moderate 1-Slight - No Contribution

Evaluation Plan:

Students are required to complete the course and take up the assessment at the end of the course.

Sl. No.		Evaluation Item	Marks Allotted
1	**Internal Marks (50)**	Presentation on the learnings from the course	25
2		Viva Voce	25
3	**External Marks (50)**	Final course assessment score and submission of the certificate to the mentor	50

SPECILISATION WISE SUBJECTS

MARKETING		
SL NO	**SUBJECT CODE**	**SUBJECT NAME**
1	26MBA131	Sales and Distribution Management
2	26MBA132	Business and Social Marketing
3	26MBA133	Service and Retail Marketing
4	26MBA134	Business Analytics for Marketing
5	26MBA135	Consumer Behaviour and Neuro marketing
6	26MBA136	International Marketing
7	26MBA137	Ecommerce and Digital Supply chain Marketing

Course Title	SALES AND DISTRIBUTION MANAGEMENT
Term/Semester	III
Course ID	26MBA131
Credits	3

Introduction:
The objective of this course is to help students to understand the Sales & Distribution functions as integral part of marketing functions in a business firm. Globalization; increased competition; rapid changes in communication and information technology and need for higher level of customer orientation have made sales and distribution management extremely important. This course will make students appreciate the role of sales managers in the context of Indian economy with particular reference to essential consumer and industrial goods and services.

Course Outcomes (COs):
Having successfully completed this course student will be able to:
CO1: Explain the importance of Sales & Distribution as an integral part of marketing function of all business firms.
CO2: Develop Selling skills for both off-line, online selling, among students
CO3: Apply techniques and approaches required for effective decision making in the areas of Sales and Distribution.
CO4: Analyse the challenges involved in distribution management and suggest measures to overcome these problems.
CO5: Develop emerging industry relevant job skills that applies to both areas of sales n distribution.

Course content and Structure: **(36 hours)**

Module 1: Introduction to Sales Management **8 Hours**

- Nature and scope of sales management
- Types of Selling, E-commerce Sales; Quick Commerce, Dark commerce
- Selling process, Sales strategies and Selling-situations, Sales pitch
- Sales Force Automation- Functionalities and Tools of Sales
- Force Automation- Benefits of Customer Relationships
- Managing Sales Information- Market demands forecasting systems, forecasting process,
- methods of Sales forecasting

Module 2: Sales Force Management **8 Hours**

- Sales organization- Organization principles and design
- Designing Sales Territories-Determining Size, Allocating territories and design of sales territory; Sales quotas – method of setting quota and types of quota.
- Recruitment and selection of sales force;

- Training; Need Assessment, Process and Methods.
- Motivating and compensating the Salesforce-Performance Appraisal Process
- Sales Force Control: Criteria for Sales Personnel Performance Evaluation and Review
- Sales Force Expenses Analysis.

Module 3: Introduction to Distribution Management 6 Hours

- Introduction; Distribution channel strategy, Types of distribution channels Strategy
- Channel design and selection
- Channel Integration - VMS; HMS; Marketing channel Policies & legal issue
- Managing channel relationships and conflicts

Module 4: Distribution Logistics 10 Hours

- Definition & scope of logistics;
- Components of logistics; inventory & warehouse management; transportation;
- Designing a customer orientation Channel-Capturing customer requirements,
- Conducting cost analysis, Designing Ideal Channel
- Customer oriented logistics movement, Channel Information System-Components and Designing the channel information System
- Managing Channel member behavior
- Retail Management-E-Commerce Delivery
- Managing Wholesalers and Franchisee and International Channels

Module 5: Emerging Trends in Sales and Distribution Management 4 Hours

- Impact of technology on sales and distribution E-commerce and Omni-channel
  distribution strategies, ONDC.
- Sustainability and ethical considerations in sales and distribution
- Sales LMS software Hands on Exercise
- Use AI based customer sales data management- Lead Generation, Sales Enablement
- Importance of personalization in effective sales management.
- Impact of AI and Automated customer interaction on Sales

Pedagogy:

The course will use the following pedagogical tools:

- Class Room Discussion
- Master Class

- Field Visits
- Case based teaching
- Project based teaching
- Experiential learning
- Simulation
- Interactions with the experts in sales and distribution management
- Role Plays

Teaching Learning Resources:

Essential readings:

- Tapan Panda, Sunil Sahadeve-Sales and Distribution Management- Pearson Publishing, Edition 3rd.
- Krishna K. Havaldar; Vasant M. Cavale Sales & Distribution Management- Leveraging Emerging Technologies- Tata McGraw Hill 4th Edition
- Richard R. Still; Edward W. Cundiff; Norman A.P. Govoni -Sales Management Decisions; Strategies & Cases, Pearson 7th Edition
- Johnson F.M.; Kurtz D.L.; Scheuing E.E. Sales Management: Concepts; Practice; and Cases Tata McGrawHill Latest Edition

References:

- David Jobber; Geoffrey Lancaster Selling & Sales Management Pearson Latest Edition
- Tanner; Honeycutt; Erffmeyer Sales Management Pearson Latest Edition
- Mark W. Johnston; Greg W. Marshall -Sales Force Management- Tata McGraw Hill , 14th Edition
- William L. Cron; Thomas E. DeCarlo Sales Management Wiley Latest Edition
- Dr. S. L. Gupta; Sales & Distribution Management Excel Latest Edition

Supplementary Reading:

- https://jgateplus.com/search/login/
- https://www.ebsco.com/products/research-databases/hbr-ascend
- http://elibrary.in.pearson.com/
- https://onlinecourses.nptel.ac.in/

Coursera Courses

Course Name	Offered By	Instructor Name
Sales Training: Techniques for a Human-Centric Sales Process	HubSpot Academy	Kyle Jepson
Automating Sales Tasks with Zapier	Coursera- Guided project	Carmen Rojas

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	1	1	3	-	2	-	-
CO2	-	1	1	3	-	2	-	-
CO3	3	-	-	-	-	-	-	1
CO4	-	1	-	1	-	3	2	1
CO5	1	1	-	1	-	1	3	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group, Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	BUSINESS AND SOCIAL MARKETING
Term/Semester	III
Course ID	26MBA132
Credits	3

Introduction:

Business marketing involves the activities through which firms, government agencies, and institutions market their products and services to other organizations. Meeting the expectations of both business clients and society is an essential responsibility for marketing professionals, although each requires a different set of capabilities. Industrial or B2B marketing is a major component of the marketing field and plays a significant role in organizational growth and performance. In contrast, social marketing applies marketing ideas to encourage behaviors that benefit individuals and communities. Rather than highlighting competitive product advantages, it focuses on influencing attitudes and reducing actions that may be harmful. Its scope spans areas such as public health, environmental protection, and social welfare. This course introduces students to the foundational concepts and practices of business marketing and social marketing. It equips them with frameworks to think strategically in a rapidly changing industrial setting and encourages them to understand how marketing can support ethical, sustainable, and socially responsible business practices.

Course Outcomes (COs):

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

CO1: Analyze the organizational buying process, identifying key roles and motivational factors within the complex Decision-Making Unit (DMU) in Indian firms.
CO2: Design digital-first Account-Based Marketing (ABM) and content strategies for B2B brands, leveraging platforms like LinkedIn and industry-specific online communities.
CO3: Formulate comprehensive Key Account Management (KAM) and relationship strategies, integrating the B2B marketing mix (Product, Pricing, Distribution, and Sales).
CO4: Apply recognized Behavior Change Models (e.g., Transtheoretical Model, Theory of Planned Behavior) to design effective social marketing interventions for societal welfare.
CO5: Develop a structured social marketing plan, including strategies for funding, channel selection, and evidence-based evaluation of behavior change impact

Course content and structure: **(36 hours)**

Module 1: B2B Market Fundamentals and Organizational Buying **(7 Hours)**

- B2B vs. B2C Distinction: Key differences in market structure, demand (derived, inelastic, fluctuating), relationship duration, and buying motives (rational vs. emotional).
- Organizational Buying Behavior: Buying Center (DMU/DMC) roles and processes (Initiator, User, Influencer, Gatekeeper, Decider, Purchaser); Buying Situations (New Task, Modified Rebuy, Straight Rebuy); Complexity of government and institutional buying.
- B2B Segmentation: Advanced segmentation models: Firmographic (Industry, Revenue, Size), Technographic (Current tech stack), and Needs-Based segmentation.

- Products and Strategy: Classification of B2B products (Components, Capital Goods, MRO supplies); Strategies for new and existing B2B products/services; Role of solution selling and servitization in industrial markets.

Module 2: Strategic B2B Management (9 Hours)

- Account-Based Marketing (ABM): Introduction to ABM; Defining the Ideal Customer Profile (ICP) and Target Account List (TAL); Tiering accounts (1-to-Few, 1-to-Many); Aligning Sales and Marketing (Smarketing) for ABM execution.
- Key Account Management (KAM): Principles of KAM; Differentiating KAM from strategic selling; Developing an account plan; Measuring and rewarding long-term B2B relationships (e.g., Customer Lifetime Value - CLV in B2B).
- B2B Pricing Strategy: Value-based pricing; Competitive bidding and tendering processes; Strategic leasing and financing; Impact of total Cost of Ownership (TCO) on pricing decisions.
- Channels and Partnerships: Nature of B2B marketing channels (Direct sales, Distributors, Agents); Formulating a channel strategy; Partner Ecosystems and Strategic Alliances in the Indian IT/Industrial sector.

Module 3: Digital B2B Marketing (8 Hours)

- B2B Content Strategy: Developing content across the B2B buying funnel (Awareness - Thought Leadership, Consideration - White Papers/Webinars, Decision - Case Studies/ROI Calculators); Role of Video Marketing and Podcasts.
- Digital B2B Channels: LinkedIn Marketing for B2B (Company Pages, Sponsored Content, InMail, Sales Navigator); B2B SEO and PPC (High-intent keyword targeting); Use of Webinars and Virtual Events.
- Lead Management: Defining a Qualified Lead (MQL vs. SQL); Lead scoring models; Marketing Automation platforms (e.g., HubSpot, Marketo) for lead nurturing and drip campaigns.
- B2B Sales Force Management: Role and structure of the industrial sales force; Social Selling Index (SSI) and utilizing social media for prospecting and relationship building.

Module 4: Social Marketing: Principles and Behavior Change Models

(6 Hours)

- Social Marketing Fundamentals: Distinction: Social Marketing vs. Social Media Marketing vs. CSR; Core goal: Behavior Change for societal good (Health, Environment, Safety).
- Behavior Change Theories: Applying models to social problems:
  - Transtheoretical Model (TTM): Stages of Change (Pre-contemplation to Maintenance).
  - Theory of Planned Behavior (TPB): Role of attitude, subjective norms, and perceived behavioral control.
- The Social Marketing Mix (The 4 P's + Publics, Partnership, Policy): Adapting Product (the desired behavior), Price (barriers/costs), Place (access/convenience), and Promotion (messages/channels) for social good.
- Campaign Examples in India: Analysis of successful large-scale Indian social campaigns focusing on the target behaviour like Pulse-Polio campaign etc.

Module 5: Social Marketing Planning and Evaluation **(6 Hours)**

- Social Marketing Plan Development: Audience Segmentation in social marketing (identifying core groups and influential segments); Positioning the desired behavior (e.g., competing against undesirable alternatives).
- Promotion and Channel Selection: Message design (creative strategies, emotional appeals); Using mass media, digital, and localized/folk channels; Role of Social Media Influencers in driving social causes (e.g., Public Service Announcements).
- Monitoring and Evaluation (M&E): Establishing clear Behavioral Objectives (not just awareness); Selecting appropriate metrics (Inputs, Outputs, Outcomes, Impact); Measuring change in knowledge, attitude, and most importantly, behavior.
- Ethical and Implementation Issues: Ethical dilemmas (coercion vs. persuasion); Budgets and securing Funding (Government, NGOs, Corporate Social Responsibility - CSR); Strategies for sustainability and institutionalizing behavior change.

Pedagogy:

- Class Room Discussion
- Activity Based Teaching
- Project Based Learning
- Workshop & Seminar from Industry practitioners
- Field visits
- Case Based Teaching- Text & Multimedia cases
- Flip Class Room

Teaching Learning Resources:

Essential readings

- Anderson, J. C., Narus, J. A., Narayandas, D. & D.V.R. Sheshadri (2016). Business market management: understanding creating and delivering value (3rded.)-Pearson Education.
- Dwyer, R. F., & Tanner, J. F. (2015). Business marketing: Connecting strategy, relationships and learning (3rd.ed.). New Delhi: Tata Mc Graw Hill Education.
- Robert R Reeder & Reeder; Industrial Marketing, 2nd Edition; Prentice Hall International Publication.
- Krishna K Havaldar, Business Marketing, Tata McGraw Hill Publication.
- Michael D Hutt, Thomas W Speh, Business Marketing Management, Cengage Learning Publication.
- Sameer Deshpande, Nancy R. Lee; Social Marketing in India, First Edition, Sage Publications
- Nancy R Lee & Philip Kotler; Social Marketing: Behaviour Change for Social Good, Sage Publications.

References Books:

- Kotler, Ph., Lee, N. (2011). Social Marketing: Influencing Behaviors for Good- Sage Publications
- Frank G Bingham Jr, Business Marketing, Tata McGraw Hill Publication.
- Mukherjee H S, Industrial Marketing, Excel BOOKS Publication.
- PK Ghosh, Industrial Marketing, Oxford University Press.
- Evans, 2006 "How Social marketing works in Healthcare", BMJ, BMJ Publishing Group Ltd.
- Kotler, P. and Lee, N- Up and out of poverty: the social marketing solution, Pearson Education

Supplementary Resources

- https://nptel.ac.in/courses/110/106/110106135/
- https://elibrary.in.pearson.com/login
- MOOC in Marketing Plan: Learn to Write a Winning Marketing plan- Writing marketing plan innovative approach for Winning marketing plan, By Ali Hyder in Udemy
- https://www.ebsco.com/products/research-databases/sales-marketing-source

Coursera Courses

Course Name	Offered By	Instructor Name
International B2B (Business to Business) Marketing	Yonsei University	Dae Ryun Chang
Social Impact Strategy: Tools for Entrepreneurs and Innovators	University of Pennsylvania	Peter Frumkin

CO-PO Mapping:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	-	-	-	1	-	2
CO2	-	-	1	-	2	-	-	-
CO3	-	3	-	-	-	3	-	-
CO4	1	-	-	-	3	-	-	1
CO5	-	-	-	-	-	-	-	

LEVEL 3-Substantial 2-Moderate 1-Slight - - No Contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	SERVICE AND RETAIL MARKETING
Term/Semester	III
Course ID	26MBA133
Credits	3

Introduction:

This course focuses on developing a competitive edge in the retail and services sectors by offering an in-depth understanding of the strategic implications that influence marketing decisions. It explores the key factors involved in entering and succeeding in retail markets, emphasizing the processes of planning, organizing, and managing effective marketing strategies. In today's dynamic marketplace, organizations recognize that understanding customer needs, preferences, and expectations is crucial for long-term success. By adopting a marketing-oriented approach and placing customers at the center of all business decisions, companies can not only gain a sustainable competitive advantage but also foster strong brand loyalty and trust. The course also introduces students to the fundamental concepts and practices of Services Marketing and Retail Management, equipping them with the knowledge to analyze consumer behavior, manage service quality, design retail experiences, and implement innovative marketing strategies. Through practical insights and case discussions, students will learn how modern organizations integrate technology, customer relationship management, and ethical practices to create value in the retail and service landscapes.

Course Outcomes (COs):

Having successfully completed this course; student will be able to:

CO1: Identify and analyze the opportunities and challenges involved in managing retail and service businesses within the Indian context.

CO2: Develop strong problem-solving abilities and refine sales skills relevant to the services and retail sectors.

CO3: Explore the services sector from a marketing perspective, focusing on its distinct features and strategic approaches.

CO4: Comprehend and evaluate the various operational and strategic aspects of effective retail store management.

CO5: Recognize and evaluate cutting-edge retail technology trends that are redefining the current business landscape.

Course Content and Structure: **(36 Hours)**

Module 1: Foundations of Services Marketing **6 Hours**

- The services concept; Service Industry; Nature and characteristics of services, Growth of Services in India; Classification of Services; Service Strategy & STP;
- Service Quality, Service gaps framework, Customer Expectations of Service & Customer -Perceptions of Service,
- Service Encounters- Understanding Customer Requirements, Building Customer Relationships, Services failure and Recovery

Module 2: Service Marketing Mix and new service development **10 hours**

- 7Ps in Service Marketing- Developing Service Product and brand - Service Innovation and New Service Development;
- Service Pricing and Revenue Management:

- Distributing services through Physical and digital Channels
- Service Marketing – Communications
- Designing and managing Service Process
- Peoples role in services;
- Physical Evidence of Services; Product cataloguing

Module 3: Introduction to Retailing 8 Hours

- Fundamentals of retailing, Types of retailers; Retail Formats and Hyper markets;
- Indian Retail environment, Retailing challenges India;
- Retail Strategy, Segmenting and Targeting, Retail Branding and Positioning
- Consumer shopping behavior and decision-making process;
- Managing Retail Marketing Mix; Measuring performance in retail;

Module 4: Key elements of store operations and E-stores in retailing 8 Hours

- Key elements of store operations and managing touch points;
- Role of a store manager, Retail location selection;
- Store design and layouts; Visual Merchandising, Merchandise Management and Retail Supply Chain Management
- Introduction to private labels, Integrated marketing Communications in retailing;

Module 5: Retail Technology and Trends 4 Hours

- Retail market research and Market Analytics- Using technology in retail
- AI in retail decision making
- Technology platforms in Retail Marketing- E-commerce platforms, CRM systems (Salesforce); POS systems, Mobile apps, digital payment systems, AR/VR tools,
- Sustainability and ethical considerations in retail

Pedagogy:
The course will use the following pedagogical tools:

- Master Class
- Classroom Discussion
- Case based teaching
- Project based teaching
- Experiential learning
- Interactions with the experts
- Field Visits

Teaching Learning Resources:

Essential readings:

- Valarie A Zeithaml; Mary Jo Bitner and Ajay Pandit; Services Marketing-Integrating customer focus across the firm; McGraw hill – Irwin Publication; 7th Edition
- SM Jha – Service Marketing – Himalaya Publishing House
- Swapna Pradhan; “Retailing Management Text and Cases”; Tata

McGraw Hill Education; 4th edition;
- Michael Levy; Barton Weitz and Ajay Pandit; Retailing Management; McGraw Hill Education; 8th edition,
- Sinha, Uniyal- Managing Retailing, Oxford University Press, Delhi

References:

- Paco Underhill; Why we buy – The Science of Shopping; Simon & Schuster; Updated and revised edition;
- G P Sudakar; Integrated Retail Communication; Prentice Hall of India Private Ltd;
- Sriram B Iyer; Retail Store Operations; Tata McGraw Hill Education Private Ltd.
- Rosemary Varley; Retail Product Management: Buying and Merchandising; Routledge Publication 2nd Edition;

Supplementary Reading:

- https://jgateplus.com/search/login/
- https://www.ebsco.com/products/research-databases/hbr-ascend
- http://elibrary.in.pearson.com/
- https://onlinecourses.nptel.ac.in/
- https://www.open.edu/openlearn/money-business/business-strategy-studies/retail-marketing/content-section-0?active-tab=description-tab

Coursera Courses

Course Name	Offered By	Instructor Name
Create your e-commerce store with Shopify	Coursera guided project	Angelo Paolillo
Introduction to CRM with HubSpot	Coursera guided project	Abby Saey
Hotel Management: Distribution, Revenue and Demand Management Specialization	ESSEC business School	Peter O'Connor

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	3	-	2	-	-
CO2	1	3	1	-	1	-	-	3
CO3	2	-	-	-	-	-	3	1
CO4	-	1	-	1	-	3	2	1
CO5	3	1	-	1	-	1	3	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group, Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	BUSINESS ANALYTICS FOR MARKETING
Term/Semester	III
Course ID	26MBA134
Credits	3

Introduction:

Data has become indispensable for organizations, playing a central role in enabling managers to make informed and effective decisions. Businesses today have access to extensive data from customers, channel partners, vendors, and other stakeholders. Once collected, this data must be transformed into meaningful information and interpreted accurately for organizations to compete, grow, and sustain in a dynamic marketplace. Analytics provides the tools required to convert raw data into actionable insights, supporting timely and impactful decision-making. This course introduces the fundamentals of marketing analytics and equips students with essential techniques used to address key marketing challenges through data-driven approaches.

Course Outcomes (COs)

On successful completion of course students will be able to

CO1: Differentiate between descriptive, predictive, and prescriptive analytics and select appropriate analytical models for fundamental marketing challenges.
CO2: Apply predictive models (e.g., Regression, Classification) to forecast sales, predict customer churn, and determine Customer Lifetime Value (CLV).
CO3: Execute customer segmentation using Clustering techniques and Market Basket Analysis (MBA) to generate actionable insights for cross-selling and product strategy.
CO4: Measure and optimize digital marketing performance using Web/Mobile Analytics (e.g., Google Analytics) and Marketing Mix Modeling (MMM).
CO5: Develop professional, data-driven Dashboards (e.g., using Tableau/Power BI) that effectively connect marketing activities to core business and financial results.

Course content and structure **(36 hours)**

Module 1: Analytical Foundation and Core Metrics **(6 Hours)**

- Marketing Analytics Landscape: Evolution and definition of Marketing Analytics; Data Sources (Internal data, External data, Big Data) and the Analytical Continuum (Descriptive, Diagnostic, Predictive, Prescriptive).
- Key Performance Indicators (KPIs): Measuring Market Performance (Penetration, Usage, Market Share); Brand Performance (Awareness, Consideration, Satisfaction).
- Financial Metrics for Marketing: Customer Acquisition Cost (CAC), Customer Retention Rate, and Return on Marketing Investment (ROMI).
- Sales Forecasting & Market Sizing: Qualitative Methods (Delphi, Jury of Executive Opinion); Quantitative Methods (Time Series Analysis - simple smoothing and trend analysis); Introduction to Forecasting Accuracy Metrics (e.g., MAPE).

Module 2: Customer-Centric Predictive Modeling **(10 Hours)**

- Customer Segmentation: Clustering Analysis (K-Means and Hierarchical) for finding natural market segments; RFM Analysis (Recency, Frequency, Monetary value) for behavioral segmentation.

- Customer Lifetime Value (CLV): Calculation of CLV using simplified and discounted cash flow models; Using CLV for prioritizing customers and allocating marketing spend.
- Churn Analysis and Retention: Introduction to Classification Models (Logistic Regression, Decision Trees) for predicting customer churn; Strategies derived from churn drivers.
- Cross-Selling and Up-Selling: Association Rule Mining; Detailed study of Market Basket Analysis (MBA) using the Apriori Algorithm; Applying MBA to product placement and recommendations.

Module 3: Digital, Web, and Social Media Analytics **(8 Hours)**

- Web Analytics Fundamentals: Google Analytics (GA4) ecosystem; Key metrics (Users, Sessions, Bounce Rate, Conversion Rate); Setting up Goals and Funnels.
- Digital Campaign Measurement: Attribution Models (Last-Click, First-Click, Linear, Time Decay, Data-Driven); Measuring ROI of Search Engine Marketing (SEM) and Social Media Advertising.
- Social Media Analytics: Sentiment Analysis using text mining and Natural Language Processing (NLP); Measuring Engagement and Virality (Share Rate, Comment Rate); Social Listening for competitor and new product insights.
- A/B Testing and Optimization: Principles of Conversion Rate Optimization (CRO); Designing and evaluating A/B and Multivariate Tests for website and campaign optimization.

Module 4: Advanced Marketing Mix Modelling **(8 Hours)**

- Marketing Mix Modeling (MMM): Introduction and scope; Using Multiple Regression to quantify the impact of different marketing elements (Advertising, Promotions, Pricing, Distribution) on sales.
- Pricing Analytics: Measuring Price Elasticity of Demand; Using analytics to inform dynamic pricing and promotional effectiveness; Cannibalization analysis.
- Product and Advertising Analytics: Conjoint Analysis for new product design and feature prioritization; Measuring Advertisement Effectiveness (Ad stock and carry-over effects).
- Sales and Distribution Analytics: Sales territory optimization; Analyzing channel performance; Geospatial Analytics for optimal store/distribution point location in the Indian context.

Module 5: Data Visualization and Emerging Trends **(4 Hours)**

- The Analytics Workflow: The CRISP-DM methodology (Cross-Industry Standard Process for Data Mining) for structured analytical projects.
- Data Visualization and Storytelling: Principles of effective data visualization; Designing marketing dashboards using tools like Tableau or Power BI; Connecting Marketing KPIs to the Executive/CEO dashboard.
- Prescriptive Analytics and AI: Introduction to Prescriptive Analytics (Recommender Systems); Application of Artificial Intelligence (AI) in augmented analytics (automated insights, dynamic media buying).
- Ethical Considerations: Data privacy (GDPR, India's DPDP Bill implications); Algorithmic bias and responsible use of customer data.

Pedagogy:

- Class room discussions
- Project based learning

- Interaction with Practioners
- Case based teaching
- Practice based teaching using R and Tableau
- Research based teaching
- Field Visits

Teaching Learning Resources:

Recommended Books

- Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques - Mike Grigsby -2nd Edition, Pearson
- Principles of Marketing Engineering, 2nd Edition, by Gary Lilien, Arvind Rangaswamy and Arnaud De Bruyn (Decision Pro, Inc. 2012), ISBN: 978-0985764807
- Database Marketing: Analyzing and Managing Customers, by Robert C. Blattberg, Byung -Do Kim, and Scott A. Neslin (Springer, 2009), ISBN: 978-1441903327

Reference Books

- Marketing Analytics: Strategic Models and Metrics –Stephan Sorger -Amazon Digital Services; 1st edition, ISBN-10: 1481900307
- Marketing Metrics, Paul W. Farris, Phillip E. Pfeifer et al, Pearson Education India; Third edition

Supplementary Resources

- https://elibrary.in.pearson.com/bookshelfDashboard
- https://www.ebsco.com/search?search=supplychainmodel
- https://jgateplus.com/home/resources/
- https://www.edx.org/course/marketing-analytics
- https://www.coursera.org/learn/uva-darden-market-analytics
- https://capitaline.com/
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06

CO-PO Mapping:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	-	-	-	-	2	-	-
CO2	-	2	-	-	2	-	-	-
CO3	-	1	-	-	2	3	-	-
CO4	-	-	-	-	3	-	-	-
CO5	-	-	-	-	3	-	-	

LEVEL 3-Substantial 2-Moderate 1-Slight - - No Contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group, Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	CONSUMER BEHAVIOR AND NEUROMARKETING
Term/Semester	III
Course ID	26MBA135
Credits	3

Introduction:

A business can survive if it fulfils what customers need, but to thrive, it should provide what consumers desire. However, to decipher the complexity of wants and desires, a thorough understanding of consumers is imminent. The course would help to answer what motivates consumers and why. The role of demographics, psychographics, social and technological factors in engaging consumers' attention, shaping their experiences, forming or altering their attitudes, choices and behaviour. The course also aims to reveal the role of neuroscience in uncovering the mechanisms underlying involuntary responses and pave the way for neuromarketing. The course also exposes students to consumer analytics using real-world data, employing techniques such as web scraping and generating consumer insights.

Course Outcomes (COs):

Having successfully completed this course, students will be able to:

CO1: Understand & Appreciate consumer behaviour and consumer research fundamentals.
CO2: Analyze the individual, social and cultural factors influencing consumer behaviour.
CO3: Apply knowledge of individual, social and cultural factors to map consumers' decision-making process, customer purchase journey, engagement and experience.
CO4: Explain neuromarketing and its techniques.
CO5: Evaluate consumer insights on effects of technology on consumer behaviour using consumer analytics

Course content and Structure: **(36 hours)**

Module 1: Introduction to Consumer Behaviour **04 Hours**

- Definition and scope of CB
- Development of consumer behavior discipline
- Consumer research-role of research in understanding consumer
- Characteristics of Indian Consumers

Module 2: Factors influencing Consumer Behaviour **16 hours**

- Individual, Social and Cultural factors affecting consumer behaviour
- Consumer needs: Innate and acquired needs, theories of consumer Needs-Henry Murray, Maslow's, Trio of needs theory.
- Needs, goals and Motivation: positive and negative motivation; rational versus emotional motives; the dynamic nature of motivation, Arousal of motives; physiological, emotional, cognitive, environmental
- Frustration: defense mechanism, multiplicity of needs, need and goals vary along individual
- Personality theories: Meaning, Freudian theory, Jungian, Neo-Freudian and Trait theory.
- Self and self-image; one and multiple selves, the makeup of self-image,

extended self, altering self.
- Perception: elements, absolute and differential threshold, subliminal and supraliminal perception, Gestalt Principles, dynamics of perception
- Consumer learning theories: elements, classical conditioning theory, Instrumental conditioning theory, cognitive learning theory, observational learning theory.
- Attitudes: Tri-component model, sources of forming attitude and strategies to change attitude
- Consumer relevant reference groups, opinion leaders
- Family life cycle; functions of family
- Meaning and influence of culture on consumer behavior.

Module 3: Customer Experience Journey **05 Hours**

- Consumer decision-making process, Consumer decision rules– compensatory and non-compensatory
- Levels of consumer decision making- Extensive, limited and routinized, Models of Consumers- Economic, passive, cognitive and emotional.
- Behavioral price comprehension- Dual Process Theory, types of reference price-external & internal, price presentation-price bundling, timing, framing-prospect theory, price fairness, factors determining price fairness.
- Customer purchase journey, customer engagement and experience: prepurchase, purchase, post purchase, touchpoints, customer journey map, service blueprinting, customer involvement, customer engagement, customer loyalty.

Module 4: Introduction to Neuromarketing **04 Hours**

- An overview of neuroscience and neuromarketing; key concepts-brain-lateralization, localization and regionalization
- Neuromarketing versus traditional methods - key benefits and issues
- Techniques used in neuromarketing: Galvanic Skin Response (GSR), facial coding, eye-tracking, fMRI, Positron Emission Tomography (PET), Electroencephalography (EEG), Magnetoencephalography (MEG).
- Attention and Exposure-Echoic and Iconic Memory, Subliminal and Supraliminal, Attention and arousal, Just Noticeable Difference.
- Sensory Neuromarketing- vision, taste, music, touch, smell
- Learning and Memory- Working memory and Long-term memory, spreading activation model
- Ethics of Neuromarketing and Consumer Aberrations

Module 5: Influence of Technology on Consumer Behavior **07 Hours**

- Understanding consumer behaviour in the digital world
- Digital Touchpoints, AI, Personalization, Cookies, Targeting, Privacy, Trust and legality.
- Technology Acceptance Model (TAM), Unified Theory of Acceptance and Use of Technology (UTAUT)
- Influence of social media on consumer attention, learning and behaviour
- Capturing consumer behaviour in the digital world
- Workshop on web scraping using python and sentiment analysis.
- Green consumption behavior

Pedagogy:

- Classroom Discussion
- Expert talk
- Practice-based learning.
- Case-based teaching
- Research-based teaching.
- Experiential learning
- Coursera modules

Teaching Learning Resources:

Essential readings-

- Schiffman LG, Wisenblit J and Kumar R S Consumer Behaviour, 12th Edition, Pearsons (2019)
- Sethna, Z., & Blythe, J. (2023). Consumer behaviour (5th ed.). SAGE Publications.
- Sangeetha Sahwney. Consumer Behaviour, Oxford University Press
- Dutta T, and Mandal M K Neuromarketing in India, Routledge (2018)
- Ramsøy, T. Z. (2015). Introduction to neuromarketing & consumer neuroscience. Neurons Incorporated ApS.
- Genco, Stephen J., Andrew P. Pohlmann, and Peter Steidl. Neuromarketing for Dummies. John Wiley & Sons, 2013. ISBN-10: 1118518586, ISBN- 13: 978-1118518588.
- Bridger, Darren. Decoding the Irrational Consumer: How to Commission, Run and Generate Insights from Neuromarketing Research. Kogan Page Publishers, 2015. ISBN-10: 0749473843, ISBN-13: 978-0749473846.

Reference Books

- Solomon, M. R., & Russell, C. A. (2024). Consumer behavior: Buying, having, and being (14th ed.). Pearson.
- Hawkins, D. I., Mothersbaugh, D. L., Kleiser, S. B., & Mookerjee, A. (2022). Consumer behavior: Building marketing strategy (14th ed.). McGraw-Hill Education.
- Morin, C., & Renvoise, P. (2018). The persuasion code: How neuromarketing can help you persuade anyone, anywhere, anytime. John Wiley & Sons
- Bijapurkar, R. (2022). A never-before world: Tracking the evolution of consumer India. Penguin India / India Portfolio
- Alfaro, E. Customer experience. A multidimensional vision of experience marketing [Electronic resource]. Mode of access: http://www. The customer experience. es/en/online. html (accessed date: 09.02. 2017)

Supplementary readings

- https://hbr.org/2019/01/neuromarketing-what-you-need-to-know
- https://www.neurosciencemarketing.com/blog/articles/what-is-neuromarketing.htm
- https://www.eminentseo.com/blog/what-is-neuromarketing-vs-traditional- marketing/
- https://www.frontiersin.org/articles/10.3389/fnins.2020.577666/full
- https://www.singlegrain.com/digital-marketing/neuromarketing-101-how-neuroscience-affects-customers-buying-behaviors/

- Pearson e – library; https://elibrary.in.pearson.com/bookshelfDashboard
- EBSCO: https://www.ebsco.com/search?search=supplychainmodel
- Jgate: https://jgateplus.com/home/resources/
- https://www.coursera.org/learn/neuromarketing
- https://nptel.ac.in/courses/110/105/110105074/
- https://nptel.ac.in/courses/110/105/110105054/
- Consumption, Marketing and Culture | Coursera
- Retail Sales Psychology: The Essentials of Selling More | Coursera
- Market Research and Consumer Behavior | Coursera
- Kable, Joseph W. (2011), "The Cognitive Neuroscience Toolkit for the Neuroeconomics: A Functional Overview," Journal of Neuroscience, Psychology and Economics, 4 (2), 63- 84.
- Yoon, Carolyn, Richard Gonzalez, Antoine Bechara, Gregory S. Bems, Alain A. Dagher, Laurette Dube, et al. (2012), "Decision Neuroscience and Consumer Decision Making," Marketing Letters, 23 (2), 473-85.
- Smidts, Ale, Ming Hsu, Alan G. Sanfey, Maarten A.S. Boksem, Richard B. Ebstein, Scott
- Huettel, et al. (2014), "Advancing Consumer Neuroscience," Marketing Letters, 25 (3), 257-67.
- Rawson, A., Duncan, E., & Jones, C. (2013). The truth about customer experience. Harvard business review, 91(9), 90-98.
- Van Bommel, E., Edelman, D., & Ungerman, K. (2014). Digitizing the consumer decision journey. McKinsey Quarterly, 6(June), 1-8.
- Marketing, E. (1999). Experiential marketing. Journal of marketing management, 15, 53-67.
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. Journal of marketing, 80(6), 69-96.

Courses from Coursera:

Title of the course	Hours	Rating	Instructor	Affiliation
An Introduction to Consumer Neuroscience & Neuromarketing	24	4.7	Thomas Zoëga Ramsøy	Copenhagen Business School
Consumption, Marketing and Culture	15	4.6	Alan Bradshaw	University of London
Branding and Customer Experience	9	4.7	Michael Thompson	IE Business School

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	-	1	-	3	2	-
CO2	2	1	-	1	-	3	2	-
CO3	2	1	-	1	-	3	2	-
CO4	1	-	-	-	-	3	2	-
CO5	3	3	-	1	3	3	2	1

LEVEL 3-Substantial 2-Moderate 1-Slight -No Contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid-Term Test	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Case-Study	Individual/ Group	20	Full Semester
5	Coursera/Nptel/other approved online learning resource	Individual	10	Full Semester

Course Title	INTERNATIONAL MARKETING
Term/Semester	III
Course ID	26MBA136
Credits	3

Introduction:
This course offers an in-depth understanding of international marketing, emphasizing global market dynamics, cross-cultural consumer behavior, and strategic brand management. Students will explore how organizations identify opportunities, enter foreign markets, and adapt marketing strategies to diverse cultural, economic, and regulatory environments. The course examines global branding principles, including brand positioning, equity management, and country-of-origin effects, alongside the emerging field of luxury branding. Through case studies and practical examples, learners will gain insights into managing international marketing challenges, designing effective marketing mixes, and building strong, sustainable, and globally recognized brands that resonate across borders.

Course Outcomes (COs):
Upon successful completion of this course, students will be able to:

CO1: Explain the scope, importance, and environmental influences of international marketing and apply global trade concepts to marketing decisions.
CO2: Evaluate and select appropriate international market entry strategies and design suitable global marketing mix decisions.
CO3: Analyze cross-cultural consumer behaviour and apply global segmentation, targeting, and positioning strategies using appropriate research methods.
CO4: Develop strategies for building, positioning, and managing global brands across diverse cultural and economic contexts.
CO5: Assess luxury branding strategies and design consumer-centric global luxury experiences with an understanding of sustainability and emerging trends.

Course Content and Structure **(36 Hours)**

Module 1: Introduction to International Marketing **(7 Hours)**

- Nature and scope of international marketing versus domestic marketing
- Importance of international marketing for business growth and competitiveness
- Drivers of globalization and their impact on marketing decisions
- Economic, political, legal, technological, socio-cultural, and environmental factors influencing global marketing
- Overview of global trade theories and frameworks
- International marketing research

Module 2: International Market Entry Strategies & Global Marketing Mix **(8 Hours)**

- Modes of international entry: exporting, licensing, franchising, joint ventures, strategic alliances, wholly owned subsidiaries
- Factors influencing entry mode decisions: market potential, risk, investment, control
- Standardization vs. adaptation of marketing strategies
- Designing international product strategies, packaging, and labeling

- Global pricing strategies: price escalation, transfer pricing
- Distribution decisions and international promotion strategies, including digital campaigns

Module 3: Cross-Cultural Consumer Behavior & Global Market Research (7 Hours)

- Cultural frameworks: Hofstede, Hall, Schwartz
- Global segmentation, targeting, and positioning strategies
- Influence of social, cultural, and psychological factors on international consumer behavior
- International market research methods: surveys, observation, online analytics
- Challenges in cross-cultural research: translation, interpretation, data reliability

Module 4: International Branding & Global Brand Management (7 Hours)

- Fundamentals of international branding: brand identity, positioning, brand equity
- Country-of-origin effects on consumer perception
- Global brand architecture: corporate branding, product branding, endorsement strategies
- Managing brand reputation across multiple markets
- Adapting branding strategies for cultural, economic, and legal differences
- Digital branding strategies: maintaining consistency while engaging local audiences

Module 5: Luxury Branding & Global Consumer Experience (7 Hours)

- Defining luxury brands: premium, aspirational, true luxury
- Characteristics of luxury consumers: status signaling, Veblen effect, aspirational behavior
- Building and sustaining luxury brand identity: heritage, craftsmanship, exclusivity, storytelling
- Pricing and distribution strategies for luxury goods: selective distribution, prestige pricing
- Experiential luxury: clientele, exclusive retail experiences, personalized services
- Ethical and sustainable practices in luxury branding
- Emerging trends in global luxury consumption

Pedagogy:

- Classroom Discussion
- Case Based Teaching- Text & Multimedia cases
- Project based teaching
- Workshop & Seminar from Industry practitioners
- Flip Classroom
- International immersion

Teaching Learning Resources: Essential readings-

Essential Readings

- Kotabe, M., & Helsen, K. (2020). Global Marketing Management (8th ed.). Wiley.
- Keegan, W. J., & Green, M. C. (2020). Global Marketing (10th ed.). Pearson.

- Keller, K. L. (2013). Strategic Brand Management: Building, Measuring, and Managing Brand Equity (4th ed.). Pearson.
- De Mooij, M. (2019). Consumer Behavior and Culture: Consequences for Global Marketing and Advertising (3rd ed.). SAGE.
- Kapferer, J.-N., & Bastien, V. (2017). The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands (2nd ed.). Kogan Page.
- Chevalier, M., & Mazzalovo, G. (2012). Luxury Brand Management: A World of Privilege (2nd ed.). Wiley.

Reference Books

- Aaker, D. A. (1996). Building Strong Brands. Free Press.
- Levitt, T. (1983). "The Globalization of Markets." Harvard Business Review.
- Nandita Abraham (Ed.). (2017). India's Luxury Market: The Way Forward. IFFTI/INIFD.
- Hofstede, G. (2001). Culture's Consequences. SAGE.
- Okonkwo, U. (2007). Luxury Fashion Branding: Trends, Tactics, Techniques. Palgrave Macmillan.
- Danziger, P. N. (2005). Let Them Eat Cake: Marketing Luxury to the Masses as well as the Classes. Dearborn.

Supplementary Resources:

- https://jgateplus.com/search/login/
- https://www.ebsco.com/products/research -databases/hbr-ascend /
- http://elibrary.in.pearson.com/
- https://onlinecourses.nptel.ac.in/
- www.ruralmarketingsolutions.com
- www.campaignindia.in

Coursera Courses

Course Name	Offered by	Instructor Name
International Marketing, Entry and Execution	Yonsei University	Dae Ryun Chang
Effective Marketing in the Global Marketplace	University of Maryland, College Park	Hector Sandoval

CO-PO Mapping:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	-	2	-	-	-	-
CO2	-	1	1	1	-	1	-	1
CO3	2	3	-	1	-	1	-	2
CO4	-	-	-	-	2	-	1	-
CO5	-	-	-	-	-	-	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - - No Contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	E-COMMERCE AND DIGITAL SUPPLY CHAIN MARKETING
Term/Semester	III
Course ID	26MBA137
Credits	3

Introduction:
E-commerce and digital supply chains are reshaping how brands acquire, convert, and retain customers in an increasingly competitive marketplace. This course provides a comprehensive understanding of modern E-commerce and Direct-to-Consumer (D2C) business models, digital marketing strategies, and the critical role of technology in enabling seamless customer experiences. Students will learn to optimize digital campaigns, increase conversion rates, calculate customer lifetime value, and design retention ecosystems. The curriculum also integrates the fundamentals of digital supply chain coordination—from inventory and fulfilment to last-mile delivery—preparing learners to build complete go-to-market strategies for high-growth D2C and omnichannel brands in India.

Course Outcomes (COs):

CO1: Analyze various E-commerce and D2C (Direct-to-Consumer) business models, evaluating the strategic differences between marketplace, brand-owned, and omnichannel approaches.
CO2: Design and execute integrated Digital Marketing strategies (Search, Social, PPC) optimized for high Conversion Rate Optimization (CRO) in an e-commerce context.
CO3: Formulate a customer retention strategy by calculating Customer Lifetime Value (CLV) and utilizing email and marketing automation for post-purchase loyalty.
CO4: Evaluate the critical role of the Digital Supply Chain in fulfilling marketing promises, focusing on inventory, fulfillment, and Last-Mile Delivery in India.
CO5: Propose a complete go-to-market plan for a D2C brand, integrating the e-commerce platform, logistics flow, and core marketing metrics.

Course content and Structure: **(36 hours)**

MODULE 1: E-commerce Business Models and Strategy (8 Hours)

- E-commerce Landscape in India: Market size, growth drivers, and consumer behavior shifts (Tier 2/3 cities). Comparison of E-tailing (B2C) vs. Quick Commerce vs. B2B E-commerce.
- Direct-to-Consumer (D2C) Model: Rationale and advantages of the D2C model; Key characteristics of successful Indian D2C brands; Strategies for brand building without third-party dependence.
- E-commerce Platforms and Technology: Overview of e-commerce platforms (Shopify, WooCommerce, Custom builds); The role of Payment Gateways and secured transactions; Introduction to the MarTech/Sales Tech Stack for e-commerce, ONDC
- Marketplace Strategy: Managing sales on third-party platforms (Amazon, Flipkart, Myntra); Optimizing product listings, managing seller ratings, and utilizing platform advertising tools (e.g., Amazon Ads).

MODULE 2: Digital Marketing for Conversion and Acquisition (10 Hours)

- Traffic Generation: Advanced Search Engine Optimization (SEO) for product categories; Search Engine Marketing (SEM)—optimizing Product Listing Ads (PLAs) and Google Shopping campaigns.
- Social Commerce and Media Buying: Leveraging Instagram, WhatsApp Business, and YouTube for direct sales; Performance Marketing—managing CPC and CPA across platforms (Meta/Google).
- Conversion Rate Optimization (CRO): Principles of high-converting website design; A/B Testing of product pages, checkouts, and calls-to-action (CTAs); Reducing cart and funnel abandonment rates.
- Personalization and AI in E-commerce: Utilizing Recommendation Engines (collaborative filtering, content-based); Dynamic Pricing and inventory management using AI.

MODULE 3: Customer Retention and Loyalty in E-commerce (6 Hours)

- Customer Lifetime Value (CLV): Calculating and interpreting CLV in a digital commerce environment; Using CLV to guide customer acquisition budget decisions.
- Email and Marketing Automation: Designing automated workflows for lead nurturing, abandoned carts, and post-purchase follow-ups; Segmentation for personalized email campaigns.
- Loyalty Programs and Community: Developing effective E-commerce Loyalty Programs (points, tiered benefits); Building brand communities on social and proprietary platforms to drive repeat purchases.
- Managing Returns and Refunds: The marketing implications of the returns policy; Using data from returns to improve product quality and listing accuracy; The concept of Reverse Logistics in customer satisfaction.

MODULE 4: Digital Supply Chain and Fulfillment (8 Hours)

- Supply Chain and Marketing Integration: Aligning inventory availability and delivery promises with marketing campaigns; The concept of the "Perfect Order" (on-time, in-full, damage-free).
- E-commerce Fulfillment Models: Comparison of self-fulfillment, third-party logistics (3PL), and marketplace fulfillment models (e.g., Fulfillment by Amazon - FBA); Strategies for minimizing warehouse costs.
- Inventory Management and Forecasting: Drop shipping vs. owning inventory; Use of ERP systems for real-time inventory visibility; Predictive modeling for demand forecasting.
- Last-Mile Delivery in India: Challenges and solutions for hyperlocal and rural delivery; Role of Pin code Analysis; Role of Dark store, Selecting the right courier partners; Technologies for real-time customer tracking and delivery experience.

MODULE 5: E-commerce Analytics and Future Trends (4 Hours)

- E-commerce Analytics: Key E-commerce KPIs (Conversion Rate, AOV, RPR);
- Funnel visualization.
- Omnichannel Strategy: Integrating online and offline channels (Click-and-Collect, Ship-from-Store); Creating a seamless, unified customer experience (CX).
- Future Trends: The rise of Voice Commerce (e.g., Google Assistant, Alexa); Impact of Augmented Reality (AR) in product visualization (virtual try-ons); Ethical considerations for customer data usage.

Pedagogy:

The course will use the following pedagogical tools:

- Class room teaching
- Case based teaching
- Project based teaching
- Role Plays
- Field Visit
- Workshops from Industry experts
- Flip Classrooms

Teaching Learning Resources:

Essential readings-

- Chaffey, D., & Ellis-Chadwick, F. (2019). Digital Marketing (7th ed.). Pearson.
- Laudon, K. C., & Traver, C. G. (2024). E-commerce: Business, Technology, Society (18th ed.). Pearson.
- Strauss, J., & Frost, R. (2022). E-Marketing (8th ed.). Routledge.
- Kotler, P., Karta Jaya, H., & Setiawan, I. (2021). Marketing 5.0: Technology for Humanity. Wiley.
- Chopra, S. (2020). Supply Chain Management: Strategy, Planning, and Operation (7th ed.). Pearson.
- Harrison, A., & Van Hoek, R. (2011). Logistics Management and Strategy (4th ed.). Pearson.
- Christopher, M. (2016). Logistics & Supply Chain Management (5th ed.). Pearson.
- Fishkin, R. (2018). Lost and Founder. Penguin.
- Kaushik, A. (2010). Web Analytics 2.0. Wiley.
- Ryan, D. (2016). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. Kogan Page

References-

- Reinartz, W., & Kumar, V. (2003). "Customer Lifetime Value Framework." *Journal of Marketing.*
- Verhoef, P. (2009). "Customer Engagement and Loyalty in Digital Environments." *Journal of Interactive Marketing.*
- Brynjolfsson, E., Hu, Y., & Rahman, M. S. (2013). "Omnichannel Retailing." *Journal of Retailing.*

Supplementary Resources:

- Herhausen, D., Mizik, N., & Spanjol, J. (2020). Managing the customer experience in the digital age: Meta-analysis and cross-disciplinary review. *Journal of Retailing, 96*(1), 62–90.
- Grewal, D., Roggeveen, A. L., & Nordfält, J. (2017). The future of retailing. *Journal of Retailing, 93*(2), 121–124.
- BCG–RAI. (2020). *The Indian retail industry: Winning in the digital age.* Boston Consulting Group.
- EY. (2021). *Future of e-commerce: Trends shaping the Indian digital consumer.* EY India.
- Red Seer Consulting. (2022). *India D2C market report.* Red Seer.
- Unicommerce. (2023). *E-commerce trends report.* Unicommerce.
- IAMAI. (2023). *Digital India report.* Internet and Mobile Association of India

Coursera Courses

Course Name	Offered By	Instructor Name
Google Digital Marketing & E-commerce Professional Certificate	Google	Experts from Google
Retail Digital Supply Chain	University of Pennsylvania	Santiago Gallino

CO-PO Mapping:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	2	-	-	-	2	-	-
CO2	1	-	-	-	-	1	-	-
CO3	-	-	-	-	-	3	-	-
CO4	-	1	-	-	-	1	-	-
CO5	-	-	-	-	-	1	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - - No Contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

ENTREPRENEURSHIP AND FAMILY ENTERPRISE MANAGEMENT	
26MBA232	**Social Entrepreneurship and Innovation**
26MBA233	**Business Model Canvas and Business Plan development**
26MBA234	**Entrepreneurship in Action – I**
26MBA235	**Green & Agri tech Entrepreneurship**
26MBA236	**Entrepreneurial Leadership**
26MBA237	**Technology for Start-ups and Family Businesses**
26MBA238	**Corporate Entrepreneurship**

Course Title	SOCIAL ENTREPRENEURSHIP AND INNOVATION
Term / Semester	III
Course ID	26MBA232
Credits	3

Introduction:

Social entrepreneurs use their business model to make a social impact on the world and to ignite social change. Startups, for example, can pursue solutions to pain points caused by environmental change or to social problems across the globe. Successful social entrepreneurs blend the idea of profit and business success with adding to the health and wellbeing of societies that host their organizations. The degree to which social entrepreneurs pursue social impact as opposed to profitability vary, but in all cases financial sustainability is fundamental. One approach is to create business models revolving around low-cost products and services to resolve social problems.

This Course is to create societal impact through Social Entrepreneurship. It will introduce the students to examples of Social Entrepreneurship and guide them through the process of establishing a venture to address a social or environment problem. It will equip one with frameworks identifying opportunities, support their team, and outlining their idea.

Course Outcomes:

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

CO1: Examine the concepts underpinning social entrepreneurship to gain a comprehensive understanding of the opportunities

CO2: Investigate the best practices, successes and failures, of social entrepreneurship.

CO3: Assess the range of strategic and operational issues faced by those who create and manage social enterprises.

CO4: Investigate and evaluate the role, requirements and challenges facing a "Social Entrepreneur".

CO5: Create a sustainable business model for a social enterprise.

Course Content and Structure: (36 hrs.)

Module 1: Introduction to Social Entrepreneurship (06 Hours)

- Introduction to Social Enterprise and basic framework, Definition of Social Entrepreneurship
- Four distinctions of Social Entrepreneurship, Social Entrepreneurship from Indian Perspective
- Social Problem, Identifying the Social Problem, Describing the Social problem.

Module 2: Forms of Social Entrepreneurship (04 Hours)

- Segmentation of Social Entrepreneurship, Understanding the Beneficiary, Screen In and Screen Out Criteria, Profit and non-profit Proprietorships; Partnership Company, Non-Governmental organisation, Society, Trust and Company (Sec. 25), Factors determining selection of forms of registration.

Module 3: Social Entrepreneurship Tools and Approaches (12 Hours)

- Recognising and Assessing New Opportunities, Root Cause Analysis, Opportunity Recognition and Study, Discovery of Social Opportunities, Financial Opportunity Attributes, Modelling the Social Venturing Process-, Idea Articulation, Idea Ownership, and Stakeholder Mobilization. .

— Introduction to Social Innovation, Innovation Approaches, New business models; Global Impact and Innovation; Challenges in Innovation.
— Sustainability- Definition and Concept of Sustainable Development, Silent Spring, Kyoto Protocol, Dimensions of Sustainable development, Rationale of MDGs, Concept of Frugal Innovation.
— Institutions supporting Social Entrepreneurship
— Social Incubators; Deshpande Foundation, Khosla Labs, Marico Innovation Foundation, Villigro Foundation, Unlimited India, Upaya Social Ventures.

Module 4: Impact Measurement **(08 Hours)**

— Social Impact Assessment, Concept of SIA and PPP, Need and relevance
— SIA Tools- Survey, Impact rating; impact scored card, SROI, Stakeholder/ beneficiary outcome assessment, IRIS (Impact Reporting and investment standards).

Module 5: Fund Raising for Social Initiatives **(06 Hours)**

— Understanding Fundraising, Need and Importance, Factors impacting the success of Fundraising, Approaches and Sources of Fundraising, For Profit, Not for profit, personal and community networks, grants, venture capital, commercial streams, Philanthropy, foundations.
— Fundraising Process- Fundraising strategy, Fundraising Plan, budgeting.
— Managing the Fundraising- Conceptualizing, Planning; Prospecting, Cultivating, Soliciting, Promoting and Retaining, Proposal writing for grants, donations and sponsorships.

Pedagogy

1. Social Innovation Challenge
2. Classroom Discussion
3. Experiential Learning
4. Project Based Learning
5. Activity Based Learning
6. Interaction with the Social Entrepreneurs (Master Class)
7. Case Study (Success and Failure Stories)

RECOMMENDED BOOKS (Latest Editions)

1. Social Entrepreneurship and Social Business, Volkmann, Christine K., Tokarski, Kim Oliver, Ernst, Kati (Eds.), Springer, 2021 (Updated Reprint Edition)
2. How Opportunities Develop in Social Entrepreneurship, Corner & Ho, Entrepreneurship Theory and Practice, 2022 Reprint Edition
3. Building Social Business Models: Lessons from the Grameen Experience, Yunus, Moingeon & Lehmann-Ortega, Social Business Press, 2020 Revised Edition
4. Business Models as Models, Baden-Fuller & Morgan, Long Range Planning, 2023 Reprint Edition
5. Social Enterprise: Empowering Mission-Driven Entrepreneurs, Defourny, Jacques & Nyssens, Marthe, Routledge, 2023 Edition
6. Social Entrepreneurship: Managing the Creation of Social Value, Mawson, John, Palgrave Macmillan, 2024 Edition

REFERENCE BOOKS

1. Social Entrepreneurship: A Modern Approach to Social Value Creation, Arthur C. Brooks, 2009, Pearson Publications.
2. Introduction to Social Entrepreneurship, Teresa Chahine, CRC Press
3. Social Entrepreneurship and Social Business, An Introduction and Discussion with Case Studies, Volkmann, Christine K., Tokarski, Kim Oliver, Ernst, Kati (Eds.), Springer Publications.

Supplementary Resources:

1. Social Enterprise (Program), created by Middlesex University Business School, platform:FutureLearn;https://www.futurelearn.com/programs/socialenterprise
2. Journal of Social Entrepreneurship; https://www.tandfonline.com/toc/rjse20/current
3. https://elibrary.in.pearson.com/login
4. https://jgateplus.com/home/
5. https://capitaline.com/
6. http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	-	-	1	3	1	1
CO2	2	-	-	-	2	1	1	1
CO3	-	3	3	1	2	1	3	2
CO4	1	2	2	-	-	2	1	-
CO5	3	-	3	1	1	-	1	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Recommended Courses

SL.No	Course Title	University / Institution	Instructor(s)	Total Hours
1	Social Entrepreneurship (Specialization)	Copenhagen Business School (CBS)	- Prof. Kai Hockert's - Dr. Rasmus Johnsen - Prof. Helle Neergaard - Prof. Sine Nørholm Just	8 hours
2	Social Impact Strategy: Tools for Entrepreneurs and Innovators	University of Pennsylvania (UPenn) – Wharton School	- Prof. Peter Frumkin - Dr. Ariel Schwartz	18 hours

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	**BUSINESS MODEL CANVAS & BUSINESS PLAN DEVELOPMENT**
Term / Semester	**III**
Course ID	**26MBA233**
Credits	**3**

Introduction:

In this project centered course, the students will use the Business Model Canvas innovation tool to approach either a personal or corporate challenge or opportunity. They will learn to identify and communicate the nine key elements of a business model: Customer Segments, Value Proposition, Channels, Customer Relationships, Key Resources, Key Activities, Key Partners, Revenue Streams, and Cost Structure. Their completed project will be a polished Business Model Canvas that outlines the business case for a new product or service to address the selected challenge or opportunity. They will present their case in both a one-page document and a 10-minute video presentation. In this course, students will also learn how to create a business plan, including what material to include and how to develop a compelling presentation that will engage readers and win their approval. They will have the opportunity to learn strategies and best practices.

Course Outcomes:

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

CO1: Comprehend the basics of business model and apply BMC in creating a Business Model.

CO2: Recognise and deploy the business planning process and its scope and pitfalls.

CO3: Create a comprehensive business plan

CO4: Relate to different business plans and ideas.

CO5: Identify the changing trends and processes in contemporary Business planning.

Course Content and Structure: (36 hours)

Module 1: Business Model (06 hours)

- Introduction and Overview of BMC; the structure and format; Sample BMCs
- Different types of BMC; Disruptive BM, Subscription BM, Freemium BM, Brick and Click, Razor Blade, Product to Service, Crowd Sourcing, One for One, Franchise, Ecommerce BMCs
- The Cost side; Key partners; Key activities; Key resources
- Setting up the unique value propositions
- The Revenue side; Customer Relationships; Channels; Customer Segments
- Cost structure and Revenues streams
- Discussion of Sample BMCs

Module 2: Introduction to Business Planning (06 Hours)

- Business Plan; Objectives; Business Planning Process; Benefits of Business Planning; Types of Business Plans; Failures in Business planning
- Segments in a Business Plan, Part A; Introduction, Marketing and Operational Plan, Part B; HR Plan, Financial Plan and Annexures.
- Dos and Don'ts in Business Planning

Module 3: Preparing a Business Plan Part A (Introduction, Marketing and Operational Plan) (10 Hours)

- Executive Summary; About the Business; About the Ownership; Funding requirements.
- Marketing Plan; Market Research; Demography; Marketing Mix
- Operational Plan; Plant and location; Plant Layout; Material Requirement; Inventory management; Quality Control;

Module 4: Preparing a Business Plan Part B (HR Plan, Financial Plan And Annexures) (10 Hours)

- HR Plan; Organisation Plan; Manpower Planning; Management; Legal aspects of labour
- Financial Plan; Projected Sales; Projected Income and Expenditure; Projected BEP; Projected P& L statement and Balance Sheet, Projected cash flows; Important Financial Ratios.
- Critical Risks
- Exit Strategies
- Registration, Licenses and declarations

Module 5: Emerging trends and Support process for Business planning (4 Hours)

- Networking
- Trade Processes.
- Decision Support processes
- Integration Processes
- Usage of IT and data analytics and data visualization tools and techniques in Business Planning

Pedagogy

- Classroom Discussion
- Master Class (2 Hours)
- Experiential Learning
- Practice Based teaching
- Activity based teaching
- Case study based teaching
- Inquiry based teaching

RECOMMENDED BOOKS (Latest Editions)

- Preparing Effective Business Plans: An Entrepreneurial Approach, 2nd Edition, Bruce R. Barringer, Texas A&M University, Pearson Publications.
- Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
- New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
- New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffry.A.timmous, Stephen spinelli, Tata McGraw hill, edition2018 - 19 Page 32
- Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)
- Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, Linda Ferrel Houghton mifflinco, USA

- '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications

REFERENCE BOOKS (Latest Editions)

1. Reddy, "Entrepreneurship: Text & Cases", Cengage Learning

2. David H. Holt, "Entrepreneurship: New Venture Creation", Prentice-Hall of India

3. K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill

4. Brigitte Berger , "The Culture of Entrepreneurship", ICS Press

5. Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication

Supplementary Resources:

6. Entrepreneurship (Specialization), created by Wharton School of the University of Pennsylvania,
https://www.coursera.org/specializations/whartonentrepreneurship#creators

SUPPLEMENTARY READING

Journal of Innovation and Entrepreneurship;

- https://innovation-entrepreneurship.springeropen.com
- https://elibrary.in.pearson.com/login
- https://jgateplus.com/home
- https://capitaline.com
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	-	-	1	3	1	3
CO2	1	3	-	-	1	3	1	3
CO3	2	2	3	-	3	2	3	1
CO4	1	3	1	1	1	3	-	3
CO5	-	-	2	1	1	1	-	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Recommended Coursera Courses

SL.No	Course	Hours	Instructor(s)
1	Business Model Canvas: A Tool for Entrepreneurs & Innovators	7	Dan Stotz (Kennesaw State University)
2	Entrepreneurship: Launching an Innovative Business Specialization	15	- Dr. James V. Green (University of Maryland) - Dr. Thomas J. Mierzwa (University of Maryland) - Michael R. Pratt (University of Maryland)

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	ENTREPRENEURSHIP IN ACTION PART I
Term / Semester	III
Course ID	26MBA234
Credits	3

Introduction:

Growing a small business takes work and vision. It takes innovation, brainstorming, iteration, and advice. In this course we introduce the concept of design thinking and a tool called the Business Model Canvas to help aspiring student entrepreneurs to accelerate their business. Students will learn the nine components of the Business Model Canvas as well as how to identify the most relevant components to iterate through brainstorming with a variety of stakeholders in your business—current customers, potential customers, and advisors of your choosing. Working through their own Business Model Canvas and presenting their acceleration plan at the end of this course.

This course is introduced by a venture capital investor with decades of experience working with entrepreneurs and is taught by someone who has written business plans and taught entrepreneurs business planning at several universities.

Course Outcomes:

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

CO1: Identify and assess their personal Interests, attitude and aptitude towards Entrepreneurship, and Business Ideas.

CO2: Develop and implement a market research plan to consolidate their business idea.

CO3: Utilize the Business Model Canvas to develop their real time business.

CO4: Evaluate their business model with the potential customers.

CO5: Measure the desirability and demand for their business outputs through comprehensive feasibility analysis.

Course Content and Structure: **(36 hrs.)**

Module 1: Entrepreneurial aptitude and skill **06 Hours**

- Assess Entrepreneurial Skills, attitude Aptitude (TAT, HSGL, Psychometric tests), EDII Tool to map the traits of the Entrepreneur.
- Set personal goals; (Achievement Motivational Training), Creation of Motivational Profile.
- Allocate advisory group and Mentor
- Develop a Customer Persona
- Networking and associations
- Identification and Evaluation of Business Ideas
- Introduction to the Business Model Canvas

Module 2: Building the Business Model **08 Hours**

— Understand and utilize the Business Model Canvas; Build their Business Model

— State the business idea grounded in the categories of their business regarding how best to grow; test the business idea/opportunity with advisors, peers, and potential and existing customers.

— Reiterate and present the Business model among the network in different forums.

Module 3: Market Sizing **08 Hours**

- Create an initial market research plan; Competitor Analysis and Competitors Matrix
- Brainstorm the market research Plan with the Advisory and mentor
- Conduct the research; discuss the results with the Advisory and Mentor
- Refine and size of market based on the BMC; identify and deliberate on the Competitive Advantage of the Business.
- Customer Validation & Market Validation

Module 4: Feasibility Analysis **08 Hours**

- Product/ Service Feasibility
- Industry/Market Feasibility
- Organisational Feasibility
- Financial Feasibility

Module 5: Acceleration Plan **06 Hours**

- Presentation and Review of Final Business Model, Market Size Plan, Feasibility Analysis Report.
- Brainstorm with advisory group and in the network.
- Preparation of final Acceleration Plan and presentation to the experts.

Pedagogy

1. Classroom Discussion
2. Interaction with the Advisory (Master Class)
3. Experiential Learning
4. Research Based Learning
5. Practice Based teaching
6. Interaction with customers and other stakeholders
7. Activity based learning

RECOMMENDED BOOKS (Latest Editions)

1. Preparing Effective Business Plans: An Entrepreneurial Approach, 2nd Edition, Bruce R. Barringer, Texas A&M University, Pearson Publications.
2. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
3. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
4. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffry.A.timmous, Stephen spinelli, Tata McGraw hill, edition2018 - 19 Page 32
5. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)
6. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, Linda Ferrel Houghton mifflinco, USA
7. '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications

REFERENCE BOOKS (Latest Editions)

1. Reddy, "Entrepreneurship: Text & Cases", Cengage Learning
2. David H. Holt, "Entrepreneurship: New Venture Creation", Prentice-Hall of India

3. K Ram Chandran, “Entrepreneurship Development: Indian cases on Change Agents” Tata McGraw Hill
4. Brigitte Berger , “The Culture of Entrepreneurship”, ICS Press
5. Vasant Desai, “Entrepreneurial Development and Management”, Himalaya Publication

Supplementary Resources:

1. Business Principles and Entrepreneurial Thought (X Series), created by Babson College, platform: edX https://www.edx.org/xseries/business-principles-entrepreneurial
2. IAR Journal of Entrepreneurship, Innovation & Design Thinking; https://www.iarconsortium.org/journal-info/IARJEIDT.
3. https://elibrary.in.pearson.com/login
4. https://jgateplus.com/home/
5. https://capitaline.com/
6. http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	-	1	1	-	1	2
CO2	2	-	1	1	-	1	1	-
CO3	2	3	-	-	-	-	3	-
CO4	3	2	1	1	1	-	1	2
CO5	3	-	-	1	2	2	1	1

— LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Recommended Coursera Courses

SL.No	Course Title	Platform	Hours	University / Institution	Instructor(s)
1	Entrepreneurship: Launching an Innovative Business	Coursera	12 hours (4 weeks × 3 hrs.)	University of Maryland	Dr. James V. Green
2	Business Model Canvas: A Tool for Entrepreneurs and Innovators	edX	6 hours	Delft University of Technology (TU Delft)	Dr. Karel Kreijns, Dr. Jan van den Berg

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	GREEN AND AGRI-TECH ENTREPRENEURSHIP
Term / Semester	III
Course ID	26MBA235
Credits	3

Introduction:

Green and Agri-Tech Entrepreneurship is an emerging field at the intersection of sustainability, technology, and rural economic development. This course provides a comprehensive understanding of how innovation, digital tools, climate-smart strategies, circular economy models, and Agri-value chain technologies can be leveraged to build scalable and sustainable ventures.

The syllabus integrates agricultural technologies (Agri-Tech), renewable energy innovations, climate-resilient models, sustainability frameworks, green financing, and government programs supporting the green and Agri ecosystem in India. Students will explore opportunity identification, product development, business models, ecosystem linkages, and institutional frameworks that enable green and Agri-based startups.

By the end of the course, students will have the knowledge and skills required to conceptualize, design, and plan ventures in the sectors of clean tech, food tech, farm mechanization, IoT-enabled farming, waste-to-wealth, regenerative agriculture, and other climate-smart technologies.

Course Outcomes:

After learning the course, the students should be able to

CO1: Identify the fundamentals of Green and Agri-Tech entrepreneurship, sustainability frameworks, and climate-smart innovation opportunities.

CO2: Analyze Agri-value chains, identify market gaps, and evaluate opportunities for innovation using digital technologies and green practices.

CO3: Develop green or Agri-Tech products, prototypes, and minimum viable solutions through design thinking, lean methods, and user-centric approaches.

CO4: Create sustainable and financially viable business models and plans for green and Agri-Tech ventures while integrating environmental, social, and governance (ESG) concepts.

CO5: Examine the green/Agri-Tech startup ecosystem, funding options, institutional support mechanisms, and regulatory frameworks in India.

Course Content and Structure: **(36 hours)**

Module 1: Foundations of Green & Agri-Tech Entrepreneurship (06 Hours)

- Introduction to Green Entrepreneurship and Agri-Tech Entrepreneurship
- Importance & Scope of Sustainable and Climate-Smart Ventures
- Entrepreneurship opportunities in: clean energy, water tech, food tech, farm mechanization, soil tech, waste-to-wealth, circular economy
- Sustainability: SDGs, ESG, Triple Bottom Line, Climate Mitigation & Adaptation

- Agri-Tech Trends: IoT, AI/ML in agriculture, remote sensing, predictive analytics, precision farming
- Start-up case studies: DeHaat, Ninja cart, Bharat Agri, Ecozone, Chakr Innovation

Module 2: Agri Value Chains, Innovation Opportunities & Ecosystem

(08 Hours)

- Indian Agricultural Value Chains: Input, Production, Processing, Storage, Logistics, Markets
- Opportunity mapping across the value chain
- Design Thinking for Green & Agri-Tech Innovation
- Problem identification tools – empathy mapping, journey mapping
- Sustainable technologies in irrigation, soil health, crop monitoring, pest management
- Agri-fintech innovations – credit scoring, micro-insurance, farm-gate payments
- Digital ecosystems: ONDC, e-NAM, FPO networks
- Policies impacting entrepreneurship: PM Kisan, Digital Agriculture Mission, FPO schemes

Module 3: Product Development, MVP & Technology Applications (10 Hours)

- Product/Service Innovation in Green & Agri-Tech
- Prototyping, Field Testing & Validation
- Minimum Viable Product (MVP) Development
- Smart Farming Technologies: Sensors, Drones, Robotics, IoT
- Post-harvest tech: cold chain, solar dryers, traceability tech, blockchain
- Waste-to-wealth innovations: biogas, composting, bio-fertilizers, recycling models
- Technology tools: ODOO, GIS tools, Farm Management Software, ERP
- AI Tools: Pitchbob.io, Growexa, AgriGPT
- Sustainability Audits & Impact Assessment (ESG considerations)

Module 4: Business Models, Strategy & Green Financing (6 Hours)

- Green & Agri-Tech Business Models: B2B, B2C, B2F (Business to Farmer), marketplace models, subscription models
- Sustainable Business Planning: Marketing, HR, Operational, Production Plans
- Green Marketing & Carbon Neutral Branding
- Funding routes: Green Bonds, Carbon Credits, Impact Investing, CSR Funds, Venture Capital, NABARD Schemes
- Financial modelling for Agri & Green startups
- Regulatory aspects: FSSAI, APEDA, Organic Certification, Environmental Clearances

Module 5: Ecosystem Support & Government Frameworks (06 Hours)

- Startup ecosystem for Green & Agri-Tech ventures
- Government Institutions: NABARD, NSIC, DIC, NITI Aayog, SFAC, NDDB, APEDA.CFTRI, DRDO

- National Schemes: Startup India, PMFME, Paramparagat Krishi Vikas Yojana, Agri-Infra Fund, Atal Innovation Mission, MOFPI
- State-level support mechanisms, incubation centers & Agri-Tech parks
- Role of incubators, accelerators, Agri-clusters, farmer-producer organizations (FPOs)
- Case Studies of successful Indian Green & Agri-Tech start-ups

Pedagogy

- Experiential Learning
- AI and Digital Tool Integration
- MOOC Courses – Coursera
- Field Visits
- Case Based Learning
- Master Class 7 Interaction with Entrepreneurs

RECOMMENDED BOOKS

- Green Entrepreneurship: Opportunities and Challenges, (Latest Edition), Springer Publications.
- Agri-Tech Revolution: Innovations Transforming Indian Agriculture, (Latest Available Edition), NABARD Publications.
- Agribusiness Management, C. Ramaswami & V. Sundaram, 2nd Edition (Latest Available), Pearson Education.
- Sustainable Agriculture: Principles & Practices, S. R. Singh, 3rd Edition (Latest), New India Publishing House.
- Clean Tech Nation, Ron Pernick and Clint Wilder, 1st Edition (Latest India Edition Available), HarperCollins.
- Circular Economy: Global Perspectives, (Latest Edition), Edward Elgar Publishing.
- New Venture Creation: Entrepreneurship for the 21st Century, Jeffry A. Timmons, Stephen Spinelli, 10th Edition (Latest), Tata McGraw Hill.
- Agricultural Marketing in India, Acharya & Agarwal, 8th Edition (Latest Available), Oxford & IBH Publishing.
- Managing Start-ups for Success: Entrepreneurship in Difficult Times, Rajat Kanti Baisya, 1st Edition (2021/2022 Latest), Routledge.
- Smart Agriculture: Technologies for Climate-Resilient Farming, (Latest Edition), Wiley Publications.

REFERENCE BOOKS (Latest Editions)

- Precision Agriculture Technology for Crop Farming, Qin Zhang, (Latest Edition), CRC Press.
- Climate-Smart Agriculture: A Global Perspective, R. Lal, D. M. De La Rosa, (Latest Edition), Springer.
- Handbook of Green Finance, Jeffrey Sachs et al., (Latest Edition), Springer Nature.
- Innovative Agriculture: Case Studies from India, (Latest Edition), ICAR Publications.
- Sustainable Supply Chains: A Research–Based Textbook, (Latest Edition), Springer International.

- Agricultural Risk and Insurance, Jerry R. Skees, (Latest Edition), World Bank Publications.
- Renewable Energy Engineering: Solar, Wind, Biomass, (Latest Edition), CRC Press.
- Agri-Food Supply Chain Management, Robert A. Meyers, (Latest Edition), Springer.
- Digital Agriculture and Smart Farming Systems, (Latest Edition), Elsevier.

CO PO Mapping

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	1	3	2	2	1	-	-	2
CO2	-	1	1	-	-	-	-	-
CO3	-	3	-	1	3	3	1	-
CO4	2	-	-	-	1	2	-	1
CO5	3	1	-	-	1	1	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

RECOMMENDED COURSERA COURSES

SL.No	Course	Platform	Duration / Hours	University	Instructors
1	Sustainable Agribusiness	Coursera	8 Hours)	University of Western Australia	Prof. C. Bhaktavatsala Rao (NPTEL Online Courses)
2	Circular Economy & Sustainability	edX	3-5 hours/week	Harvard University	Wageningen University)

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	ENTREPRENEURIAL LEADERSHIP
Term / Semester	III
Course ID	26MBA236
Credits	3

Introduction:

Entrepreneurship is a challenging, rewarding endeavor rooted in creativity and realized through practical decisions and strategies. This Course will provide advanced knowledge in the wide-ranging aspects of entrepreneurial success: organizational behaviour, large-scale entrepreneurship, marketing, accounting, corporate finance, and more. The students will learn from accomplished business experts how to expand or transform your organization and manage your entrepreneurial ideas. Course concepts will be applied to real-world situations through teamwork and hands-on projects.

Course Outcomes:

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

CO1: Develop their own approach to entrepreneurial leadership and industrial management.

CO2: Examine different entrepreneurial leadership approaches and practices, focusing on ventures with technological and business model innovations

CO3: Develop judgment for when and how to use hard versus soft leadership approaches

CO4: Recognise how to build a culture of empowered leaders in the venture

CO5: Relate to the role of entrepreneurial leadership and scientific innovation in today's economy

Course Content and Structure: (36 hrs.)

Module 1: The Start-up Leadership a new way of thinking **06 hours**

- Introduction to Entrepreneurial Leadership
- Cognitive Ambidexterity
- Creation Logic in the Model; from active learning to expertise
- Predictive Logic; Analytics for entrepreneurial thinking

Module 2: New worldview for an Entrepreneur **08 Hours**

- Defining SEERS; Social – Environmental – Economic Responsibility and Sustainability
- Sustainability Matrix
- Financial Challenge; Reconciling Social value & environmental value with stakeholder value

Module 3: Self and Social Awareness **08 Hours**

- Learning and leveraging self-awareness;
- Building and engaging social networks using Social Media
- Working with Emotional Intelligence; Develop and use the 4 key emotional skills of leadership
- Levels of Leadership (Jim Collins Model)

Module 4: Entrepreneurial Leader **08 Hours**

- Setting the Foundations of the Startup Venture
- Leadership Versatility in Startups
- Leading People in Startups (and Choosing Business Partners)

— Developing Organizational Culture in Startups
— Profiles of Entrepreneurial Leaders

Module 5: Failure Management **06 Hours**

— Why Startups Break Down
— Early Stage Failure; Good Idea, Bad Bedfellows; False Starts; False Positives
— Late-Stage Failure; Speed Trap; Cascading Miracles.

Pedagogy

1. Shadowing of Entrepreneurial Leaders
2. Classroom Discussion
3. Project Based Learning
4. Experiential Learning
5. Practice Based teaching
6. Activity Based Teaching
7. Inquiry based Teaching

RECOMMENDED BOOKS (Latest Editions)

1. The New Entrepreneurial Leader, Developing Leaders Who Shape Social and Economic Opportunity, Danna Greenberg Kate McKone-Sweet H. James Wilson, First Edition, Berrett-Koehler Publications
2. Disrupt: Think the Unthinkable to Spark Transformation in Your Business, 2nd Edition, Luke Williams, Pearson Publications.
3. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd.
4. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.
5. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffry.A.timmous, Stephen spinelli, Tata McGraw hill, edition2018 - 19 Page 32
6. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)
7. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, Linda Ferrel Houghton Mifflin, USA.
8. '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications

REFERENCE BOOKS (Latest Editions)

1. Reddy, "Entrepreneurship: Text & Cases", Cengage Learning
2. David H. Holt , "Entrepreneurship: New Venture Creation", Prentice-Hall of India
3. K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
4. Brigitte Berger, "The Culture of Entrepreneurship", ICS Press
5. Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication

Supplementary Resources:

1. Entrepreneurial Strategic Management, by University of New Mexico, platform: Coursera.https://www.coursera.org/learn/entrepreneurial-strategic-management/.
2. https://www.udemy.com/course/think-like-a-leader-with-brian-tracy/.
3. Entrepreneur Research (Journal of Small Business)
4. The Journal of entrepreneurship: https://journals.sagepub.com/home/joe.
5. https://elibrary.in.pearson.com/login.
6. https://jgateplus.com/home/.
7. https://capitaline.com/
8. http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	3	1	3
CO2	2	3	1	1	1	3	1	3
CO3	2	3	3	1	3	3	3	3
CO4	3	3	3	1	1	3	1	3
CO5	3	1	3	1	1	3	1	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

RECOMMENDED COUSERA COURSES

SL.No	Course Title	Platform	Hours	University / Institution	Instructor(s)
1	Entrepreneurial Leadership Toolbox	edX	10 hours	Babson College	Prof. Matthew Allen, Prof. Phillip Kim
2	Social Impact Strategy: Tools for Entrepreneurs and Innovators	Coursera	12 hours	University of Pennsylvania (Wharton School)	Prof. Peter Frumkin

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	TECHNOLOGY FOR STARTUPS AND FAMILY BUSINESSES
Term / Semester	III
Course ID	26MBA237
Credits	3

Introduction:
This subject is introduced keeping in mind the growing role of technology in the present dynamic world. The VUCA world of today is heavily reliant on technology and anything and everything is driven by technology including business. The literacy paradigm has shifted from not just traditional education but has expanded to technical knowhow. Many of the businesses have shifted to virtual platform either partially or completely. Hence it is always wise for the budding entrepreneur to have a full hand understanding of the virtual platforms, business transactions and various related tools and techniques. The subject will dab a little bit of everything as it is the need for the hour in the uncertain environment.

Course Outcomes:
After successful completion of this course, the students should be able to:
CO1: Recognize the importance and role of technology in entrepreneurship.
CO2: Evaluate the various uses, abuses, and opportunities through usage of technology available for entrepreneurs in present scenario.
CO3: Acquire hands on knowledge of different technological tools for starting up their venture.
CO4: Apply strategies for business competition with technological techniques.
CO5: Build a sustainable business venture through the effective usage of technology.

Course Content and Structure: **(36 hrs.)**

Module 1: Technology for Startups & Family Businesses **06 Hours**

- Importance of technology for an Entrepreneur, Role of Technology in starting a New Venture
- Benefits of using technology for Startups & Family Business
- Technologies that drive Family Businesses, trends and success stories
- Cloud native technologies, CRM tools and techniques, Automation Tools and techniques.

Module 2: Digital Ecosystems for Growth **08 Hours**

- Digital Ecosystem for Business, Digital Management of Core Business Functions; Evolution of Value Chains and Business Models.
- Digital Platforms, Website Development; SEO, Affiliate Marketing, Social Media Marketing, Email Marketing.
- Digital Promotion and Engagement, Optimizing Content, Social Media Engagement, Usage of various tools for tracking Digital Marketing initiatives.

Module 3: Data Science for Data - Driven Decisions **10 Hours**

- Enterprise Big Data, Characteristics of Big Data, Four Forms of Pattern Identification,
- Types of Analytics and purpose, Data Types, Raw; Processed and Cooked. Business Intelligence for Decision Making - Data Pipeline, Properties of Data Pipeline; Evolution of Data Pipelines.

- Data Pipeline Process – Setting the Environment, Publishing Events, Storing Events.
- Data Flow through Google Cloud Platform. Data Metrics – tracking the health of start-ups through KPIs. Data Reporting – Google Data Studio, Tableau, Custom Tooling.

Module 4: Leveraging AI, VR, and AR for Business Success 08 Hours

- Introduction to AI, VR and AR. How businesses use AI, Cross Referencing Data, Consumer Behaviour Tracking and forecasting, Fraud detection.
- Personalization of marketing Communication, Chatbots, VR/AR applications to Business, Managing Workforce, Customer Experience Management, Online Shopping,
- Scope and opportunities of using VR/AR in different sectors in India.

Module 5: Application of IOT for Successful Automation 04 Hours

- Introduction to IOT, Computing Devices; Digital Machines; UIDs.
- Networks and Interactions, Human to Human; Human to Computer.
- Usage of Sensors & Processors,
- Automation Processes – Customer transactions, HR Costs, SCM, Logistics Operations.
- Business decisions using IOT, Contemporary Smart Business Models.

Pedagogical tools

1. Class Room Discussions
2. Interaction with experts
3. Case Based Teaching
4. Simulations
5. Practice Based teaching using specific IT tools.
6. Mobile App Based Learning
7. Project based learning

RECOMMENDED BOOKS (Latest Editions)

1. Technology Strategy for Managers and Entrepreneurs, Scott A. Shane, Case Western University, Pearson Publications.
2. Ray Rothrock, Richard A. Clarke, Digital Resilience: Is Your Company Ready for the Next Cyber Threat, 2018.
3. Ajay Agrawal, Joshua Gans, Avi Goldfarb, Prediction Machines: The Simple Economics of Artificial Intelligence, Harvard Business Review Press.
4. George Gilder, "Life after Google: The Fall of Big Data and Rise of the Block chain Economy, Financial Times Book, 2018

REFERENCE BOOKS (Latest Editions)

1. Thomas M Siebel, Digital Transformation: Survive and Thrive in an Era of Mass Extinction, Rosetta Books , 20192020 - 21 Page 4
2. Kenneth C. Laudon and Jane P. Laudon, "Information Systems", Pearson Publication.2013. Dorling Kindersley (India) Pvt.Ltd.
3. O'Brien, Management, Info Systems, Tata McGraw-Hill, Latest
4. Giridhar Joshi, Management Information Systems, Oxford University Press, 2013

Supplementary Resources:

1. Technology Entrepreneurship Lab to Market; https://www.edx.org/course/technology-entrepreneurship-lab-to-market
2. Technology Leadership and Entrepreneurship https://www.coursera.org/learn/technology-entrepreneurship
3. International Journal of Technoentrepreneuship; https://www.inderscience.com/jhome.php?jcode=ijte
4. Ebsco: Entrepreneurship & Regional Development
5. https://elibrary.in.pearson.com/login
6. https://jgateplus.com/home/
7. https://capitaline.com/
8. http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	1	-	1	1	2	-	-
CO2	-	1	1	-	-	2	-	2
CO3	2	-	2	-	2	-	1	2
CO4	-	3	3	-	-	-	-	3
CO5	1	1	3	2	-	1	1	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

RECOMMENDED COURSERA COURSES

SL.No	Course Title	Platform	Hours	University / Institution	Instructor(s)
1	Digital Transformation for Business: AI, Cloud & Data	Coursera	~12 hours	Boston Consulting Group (BCG) & University of Virginia (Darden School of Business)	Prof. Michael Lenox, BCG Digital Experts
2	AI, IoT & Cloud Foundations for Entrepreneurs	edX	~10 hours	IBM	IBM Skills Network Instructors

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	CORPORATE ENTREPRENEURSHIP
Term / Semester	III
Course ID	26MBA238
Credits	3

Introduction:

Corporate entrepreneurship and venture creation is the practice of employing entrepreneurial skills and approaches within an organization. To achieve and sustain a true competitive advantage in today's global business environment, companies must be faster, more creative, nimble, flexible and innovative. Resource availability may be limited or non-existent to support new innovations and initiatives. In other words, organizations must be more entrepreneurial in approach. For this reason, entrepreneurial skills are valued in companies and organizations that base their growth and competitive advantage on innovation.

It is increasingly common for entrepreneurial projects to be deployed within an established organization, which is known as intra-entrepreneurship or corporate entrepreneurship. Expand your knowledge on this topic with this online course.

The purpose of this course is to explain to participants the main concepts of corporate entrepreneurship and introduce topics of "Entrepreneurial Culture" aimed at developing competencies for the organic growth of the company or the development of the organization.

Course Outcomes:

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

CO1: Recognise Corporate Entrepreneurship, its origin and growth in modern times

CO2: Apply the entrepreneurial process to the operations of a department or functional area within an established organisation

CO3: Formulate corporate objectives and strategies that support entrepreneurial behaviour.

CO4: Evaluate the ethical dimensions of corporate entrepreneurial behaviour.

CO5: Implement and build viable and sustainable business models within an established organisation.

Course Content and Structure: **(36 hours)**

Module 1: Introduction to Corporate Entrepreneurship **06 Hours**

- Introduction to Corporate entrepreneurship; Forms and history of corporate entrepreneurship.
- Entrepreneurial orientation and architecture; building entrepreneurial architecture; corporate entrepreneurship strategy.
- Corporate entrepreneurship Vs. Role of Manager.
- Entrepreneurship V/S Intrapreneurship

Module 2: Building Organisation **06 Hours**

- Introduction to Building an organisation
- Types of Entrepreneurship organisational structures
- Robert Michael's Model of Corporate Entrepreneurship; Opportunist, Enabler, Advocate, Producer.
- Building supportive organisational cultures; Vision, Mission, Aligning Vision & Mission with Objectives.

Module 3: Entrepreneurial Leadership **10 Hours**

- Introduction to Entrepreneurial leadership; Qualities of Entrepreneurial control systems.
- Obstacles to and risk of corporate entrepreneurship
- Eco system plan.
- Traits of Corporate Entrepreneur; Decentralization, Risk Taking, Innovation, Formal Process, Open Communication.

Module 4: International Corporate Entrepreneurship **08 Hours**

- International corporate entrepreneurship
- ICE and organisational learning; Setting goals and Strategies
- Selected international entrepreneurial best practices and Case Studies.

Module 5: Corporate Culture and Organisational Structure **06 Hours**

- Corporate culture- Values, Norms; Expectations
- Ethical & Compliances in Corporate Entrepreneurship; shared resources; Mentoring opportunities.
- Examples of Corporate Entrepreneurship; 3M, Google, Grameen Bank, ITC, HUL, E&Y

Pedagogy

1. Classroom Discussion
2. Interaction with the corporate Entrepreneurs
3. Industrial Visit
4. Experiential Learning
5. Activity Based teaching
6. Project Based Learning
7. Case Study (Success and Failure Stories)

RECOMMENDED BOOKS (Latest Editions)

1. Corporate Innovation & Entrepreneurship: Entrepreneurial development with Organisations – Kuratko, D F; Morris, M H; & Cavin, J G.
2. Corporate Entrepreneurship: Innovation and Strategy in Large Organisations – Burns, P.
3. Corporate Entrepreneurship: How to create a thriving entrepreneurial spirit throughout your company – Hisrich, R D and Kearney C.
4. Corporate Entrepreneurship – Jerome A Katz and Dean A Shepherd
5. Corporate Entrepreneurship & Innovation – Morris M H, Kuratko D. F and Covin J C.

REFERENCE BOOKS

1. Corporate Entrepreneurship, Vijay Sathe, Cambridge University press, 2003.
2. Corporate Innovation & Entrepreneurship, 3E, International Edition, Cengage Learning, 2011.
3. Corporate Entrepreneurship and Growth, Volume 1, Shaker A. Zahra, Publisher Edward Elgar, 2005

Supplementary Resources:

1. Intrapreneurship **– Make your Business great again, by Biz MOOC project team, platform:** mooc**.house**
   https://mooc.house/courses/bizmooc2018
2. **Developing the Opportunity for Corporate Entrepreneurs, by University of Maryland, platform: Coursera**
   https://www.class-central.com/course/coursera-developing-the-opportunity-for-corporate-entrepreneurs-7180
3. **Ebsco: International Journal of Innovation and Applied Studies**
4. https://elibrary.in.pearson.com/login
5. https://jgateplus.com/home/
6. https://capitaline.com/
7. http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	1	1	1	-	3	1	-
CO2	2	-	1	1	1	-	2	3
CO3	-	1	-	-	2	-	-	1
CO4	1	2	3	-	-	-	-	-
CO5	1	1	-	1	1	1	1	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

RECOMMENDED COURSES

SL.No	Course Title	Platform	Hours	University / Institution	Instructor(s)
1	Corporate Entrepreneurship: Innovating Within Corporations	Coursera	~10 hours	University of Maryland	Dr. James V. Green
2	Intrapreneurship – Innovating Within Organizations	edX	~8 hours	University of Queensland	Assoc. Prof. Tim Kastelle

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

FINANCE	
26MBA331	**Investment Analysis and Portfolio Management**
26MBA332	**Business Valuation & Mergers & Acquisitions**
26MBA333	**Tax Management**
26MBA334	**Fintech & Financial Analytics**
26MBA335	**Investment Banking and Financial Services**
26MBA336	**Cost Management**
26MBA337	**Forensic Accounting & Audit**

Course Title	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
Term/Semester	III
Course ID	23MBA331
Credits	3

Introduction:
Investment Analysis and Portfolio Management is a comprehensive course designed to equip students with the knowledge and analytical skills required to make informed investment decisions in an increasingly complex financial environment. The course provides a strong foundation in investment concepts, securities markets, risk–return analysis, and the valuation of financial assets. Students will gain an in-depth understanding of how portfolios are constructed, managed, and optimized to achieve specific investment objectives. Through a blend of theoretical frameworks and practical applications, this course explores equity, fixed-income securities, derivatives, and alternative investments, along with modern portfolio theories and behavioral influences on investment decisions.

Course Outcomes (COs):
After completion of this course, students will be able to;
CO1: Demonstrate the fundamental concepts of financial markets and its instruments
CO2: Evaluate and analyse the Risk and Return characteristics of selected securities.
CO3: Assess the value of Bond and Equity for better investment decision
CO4: Analyze financial statements for fundamental analysis (valuation of companies) and Technical Analysis (Charts)
CO5: Demonstrate portfolio theory to construct an optimum portfolio and evaluate the performance of portfolio.

Course content and Structure: (36 hours)

Module 1: The Investment Background and Financial Markets 5 Hours
- Investment Avenues: Attributes, Investor V/s speculator, Features of a Good Investment, Investment Process.
- Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives; Sustainable Finance Instruments: Green Bonds, Social Bonds, Sustainability-linked bonds, ESG funds, Carbon Credits; Securities Market: Primary Market, Secondary Market (only theory)

Module 2: Risk and Returns 6 Hours
- Return and Risk Concepts: Concept of return, individual security returns, rate of return, Concept of Risk, Causes of Risk, Types of Risk.
- Systematic risk Market Price Risk, Interest Rate Risk, Purchasing Power Risk
- Unsystematic Risk: Business risk; Financial Risk, Insolvency Risk
- Risk-Return Relationship
- Calculation of Return and Risk of Individual Security (Theory & Problems)

Module 3: Valuation of Securities 8 Hours
- Valuation of equity shares – concept, Valuation, Dividend discount models
- Valuation of Bond: Bond features, Types of Bonds, Determinants of interest rates, Bond Valuation, Bond Duration (Theory and Problems).

Module 4: Fundamental & Technical analysis **8 Hours**

- Macro-Economic and Industry Analysis: - Fundamental analysis EIC Frame Work, Economy Analysis, Industry Analysis, ESG Analysis ; Company Analysis- Financial Statement Analysis.
- Behavioral Finance – Investor biases (overconfidence, herding ; Adaptive Market Hypothesis (extension to EMH incorporates behavioral finance)
- Technical Analysis – Concept, Theories- Dow Theory, chart types, Candlestick patterns, Trends and Trend Reversal Patterns. Mathematical Indicators – Moving Average Convergence-Divergence (MACD), Relative Strength Index (RSI), Bollinger Bands (Theory only)
- Role of AI in algorithmic trading

Module 5: Portfolio Theory and Performance Evaluation **9 Hours**

- Markowitz Model Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe Single Index Model and Sharpe Optimal portfolio construction.
- Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML.
- Arbitrage Pricing Theory: Equation, Assumption, CAPM V/s APT (Theory & Problems)
- Portfolio performance Evaluation: Measures of portfolio performance
- Portfolio Revision: Portfolio Revision Strategies (Theory & Problems).

Pedagogy:

- Classroom Discussion
- Practice-based teaching using excel other application tools/software
- Project Based teaching
- Case study based teaching
- Simulation
- Capstone Project

Teaching Learning Resources:

Essential Readings

- Chandra, Prasanna. (2021). Investment analysis and portfolio management. New Delhi: Tata McGraw – Hill Publications.
- Bodie, Kane, Marcus and Mohanty. Investments (10th ed.). Tata McGraw Hill Publications.
- Reilly. & Brown. (2024). Analysis of Investments & Management of Portfolios (12th Ed.). CENGAGE Learning.
- Security Analysis & Portfolio Management, Punithavathy Pandian, Vikas Publications, 2/e, 2018.

References

- Bhalla, V. K., Investment management, S. Chand & Co Publications.
- Kevin S. (2008). Security Analysis & Portfolio Management, New Delhi: PHI Learning Pvt Ltd Publications.
- Brealey, & Myers, Principles of corporate finance (7th Ed.). Tata McGraw Hill Publication

Supplementary Resources

- Assets Allocation: Management style and performance measurement by William F Sharpe's Seminal Paper
- "Capital Asset Prices with and without Negative Holdings," by William F Sharpe's Seminal Paper
- Capital Asset Prices: A Theory Of Market Equilibrium Under Conditions Of Risk, by William F Sharpe's Seminal Paper
- NSMART
- PROWESS

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	1	1	2	2
CO2	3	1	2	-	1	-	2	2
CO3	2	1	-	2	1	1	1	1
CO4	2	2	1	1	-	1	2	1
CO5	3	-	1	2	-	1	2	-

Contribution: 3-Substantial 2-Moderate 1-Slight- No Contribution

Suggested Coursera courses

Sl. No	Course title	Instructor	No. of hours	Link
1	Portfolio Optimization using Markowitz Model	Bekhruzbek Ochilov	3	https://www.coursera.org/projects/portfolio-optimization-markowitz-model
2	Portfolio and Risk Management	Tony Berrada	7	https://www.coursera.org/learn/portfolio-risk-management
3	Investment Strategies and Portfolio Analysis	Arzu Ozoguz	10	https://www.coursera.org/learn/investment-strategies-portfolio-analysis

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	BUSINESS VALUATION AND MERGERS & ACQUISITIONS
Term/Semester	III
Course ID	26MBA332
Credits	3

Introduction:

"Valuation is at the heart of any merger or acquisition. If you get the value wrong, everything else collapses." – Aswath Damodaran (Professor of Finance, NYU Stern)
"Synergy is the most overused and misunderstood word in mergers. True value comes from disciplined valuation, not wishful thinking." – Peter Drucker
The Business Valuation course provides a rigorous yet practical foundation in assessing corporate worth, introducing students to key approaches such as discounted cash flow (DCF) analysis, multiples-based valuation, and asset-based methods, while also emphasizing the importance of qualitative judgment. Students learn to interpret financial statements as inputs to valuation, apply models in contexts like mergers and acquisitions, investment decisions, and financial reporting, and integrate both quantitative rigor and strategic insight. By the end of the course, they will be equipped to evaluate businesses beyond accounting numbers, considering risks, market realities, and future potential.

Course Outcomes (COs):

After completion of this course, students will be able to;
CO1: Explain the significance of business valuation and its role in financial and strategic decision-making.
CO2: Apply and compare diverse valuation models—including asset-based, earnings-based, relative, and DCF approaches—for comprehensive business valuation.
CO3: Analyze types and theories of mergers and acquisitions, conduct due diligence, and evaluate strategic tools such as BCG matrix and SWOT analysis.
CO4: Evaluate the financial value of M&A transactions using DCF, APV, and exchange ratio methods as capital budgeting decisions.
CO5: Integrate AI tools and platforms into business valuation and due diligence, while reflecting on ethical and practical limitations.

Course content and Structure: **(36 hours)**

Module 1: Business Valuation Overview **4 Hours**

- Approaches to Valuation: Overview of business valuation concepts and methodologies, features of the valuation process: Estimating the Cost of Capital: Forecasting performance, Estimating the continuing value; Importance of business valuation in decision-making.

Module 2: Valuation Method **10 Hours**

- Valuation Models: Asset-Based Approach, Earnings Based Approach (Earnings- Capitalisation Method, P/E Ratio).
- Relative Valuation, DCF Approach of Two and Three stage model, Equity DCF Model: Dividend discount model, Free Cash Flow to Equity (FCFE) model, (Chalk-Board as well as Excel to be used)
- Adjusted Present Value (APV) model, Economic Value Added (EVA) metho

Module 3: Mergers and Acquisitions and Business Restructuring **8 Hours**

- Introduction to Mergers and Acquisition (M & A)- Types and theories of mergers,
- Concept of synergy, M & A impact on stakeholders
- Due diligence in M&A
- Business restructuring: Significance, Forms of Restructuring;
- M & A – A strategic perspective: BCG matrix and SWOT Analysis;
- Meaning and types of acquisition/takeovers (Friendly and Hostile takeovers)
- Anti-Takeover Strategies-Anti-takeover amendments

Module 4: Financial Evaluation of M & A **10 Hours**

- Merger as capital budgeting decision: DCF Approach, Adjusted Present Value Approach (APV), Exchange Ratio (Swap Ratio)
- Methods of determining exchange rate and determining stakeholders gain or loss for M&A decisions. (Conn & Nilson Model)

Module 5: AI & Contemporary Issues in Valuation **4 Hours**

- Introduction to AI in Finance, Excel and AI Plugins for Valuation, AI-Based Forecasting and Cost of Capital Estimation, Use of Indian Platforms like ProwessIQ, Ethics and Limitations of AI in Valuation, Hands-on Exercises and Mini Projects using AI Tools. AI in due diligence process

Pedagogy:

- Classroom Discussion Active Cooperative Learning
- Practice-based teaching using advance excel and other application tools/software
- Project Based teaching -Valuation of the listed companies
- Case study based teaching - M&A
- Industry Interaction with the Practitioner
- FINANCIAL MODELING Preparation of spreadsheet: Cash Flow and Free Cash Flow Computation, Cash Flow Estimation, Estimate Cost of Equity, Debt and Capital, Stock Valuation using discounting of Dividends (Dividend discount model - DDM), Free Cash Flow to Firm (FCFF) and (c) Free Cash Flow to Equity (FCFE) (practice-based Lab session)

Teaching Learning Resources:

Recommended Books

- **Chandra, Prasanna.** Corporate Valuation and Value Creation. McGraw Hill. ISBN: 9780071078221
- **Damodaran, Aswath.** Damodaran on Valuation. John Wiley. ISBN: 9780471751212

Reference Books

- **Damodaran, Aswath.** The Dark Side of Valuation. John Wiley.
- **Penman, H. Stephen.** Financial Statement Analysis and Security Valuation. Tata McGraw-Hill.
- **Sundaram, Sudi.** Creating Value from Mergers and Acquisitions*: The Challenges*. 2nd edition, Pearson Publication.
- **Bender, Ruth and Ward, Keith.** Corporate Financial Strategy. 2nd edition, Butterworth Heinemann. ISBN: 0750648996
- **Grinblatt, Mark and Titman, Sheridan.** Financial Markets and Corporate Strategy. Tata McGraw Hill.

Supplementary Resources

- https://jgateplus.com/home/
- https://capitaline.com/
  http://web.b.ebscohost.com/ehost/search/basic?vid=1&sidc8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06
- https://elibrary.in.pearson.com/login
- Advanced Valuation and Strategy - M&A, Private Equity, and Venture Capital- Erasmus School of Economics

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	-	1	1	-
CO2	3	3	2	2	-	-	1	-
CO3	2	3	3	2	-	2	1	-
CO4	2	2	2	3	2	2	-	-
CO5	2	2	2	2	-	-	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera Courses

Course Title	Institute	Instructor	Rating	Approx. Hours
Finance of M&A: Valuation and Pricing	University of Illinois	Heitor Almeida	4.7	24 hours
Mergers and Acquisitions	University of Illinois	Stephen Peters	4.6	30–40 hours
Finance of M&A: Designing an M&A Deal	University of Illinois	Heitor Almeida	4.6	29 hours

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	TAX MANAGEMENT
Term/Semester	III
Course ID	26MBA333
Credits	3

Introduction:

"Taxation is the price which civilized communities pay for the opportunity of remaining civilized." – Albert Bushnell Hart

The course on Direct and Indirect Taxation offers a comprehensive foundation in the core principles and practical applications of the tax system. It familiarizes students with the concepts, structure, and legal framework of direct and indirect taxes and examines their impact on individuals and businesses. Key areas of study include income tax, corporate tax, and Goods and Services Tax (GST). The syllabus also covers tax planning, compliance requirements, and tax administration processes. Through this course, students develop the knowledge and analytical skills needed to navigate the complexities of taxation and make informed financial decisions in both personal and professional contexts.

Course Outcomes (COs):

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

CO1: Apply the foundational principles related to the incidence of taxation.

CO2: Compute taxable income under various heads of income as per tax provisions.

CO3: Assess the tax liabilities of Indian and foreign companies within the Indian taxation framework

CO4: Examine key GST concepts, particularly those relating to the definition and scope of supply.

CO5: Calculate customs duty for different types of taxable transactions.

Course content and Structure: (36 hours)

Module 1: Overview Income Tax **4 Hours**

- Basic concepts: Assessment year, Previous year, Person, Assessee, Income, Charges on income, Gross total income
- Capital and Revenue receipts, Residential status, Receipt and accrual of income, Incidence of Tax, Tax Planning, Tax Evasion and Tax Management,
- Introduction to five heads of Income.
- Demonstrate how AI in government systems (like Income Tax Department's Insight portal) detects non-compliance.

Module 2: Calculation of Tax Liability **12 Hours**

- Calculation of Tax Liability Under the Head Income from Salary - Sec 17, Sec 10 to Sec 10(13), HRA, NPS, Gratuity, Perquisites (Rent-free unfurnished accommodation, Rent-free furnished accommodation, and Car only).
- Income from House property - Basic concepts.
- Calculation of Tax Liability under the Head Profit and Gains - Depreciation, Blocks of assets, Normal depreciation, Additional Depreciation, Income from Business, Income from Profession.
- Calculation of Tax Liability Under the Head Capital Gain - Sec 54 to 54F, Income under Capital gain: basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains.
- Calculation of Tax Liability under the Head Income from other sources.

Module 3: Corporate Taxation - Minimum Alternative Tax 06 Hours

- Computation of taxable income of a company with special reference to MAT (115JB)
- Permissible overall Deduction u/s 80C to 80U for a person and Setoff and carry forward of losses.

Module 4: Introduction to Goods and Services Taxes 10 Hours

- Indirect tax structure in India, Goods and Services Tax Act & Rules; Need for GST in India.
- Dual GST Model- Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST) Integrated Goods and Services Tax Act, 2017 (IGST)
- Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. (Theory).
- Scope of Supply, Composite and Mixed Supplies. (Theory)
- Levy and Collection, Composition Levy (Theory and Problems).
- Exemptions - Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).
- GST Reverse charge mechanism - Basic Concepts.

Module 5: Customs Duty, Securities Transaction Tax and Stamp Duty 4 Hours

- Introduction to Customs Duty.
- Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty.
- Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods. (Problems on Valuation of Imported Goods). (Theory and Problems).
- Import and Export Procedure under Customs: Introduction to Baggage and General Free Allowance. (Theory)
- Due Dates for Payment of Duty, Penalties under Customs, Seizure of Goods, Confiscation of Goods. (Theory).
- Introduction to and Levy of Securities Transaction Tax. (Theory).
- Introduction to and Levy of Stamp Duty, Commodity Transaction Tax. (Theory).

Pedagogy:

- Active Cooperative Learnings
- Power Point Presentation
- Practice based teaching using excel and Tally prime
- Project Based teaching
- Case Solution using Excel - Articles on Tax Management, Planning and, Evasion
- Interaction with Tax practitioners and tax officers
- Income Tax Calculation using Tally Prime
- GST report generation using Tally Prime

Teaching Learning Resources:

Essential Readings

- Vinod Singhania and Kapil Singhania, "Direct Taxes Law and practice" Taxmann Publications, Current Edition.
- Students Guide to Income Tax Vinod Singhania and Kapil Singhani, Taxmann

Publications, Current Edition.
- T N Manoharan, "Students Handbook on Taxation" Snow White Publications Pvt. Ltd, Jan Current Edition.
- H.C. Mehrotra & S.P.Goyal "Income Tax", Sahithya Bhavan Publications, Current Edition.
- Ahuja, Girish and Gupta, Ravi, "Direct Taxes – Law and Practice", Bharat Publications.
- Principles of GST & Customs Law, V.S. Datey and Dr. Krishnan Sachdeva, Taxmann. ISBN: 9789387957800
- Goods & Services Tax (GST) in India, B. Viswanathan New Century Publications, ISBN: 978-8177084290.
- Comprehensive Guide to IDT Laws, Dr. Vandana Bangar, Dr. Yogendra Bangar, Aadhya Prakashan, ISBN: 978-8190502931
- ICAI IDT Study Material- https://www.icai.org/post.html?post_id=14121.
- Indirect Taxes Law and practices, V S Datey, Taxmann. ISBN: 9789389546842
- GST & Customs Law (University Edition), K.M Bansal, Taxmann. ISBN: 978-9390585373

Supplementary Resources:

- https://jgateplus.com/home/
- https://capitaline.com/
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a- 843e-3b13e9156a4a%40pdc-v-sessmgr06
- https://elibrary.in.pearson.com/login
- https://www.cbic.gov.in/htdocs-cbec/gst/gst-training
- http://gstcouncil.gov.in/
- https://iimskills.com/free-gst-certification-course-online/
- https://www.udemy.com/course/basics-of-indian-customs-act-a-complete-study/

CO-PO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	–	–	2	2	–	–
CO2	2	2	–	–	2	3	–	–
CO3	2	2	–	–	2	3	–	–
CO4	1	2	–	–	2	2	–	–
CO5	1	2	–	–	2	2	–	–

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera Courses:

Sl. No.	Course Title	University/Provider	Instructor
1	GST – When, Where, Who and How Much?	PwC India	Tax Academy (Coursera)
2	Basics of Statutory Compliance and Taxation	Tally Education and Distribution Services Pvt. Ltd.	Tally Education and Distribution Services Pvt. Ltd.
3	Transfer Pricing: Basic Concepts and Compliances	PwC India	Tax Academy

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	FINTECH & FINANCIAL ANALYTICS
Term/Semester	III
Course ID	26MBA334
Credits	3

Introduction:

This course provides students with a comprehensive understanding of the technological advancements and analytical techniques shaping modern financial systems. As financial services evolve through digital platforms, automated processes, and data-driven decision frameworks, the ability to interpret technological shifts and analyse financial information has become central to effective financial management and oversight. The course equips learners with the knowledge required to understand emerging digital infrastructures, assess the impact of new-age financial technologies and apply analytical tools to interpret trends, evaluate risks and support informed decision-making. It further enables students to build confidence in working with financial datasets and provides structured analytical, interpretative, and applied problem-solving skills essential for understanding markets, evaluating investment decisions and identifying early signals of financial stress.

Course Outcome:

At the end of the course, students will be able to:

CO1: Understand the developments in digital financial systems and the role of technology in transforming financial service delivery and regulatory oversight

CO2: Examine the contribution of emerging technologies in improving operational processes and enhancing customer engagement within financial institutions.

CO3: Apply statistical and analytical techniques to interpret financial data, study patterns and generate meaningful projections.

CO4: Evaluate investment decisions by reviewing portfolio construction approaches and analysing performance and associated risks.

CO5: Identify factors leading to repayment difficulties and interpret early indicators of financial distress using structured analytical approaches

COURSE CONTENTS **36 HOURS**

Module 1: Introduction to FinTech & Cyber Security **6 hours**

- Evolution & Significance of FinTech in financial industry
- FinTech ecosystem in India: RBI Initiatives, NPCI (National Payments Corporation of India) and Digital India
- Fundamentals of Financial System: Roles of banks, non-banking financial corporations and other financial institutions
- Payment System and Digital Transactions: from cash to digital, mechanics of digital wallets, UPI, PPI and mobile banking
- Cyber-Security in FinTech: Importance of cyber-security measures in financial technologies, strategies for protecting against cyber threats and data breaches (Case Studies)
- Regulatory Compliance and RegTech (Regulatory Technology): Overview of financial regulations affecting FinTech, role of technology in ensuring compliance and reporting

Module 2: Emerging Technologies in FinTech **6 hours**

- AI/ML in Finance: Applications of AI and ML in financial services
- Automation & RPA: Role of RPA in automating financial processes, benefits and challenges in implementing RPA
- Internet of Things (IoT) & Insurtech: Integration of IoT devices in banking and insurance, enhancing customer experience through IoT
- Wealth Tech & API-driven Finance: Impact of digital platforms on investment strategies and insurance products, Algorithmic trading, Utilizing APIs (Application Programming Interface) for enhanced financial services and collaboration
- GenAI applications (Chatbots, credit scoring, behaviour prediction)

Module 3: Predictive Analytics & Time Series Modelling **8 hours**

- Descriptive Statistics/Summary Statistics
- Introduction to Correlation & Regression modelling
- Heteroscedasticity, Multicollinearity and Autocorrelation
- Moving Average & its Types, ARIMA, ARIMAX
- Panel Data Regression - Fixed and Random effects

Module 4: Portfolio Analytics & Risk Modelling **8 hours**

- Portfolio Optimization with two securities and multiple securities
- Portfolio Performance Evaluation: Risk-adjusted returns
- Capital Asset Pricing Model
- Introduction to Volatility Modelling
- ARCH / GARCH models

Module 5: Credit Risk, Fraud Analytics & Bankruptcy Prediction **8 hours**

- Credit Default Analysis: Implementing AI and ML for fraud detection
- Evaluating Credit Risk Model
- Financial Distress using hybrid models: logistic regression and decision tree
- Bankruptcy Modeling – Beaver t-test, Ohison logistic regression and Alt man Z score

Pre-requisite:

Students have to bring their laptops installed with R/Python/SPSS

Teaching Learning Resources:

Recommended Books

1. Ruey S. Tsay (2012), "An Introduction to Analysis of Financial Data with R", Wiley, ISBN: 978-0-470-89081-3
2. Bernhard Pfaff (2013), "Financial risk modelling and portfolio optimization with R", Wiley, ISBN 978-0-470-97870-2
3. Brett King, "Bank 4.0: Banking Everywhere, never at a Bank, Wiley; 1st edition, ISBN: 978-1119506508
4. "Financial Services Revolutions: How Blockchain is Transforming Money, Markets and Banking", Barlow Publishing (2020), ISBN: 978-1988025490

Reference Books

1. John Y. Campbell, Andrew W. Lo, & A. Craig McKinlay (1997), "The Econometrics of Financial Markets", Princeton University Press, ISBN: 9780691043012
2. Cairns, A.J. G (2004), "Interest Rate Models: An Introduction", Princeton University Press, ISBN: 9780691118949
3. Christian Gouri roux & Joann Jasiak (2002), "Financial Econometrics: Problems, Models, and Methods", Princeton University Press, ISBN: 9780691088723
4. David Ruppert (2011), "Statistics and Data Analysis for Financial Engineering", Springer, ISBN 978-1-4419-7786-1
5. Duffie, D. and Singleton, K.J (2003), "Credit Risk: Pricing, Measurement, and Management", Princeton University Press, ISBN: 9780691090467
6. Lando, D (2004), "Credit Risk Modeling: Theory and Applications, Princeton University Press", ISBN: 9780691089294
7. Ngai Hang Chan (2010). "Time Series Applications to Finance with R and S-Plus®", Second Edition, Wiley, ISBN 978-0-470-58362-3
8. Edward E Williams, John A Dobel man, Quantitative Financial Analytics: The Path to Investment Profits, World Scientific Publishing Company, 2017, ISBN: 9813224274, 9789813224278
9. Alex Nascimento (2021), "The STO Financial Revolution: How Security Tokens Change Businesses Forever (3rd or 4th edition)", ISBN: 9798554449574

Supplementary Resources

- https://www.researchgate.net/publication/347840605_Employing_Deep_Learning_In_I ntraday_Stock_Trading
- https://www.researchgate.net/publication/331225184_Bankruptcy_Modelling_of_Indian_Public_Sector_Banks_Evidence_from_Neural_TraceVDAX_based_credit_crash_model_A_German_condrum
- https://www.researchgate.net/publication/322163251_Analysing_Indian_G- Secs_with_a_Predictive_Approach
- https://www.researchgate.net/publication/303775904_PSU_Bank_Modeling-_A_comparative_modeling_approach_involving_Artificial_Neural_Network_and_Panel_Dat a Regression

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	-	2	2	1	1
CO2	2	3	1	1	3	2	1	1
CO3	2	3	-	-	3	3	1	-
CO4	2	3	1	1	3	3	1	-
CO5	2	3	-	-	3	3	1	-

LEVEL: 3-Substantial 2- Moderate 1-Slight -No Contribution

Coursera Courses

Course Title	Institute	Instructor	Rating	Approx. Hours
Applying Data Analytics in Finance	ILLINOIS	Sung Won Kim Jose Luis Rodriguez	4.4	21 hrs
Finance & Quantitative Modelling for Analysts Specialization	Wharton	Michael R Roberts Christopher D Ittner Richard Waterman Richar Lambert Don Huesman	4.6	4 weeks
Fintech: Foundations & Applications of Financial Technology Specialization	Wharton	Christopher Geczy Jessica Wachter David Musto Natasha Sarin Sarah Hammer	4.6	4 weeks
Financial Technology (Fintech) Innovations	University of MICHIGAN	Robert Dittmar Andrew Wu	4.7	4 weeks

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group, Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	INVESTMENT BANKING AND FINANCIAL SERVICES
Term/Semester	III
Course ID	26MBA335
Credits	3

Introduction:

"Investment banking: where million-dollar deals become billion-dollar empires"

A comprehensive exploration of India's capital markets and financial intermediation landscape is inevitable for finance professionals. This course equips students with essential knowledge of how companies raise capital, manage financial transactions, and leverage specialized financial services to fuel growth. Students will master both the regulatory framework governing investment banking activities and the practical mechanics of issue management, from IPOs to private placements.

The curriculum balances theoretical understanding with quantitative problem-solving, particularly in leasing, hire purchase, and mutual fund performance evaluation. It enables learners to gain insights into emerging sectors that are reshaping India's financial ecosystem. By course completion, you'll possess the analytical tools and industry knowledge to pursue careers in merchant banking, financial advisory, or corporate finance.

Course Outcomes:

After the Course completion, Students will be able to:

CO1: Analyze the Investment Banking Framework

CO2: Understand and appreciate the Issue Processes

CO3: Evaluate Leasing and Hire Purchase Decisions.

CO4: Apply the Specialized Financial Services viz., Credit Rating, Venture Capital Financing, Depository System & Securitization, and Factoring in managing finances

CO5: Examine Non-Banking Financial Institutions and Investment Products

Course content and Structure: **(36 hours)**

Module 1: Introduction to Investment Banking **4 hours**

- Introduction: Investment Banking in India, Institutional Structure and Functions of Investment Banking; Categories, Services offered, SEBI guidelines for Merchant Bankers, and responsibilities of Lead Managers, Recent Developments and Challenges ahead.

Module 2: Issue Management **6 Hours**

- Public Issue, classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, Green Shoe Option, Book Building Vs. Fixed price issues, Right Issue: promoter's contribution, minimum subscriptions, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker, and underwriters, and FPOs (Theory)

Module-3: Financial Services -1 **10 Hours**

- **Leasing & Hire Purchase**: Leasing: Concepts of leasing, types of leasing, financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems from Lessee's angle. Hire Purchase: Interest &

Instalment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase, numerical problems on Hire Purchase decision making. (Theory & Problems)

Module -4: Financial Services -2 **10 Hours**

- A. Credit Rating: Meaning, Process, Methodology, Agencies and Symbols. B. Venture Capital: Concept, Features, Process. Stages, Performance of Venture Capital Funded Companies in India. (Theory) C. Depository System: Objectives, Activities, NSDL& CDSL. Process of Clearing and Settlement. D. Securitization: Concept and Process, Instruments of Securitization, Types of Securities. E. Factoring: Concept, nature and scope of Factoring - Forms of Factoring - Factoring Vis-à-vis Bills Discounting - Factoring vis-à-vis credit Insurance Factoring vis-à-vis- Forfeiting- Evaluation of a Factor - Evaluation of Factoring - (Theory)

Module 5: Mutual Funds and Contemporary Issues **6 Hours**

- NBFCs: An Overview -Types of NBFCs in India-Regulatory framework. Micro-finance: Models, Services, Challenges. MSME Services – Mudra Loans, TReDS, CGTMSE-Mutual Funds: Meaning, Structure, Functions, Performance, NFO, FoF, Types of Funds, Types of Schemes (SIP, SWP and STP), Role of AMCs. AI intervention in IB & FS – Data Analysis-Decision Making- Client Service- Due Diligence and compliance.

Pedagogy:

- Classroom discussions.
- Expert Talk
- Webinars, MOOCs, SDPs.
- Multimedia Cases and Illustrations.
- Project Based Learning.

Teaching Learning Resources:

- Prathap Giri S, Investment Banking, Concept, Analyses and Cases, 4th Edition, 2021, Publisher: Tata Mc Graw Hill
- Khan M Y, "Financial Services", 10th Edition, Publisher: Tata McGraw-Hill
- Sri Ram, "Handbook of Leasing & Hire Purchases", ICFAI Hyderabad

Suggestive Readings

- Dr. Gurusamy S, Merchant Banking and Financial Services, 4th Edition, 2013, Vijay Nicole Imprints Pvt Ltd.,
- Stewart, Simon (University Of Adelaide), "Financial Services & Their Regulation"
- Rose, Peter S., And Fraser, Donald R. "Financial Institutions: Understanding and Managing
- Financial Services", Tex Business Publications
- Kinsella, Ray, "New Issues in Financial Services", Powell's Books
- Verma, J. C. (1996). Bharat's manual of merchant banking: Concept,

practices and procedures with SEBI clarifications. Bharat Law House.

- MBFS, Notes Prepared and Compiled by DR. S. SYED RAFIQ AHMED

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	2	3	1	-
CO2	2	2	1	1	2	2	2	2
CO3	3	3	-	-	1	2	1	1
CO4	3	2	1	-	2	2	2	-
CO5	1	2	1	-	2	2	1	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Recommended Certification Courses

SL.No.	Title of the Course/Guided Project	Course Offering Institution	Course Rating
1.	*Investment Banking: Financial Analysis and Valuation	University of Illinois	4.4
2.	IPO Process and Market Valuation Strategies Specialization (3 Courses - Total Duration of 4 Weeks)	EDUCBA	4.5
3.	Investment Banking: M&A and Initial Public Offerings	University of Illinois	4.4

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group, Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual / Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	COST MANAGEMENT
Term/Semester	III
Course ID	26MBA336
Credits	3

Introduction:

"Good management is the lifeblood of a healthy corporate body, and reducing it merely to cut costs is as ineffective as trying to lose weight by giving blood," notes Tom DeMarco.

This course equips students with a deep understanding of how cost information can be identified, analyzed, and adapted to support informed managerial decision-making. It integrates both the planning and control dimensions of cost management by covering essential topics such as activity-based costing, budgeting, flexible budgeting, cost–volume–profit analysis, cost estimation, outsourcing decisions, standard costing, variance analysis, responsibility accounting, and performance evaluation. Through these concepts, students learn to forecast costs, allocate resources efficiently, monitor performance, and interpret financial deviations, ultimately developing the analytical capability to influence organizational efficiency and strategic direction.

Course Outcomes (COs):

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

CO1: Prepare cost sheets and analyze cost units to enhance managerial decision-making using the AI assistance.

CO2: Apply overhead allocation and absorption techniques and evaluate their effectiveness using traditional and AI-enabled costing methods.

CO3: Apply marginal costing techniques to analyze and support managerial decision-making.

CO4: Analyze variances and prepare budgets to enable informed managerial decision-making.

CO5: Evaluate contemporary cost management techniques and assess how AI enhances their effectiveness in organizational decision-making.

Course content and Structure: (36 hours)

Module 1: Introduction to Cost Management 7 Hours

- Introduction and Meaning of Cost: Cost Accounting vs. Cost Management; role of AI-driven cost analysis tools.
- Cost Management: Concept of cost centers, profit centers, and investment centers; application of AI for real-time monitoring of cost and performance centers.
- Cost Units and Classification of Costs: Traditional approaches and AI-enabled automated cost classification for managerial decision-making.
- Determining Product Cost: Allocation and absorption of factory overheads; job order costing and process costing (only theory); use of AI for overhead prediction and digital costing systems.
- Activity-Based Costing (ABC) and Strategic Importance of Cost Management; introduction to AI-supported ABC systems and cost optimization algorithms.
- Preparation of Cost Sheet (problems on cost sheet); introduction to AI-based cost sheet automation and error detection tools.

Module 2: Classification, Distribution and Absorption of Overheads 6 Hours

- Classification of overheads: Cost allocation and cost apportionment; AI-enabled overhead classification and automated allocation systems.
- Primary and secondary distribution of overheads (Basic problems); use of AI tools for overhead distribution modelling and improving accuracy.
- Absorption of Overheads: Under and over absorption of overheads (Basic problems).

Module 3: Marginal Costing 10 Hours

- Marginal Costing: Meaning; advantages and disadvantages of marginal costing; marginal cost techniques; Break-Even Point (including graphical analysis); introduction to AI tools for automated BEP computation and real-time scenario simulation.
- P/V Ratio and Margin of Safety: Applications of marginal costing technique (all types of problems); use of AI-based forecasting models to analyze changes in selling price, volume, and cost behavior.
- Utility of Cost Volume Profit (CVP) Model in Management Decision Making.

Module 4: Standard Costing and Budgetary Control 10 Hours

- Standard Costing: Meaning of standard costing and variance analysis; Need for setting standards; introduction to AI-assisted standard setting and automated variance tracking.
- Variance Analysis: Material, Labour, and Overhead variances (problems only on Material and Labour Variance); use of AI tools for real-time variance detection and predictive variance analysis.
- Cost Control and Cost Reduction: Tools and techniques of cost control and cost reduction (only theory); application of AI-driven cost monitoring, predictive cost reduction techniques, and automation for efficiency improvement.
- Budgetary Control: Meaning and objectives of budgetary control; role of AI in dynamic budgeting and real-time budget monitoring.
- Types of Budgets; Problems on Sales Budget, Production Budget, Cash Budget, and Material Budget; integration of AI-based forecasting models for more accurate budgeting and scenario planning

Module 5: Contemporary Developments in Cost Management 3 Hours

- Life Cycle Costing (Only Theory); introduction to AI-based life cycle cost prediction and sustainability analytics.
- Target Costing (Only Theory); use of AI for market-driven cost estimation and competitive pricing analysis.
- Kaizen Costing (Only Theory); application of AI for continuous cost improvement and real-time process efficiency monitoring.
- Value Analysis and Value Engineering (Only Theory); AI-enabled product design optimisation and cost–value simulation tools.
- Socio-Economic Costing (Only Theory); role of AI in assessing social costs, environmental impact modelling, and economic feasibility studies.

Pedagogy:

- Classroom Discussion
- Practice-based teaching using excel other application tools/software
- Project Based teaching- Company's Financial Statement

- Case study-based teaching- Research paper
- Industry Interaction with Practitioner
- Masterclass/ Simulation.

Teaching Learning Resources:

Essential readings

- Cost Accounting by Jawaharlal Lal & Seema Srivastava, *6th Edition*, Tata McGraw Hill Publication.
- Cost Accounting: Principles and Practice by M. N. Arora, *14th Edition*, Vikas Publication.
- Management and Cost Accounting by Charles T. Horngren & Alnoor Bhimani, *8th Edition*, Pearson.
- Cost Accounting: Text, Problems and Cases by Jawaharlal, Seema Srivastava & Manisha Singh, *6th Edition*, Tata McGraw Hill Publication.

References

1. Strategic Cost Management, Roger Hussey, Audra Ong, Activity-based costing, Balanced scorecard, Cost analysis, Cost control, Finance and investing Variance analysis. Harvard Business Publishing
2. Jain &Narang, Cost Accounting, Kalyani Publishers
3. Introduction to Cost-Accounting Systems- *David F. Hawkins, Jacob Cohen*. Harvard Business Publishing

Supplementary Resources

- https://jgateplus.com/home/
- https://capitaline.com/
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a- 843e-3b13e9156a4a%40pdc-v-sessmgr06
- https://elibrary.in.pearson.com/login
- https://icmai.in/studentswebsite/studymat.php
- MOOC on Engineering Project Management: Scope, Time and Cost Management-By RICE

CO-PO Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	–	–	2	3	–	–
CO2	2	2	–	–	2	3	–	–
CO3	1	2	–	–	2	2	–	–
CO4	1	2	–	–	2	2	1	–
CO5	2	2	–	1	2	3	1	–

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera Courses:

Sl. No.	Title of Course	University	Instructed by
1	Managerial Accounting: Cost Behaviors, Systems, and Analysis	University of Illinois at Urbana-Champaign	Prof. Lucretia Taylor
2	Managerial Accounting: Cost Data and Cost Analysis	University of Illinois at Urbana-Champaign	Prof. Gary Hecht
3	Budgeting and Forecasting	University of California, Irvine	UCI Continuing Education Faculty
4	Cost Accounting	University of California, Irvine	Prof. Patricia Morton

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group, Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	FORENSIC ACCOUNTING AND AUDITING
Term/Semester	III
Course ID	26MBA337
Credits	3

Introduction

This course provides students with a comprehensive understanding of the principles, techniques, and investigative approaches used to detect, prevent, and respond to financial fraud. As financial crimes grow in complexity ranging from corporate and employee fraud to cyber fraud and tax manipulations, the role of the forensic accountant has become central to strengthening organizational governance and supporting legal processes. It enables students to build confidence in the forensic audit of business data and provide advanced analytical, evaluation and problem-solving skills.

Course Outcomes (COs):

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

CO1: Understand the fundamental concepts of forensic accounting and fraud auditing, and the role of forensic accountants in supporting the legal system.

CO2: Analyse the nature of fraud using key fraud theories to assess fraud vulnerabilities in various organisational settings.

CO3: Evaluate different types of fraud schemes, and apply systematic procedures for fraud detection across financial, operational, and digital environments.

CO4: Assess the effectiveness of various fraud prevention strategies in different organizational contexts.

CO5: Apply forensic audit methodologies using statistical, mathematical, and digital techniques to conduct comprehensive forensic investigations.

Course Content and Structure: **(36 hours)**

Module 1: Fundamentals of forensic accounting & Fraud auditing (6 Hours)

Meaning, nature and Scope, Types of fraud: Corporate fraud, employee fraud, accounting manipulations, banking fraud, tax fraud and cyber fraud. Fraud auditing (forensic audit). Phases of forensic audit. Forensic audit vis-vis Audit, Principles of fraud audit, Role of Forensic accountants in the legal system.

Module 2: Fraud and Audit **(8 Hours)**

Elements of Fraud – Fraud related concepts - Fraud vulnerabilities - Fraud triangle – Fraud Diamond – Fraud Pentagon – Fraud Scale, Fraud Circle, Hollinger Clark Theory – Major reasons why people/employees commit fraud – Fraud Taxonomies; Consumer and Investor Fraud, Criminal and Civil Fraud, Fraud for and against the organization, Internal and External Fraud, Management and Non-management Fraud.

Module 3: Fraud Detection **(8 Hours)**

Meaning of fraud schemes – Red flags and Green flags Types of Fraud Schemes; Fraudulent Financial Statement, Assets Misappropriation, Bribery and Corruption, Cash Receipts, Fraudulent Disbursement, Inventory and Other Assets, Financial

Institution Fraud, Bribery and Corruption, Consumer Fraud, Cheque and Credit Card Fraud, Health Care Fraud, Insurance Fraud, Public Sector Fraud, Internet/Computer Fraud and Securities Fraud – Fraud detection control Mechanism - Procedure to detect Fraud Schemes;

Module 4: Fraud Prevention **(8 Hours)**

Fraud prevention strategies in an organization – The Axiom 'Perception of Detection' – Methods of increasing perception of detection; Surveillance, Prosecution, Enforcement of ethics and fraud policies and Surprise Audits - Classical Approaches to fraud prevention control program; Detective Approach, Preventive Approach, Investigative Approach, Directive Approach, Observation Approach and Insurance Approach - Other approaches to Fraud Prevention; Regular Audits, Background checks, Internal Controls and Invigilation

Module 5: Forensic Audit: **(06 Hours)**

Meaning and Definition – Purpose – Difference between Forensic Audit and Forensic Accounting – Forensic Audit by CAG in India. General Audit Techniques: Statistical & Mathematical Techniques, Technology Based/ Digital Forensics Techniques, Computer Assisted Auditing Techniques (CAATs)/ Computer Assisted Audit Techniques and Tools (CAATT) - Generalized Audit Software (GAS), Common Software Tools (CST). Data mining techniques - Laboratory Analysis of Physical and Electronic Evidence and Using Excel for Forensic Audit.

Pedagogy

- Classroom discussion
- Case based learning
- Hands on labs
- Simulation
- Role play
- Master class from practicing forensic auditors/legal experts

Teaching Learning Resources:

Relevant readings

- C A Kamal Garg, Forensic Audit, Bharat Law House Pvt. Ltd., 2nd edition, 2025
- Agarwal, D., & Baldava, S. Forensic Investigations and Fraud Reporting in India: Practical insights to Predict, Prevent, Detect and Investigate Frauds, Bloomsbury India, 2021
- G C Pipara Forensic Audit Decoded, Taxmann, 2nd edition, 2024
- Tommie Singleton, Aaron Singleton, Jack Bologna, Robert Lindquist, Fraud Auditing and Forensic Accounting, Wiley, 4th edition, 2011

Supplementary readings

1. Albrecht, W. Steve. (2009). Forensic Accounting & Fraud Examination. Cengage Learning (India Edition).
2. Albrecht, Chad O., Albrecht, Conan C., Albrecht, W. Steve & Zimbelman, Mark F. (2015). Forensic Accounting & Fraud Examination. Cengage Learning (India Edition)
3. Banerjee, Robin (2015). Who Cheats and How? Sage Publications, New Delhi.

4. Bologna, Jack and Lindquist, Robert J. (2002). Fraud Auditing and Forensic Accounting.
5. Nekrasz, F., & Bremser, W. (2001). Forensic Accounting and Financial Fraud. American Management Association.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	-	-	-	2	-	-
CO2	1	2	1	1	1	1	1	1
CO3	-	2	-	-	1	1	2	1
CO4	1	2	2	1	1	1	2	1
CO5	-	2	1	2	3	-	3	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera courses

SL.No	Course title	Instructor	No. of hours	Link
1	Forensic Accounting and Fraud Examination	Dr Richard Riley West Virginia University	6	https://www.coursera.org/learn/forensic-accounting
2	Forensic Accounting: Detect, Investigate & Prevent Fraud	EDUCBA	6	https://www.coursera.org/learn/forensic-accounting-detect-investigate-prevent-fraud
3	GenAI for Fraud Detection and Compliance	Karlis Zars and Starweaver	2	https://www.coursera.org/learn/genai-for-fraud-detection-and-compliance

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	15	After completion of 2-3 modules
3	Attendance and Class Participation	Individual	5	At the end of the semester
4	Simulation	Individual	5	After completion of 2-3 modules
5	Coursera course	Individual	5	Full Semester
6	Capstone project	Group	20	Full Semester

OPERATIONS AND SUPPLY CHAIN MANAGEMENT	
26MBA431	**World Class Manufacturing**
26MBA432	**Demand and Supply Management**
26MBA433	**Logistics Design and Management**
26MBA434	**SCM Technology and Analytics**
26MBA435	**Service Operations Management**
26MBA436	**Project Management for Operations Excellence**
26MBA437	**Operations Strategy and Supply Chain Network Design**

Course Title	WORLD CLASS MANUFACTURING
Term/Semester	III
Course ID	26MBA431
Credits	3

Introduction:

World Class Manufacturing is a structured production and management system aimed at achieving excellence in manufacturing processes. It focuses on eliminating waste, improving quality, reducing costs, ensuring safety, and increasing flexibility. WCM integrates best practices such as Total Quality Management (TQM), Total Productive Maintenance (TPM), Just-in-Time (JIT), Lean Manufacturing, and Continuous Improvement (Kaizen). The ultimate goal is to deliver high-quality products at competitive costs while ensuring customer satisfaction and long-term sustainability

Course Outcomes (COs):

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

CO1: Analyze and apply best practices in World Class Manufacturing (WCM) by benchmarking industry standards and adopting innovative strategies for operational excellence.

CO2: Evaluate barriers to IT adoption and design strategic planning methodologies that support WCM implementation for sustainable competitive advantage.

CO3: Assess and integrate global trends, technologies, and cross-cultural practices in manufacturing to enhance organizational performance.

CO4: Demonstrate ethical responsibility in managing people, data, and resources while formulating and executing WCM strategies.

CO5: Design and implement effective communication, leadership, and teamwork approaches for successful execution of WCM practices across manufacturing and service organizations.

Course content and Structure: (36 hours)

Module 1: Philosophy of World Class Manufacturing: (08 Hours)

- Evolution of WCM
  - Taiichi Ohno and Shigeo Shingo
  - Richard Schonberger - Manufacturing assessment using customer focused principles
- Toyota Production System (TPS) (briefly)
  - Genesis and development
  - Influence of Henry Ford, Taiichi Ohno, Eiji Toyoda, and Shigeo Shingo.
  - Muri, Mura, Muda
- Conceptual pillars - Just-in-Time, Jidoka (Autonomation)
- Ten technical pillars
- Ten managerial pillars
- Difference between FIAT's WCM and Schonberger's WCM
  - Gaining competitive edge through world class manufacturing

Module 2: Contemporary Practices (basic introduction): (06 Hours)

- TOPP
- AMBITE System
- MRP II
- Automated Production System
  - Fixed Automated System

- Flexible Automated System
- Programmable Automation System

- Service Automation

b) Practical Exposure

- Principles of TPS
  - Continuous improvement
  - Challenge
  - Kaizen
  - Gemba and Genchi Genbutsu
  - Respect for People
- Key tools and concepts within TPS
  - Kaizen
  - Kanban
  - Poka-yoke
  - 5S
  - Value Stream Mapping (VSM) [Project]
  - WCM model (temple) developed by FIAT and contributions of Hajime Yamashina.

Module 3: Lean Production Practices: (08 Hours)

- Concept and core idea
- Seven Deadly Wastes
- Key tools
  - 5S
  - Andon (Visual Feedback)
  - Visual Factory
  - Bottleneck analysis
  - SMED (Single Minute Exchange of Dies)
- Agile Manufacturing:
- Concept, Lean as a precursor to Agile
- Effectiveness of Agile
- Key elements of Agile
  - Modular Product Design
  - Information Technology
  - Corporate Partners
  - Knowledge Culture

Module 4: Six Sigma: (08 Hours)

- Classification of market structures based on competition
- Perfect Market : features, price & output determination, short run & Long run Equilibrium
- Monopoly Market : features, price & output determination, short run & Long run Equilibrium
- Monopolistic Competition: features, price & output determination, short run & Long run Equilibrium, Product differentiation
- Oligopoly Market : Features, price & output determination, short run & Long run Equilibrium, Kinked Demand Curve

Module 5: Introduction to Industrial IoT and Industry 4.0: (06 Hours)

- Overview of Industrial IoT and Industry 4.0, Key Components of IoT, Why IoT Matters for the Future of Manufacturing.
- Understanding IoT Technology, The Foundation of Smart Manufacturing.
- Role of Sensors in Industrial IoT, Types of Sensors used in manufacturing,
- How sensors gather data and provides insights

- Importance of connectivity in Industrial IoT, Connectivity Options, Role of Cloud computing, and Edge computing in IIoT

Pedagogy:

- Experiential Learning
- Activity Based Teaching
- Case based Teaching
- Class room discussions
- Industry Institute Interaction Series
- Webinars
- Master Classes

Teaching Learning Resources:

Essential readings

- World Class Manufacturing: The Next Decade: Building Power, Strength, and Value | Paperback – 4 May 2013 | ISBN : 978-1476747347
- Manufacturing Engineer's Reference Book | ISBN:9780080523958, 0080523951 Published: June 28, 2014 | Publisher: Elsevier Science | Editor: D. KOSHAL

References

- Agile Project Management With Scrum + Kanban 2 In 1: The Last 2 Approaches You'll Need To Become More Productive And Meet Your Project Goals | by Andrew Sammons |M & M Limitless Online Inc.
- Agile: An Essential Guide to Agile Project Management The Kanban Process and Lean Thinking + A Comprehensive Guide to Scrum by James Edge

Supplementary Reading:

- Pearson eLibrary ; https://elibrary.in.pearson.com/bookshelfDashboard
- EBSCO : https://www.ebsco.com/search?search=supplychainmodel
- Jgate: https://jgateplus.com/home/resources/

CO-PO Mapping:

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

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Suggested Coursera Courses:

Course Name	Offered by	Instructor
Introduction to Agile Development and Scrum	IBM	John Rofrano

Kanban for Software for Project Management	<Packt>	Packt - Course Instructors
Scrum Master Certification Specialization	Learn Quest	Learn Quest Network

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	DEMAND AND SUPPLY MANAGEMENT
Term/Semester	III
Course ID	26MBA432
Credits	3

Introduction:
This course provides an in-depth coverage of the analytical and managerial processes essential for effectively matching supply with demand across the supply chain. Students will move beyond foundational forecasting concepts to master quantitative methods, and apply these models to planning problems. The course also explores how detailed planning systems, and collaboration tools can be effectively used in Supply Chain Planning. In addition, there is a brief introduction to advanced digital tools, and their impact on supply chain execution and risk mitigation.

Course Outcomes (COs):
On successful completion of this course, the student will be able to:
CO1: Determine how time and work studies assist establishing effective capacity and production plans
CO2: Apply quantitative forecasting models and evaluate their accuracy
CO3: Model the relationship between Aggregate Planning, MPS, and MRP
CO4: Compare and contrast alternative production philosophies (Lean, TOC), and evaluate their impact on planning
CO5: Assess the role of technology in supporting SCM planning processes

Course Content and Structure **(36 hours)**

Module 1: Foundational Concepts in Operations and Production **(6 hours)**
- Operation management function; Classification of production systems
- Time Study, Work Study, Method Study, Motion Study
- Calculation of Normal time, standard time, and production cost per unit
- Types of processing, production systems

Module 2: Demand Forecasting and Aggregate Planning **(8 hours)**
- CRM and SCM - Supply chain strategies, Responsive and Efficient supply chains,
- Demand Forecasting – role and characteristics of forecasting, qualitative and quantitative forecasting, approach to forecasting, measuring forecast accuracy, forecasting in practice
- Aggregate Planning – role, strategies
- Sales and Operations Planning– managing supply and demand, implementing S&OP in practice

Module 3: Capacity and Production Planning **(8 hours)**
- Base Data required for Supply Chain Planning – bill of material, item data
- Aggregate Planning, Master Production Schedule, Materials Requirements Planning
- Alternative Production Philosophies - Lean Manufacturing, Theory of Constraints, Comparison of Alternative Approaches
- Planning for Risk and Sustainability

Module 4: Quantitative Models in Supply Chain Planning **(9 hours)**

- Forecasting Models – time-series, regression using Excel / SPSS
- Capacity Planning Models – aggregate planning
- Simulation Models – models for supply chain using Anylogic / Flex Sim

Module 5: New Trends, IT, and AI Applications **(5 hours)**

- Digital Transformation, role of ERP, APS
- Digital Twin
- AI and Machine Learning Applications in Forecasting and Planning

Pedagogy:

- Classroom discussion
- Project-based learning
- Workshop from practitioners
- Case-based teaching
- Experiential learning
- Coursera Platform
- Field Visits
- Master Classes

Teaching-Learning Resources:
Recommended Books:

- "Supply Chain Management" by Chopra, Sunil, and Peter Meindl (Latest edition,).
- “Supply chain management: Concepts, Techniques and Practices” by Ling Li (Cambridge Press India, Latest Edition)
- Quantitative Models in Operations and Supply Chain Management by G. Srinivasan (2nd Edition, PHI Learning)
- "Production and Operation Management" by Pannerselvam R. (2nd edition, PHI publications

Reference Books:

- Forecasting: Principles and Practice by Rob J Hyndman and George Athanasopoulos (2014 Edition, available as a free on-line textbook)
- “Modeling the Supply Chain” by Jeremy F. Shapiro, (2nd Edition, Cengage)
- Operations Management: Sustainability and Supply Chain Management by Jay Heizer, Barry Render, and Chuck Munson (Latest Edition, Pearson)

Coursera courses:

Course Name	Offered by	Hours
Excel Skills for Business Forecasting Specialization	Macquarie University	30 Hours
Supply Chain Planning	Rutgers University	12 Hours
Supply Chain Operations	Rutgers University	11 hours

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	-	2	-	3	2	-
CO2	-	3	-	-	-	3	2	-
CO3	2	2	-		3	3		-
CO4	2	-	-	2	2	3	2	-
CO5	-	-	-	3	3	3	2	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	LOGISTICS DESIGN AND MANAGEMENT
Term/Semester	III
Course ID	26MBA433
Credits	3

Introduction

Logistics Design and Management focuses the role of logistics in managing the efficiency and effectiveness in the supply chain. The curriculum provides detailed coverage of the five pillars of logistics: transportation, warehousing, inventory, information, and network design. In addition, quantitative models used in logistics are discussed. Students will also gain practical knowledge in freight management and contemporary trends, such as urban logistics solutions and green logistics practices.

Course Outcomes (COs):

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

CO1: Analyze the various modes of transportation and core warehouse functions, and evaluate how logistics activities and cost drivers impact overall supply chain performance

CO2: Identify and apply foundational concepts in freight management, including Modeling basic vehicle routing and scheduling challenges.

CO3: Design appropriate logistics network configurations by evaluating key factors, trade-offs, and principles for facility location and layout planning.

CO4: Apply fundamental inventory control models, to optimize pipeline and safety stock within a logistics system.

CO5: Assess the impact of contemporary trends and emerging technologies in enhancing logistics and warehousing operations.

Course Content and Structure: **(36 hours)**

Module 1: Foundational Concepts in Logistics **(6 hours)**

- Introduction to Logistics Management - Definition and scope of logistics, difference between logistics and supply chain management, key drivers of logistics costs and performance, logistics activities
- Modes of Transportation - Different modes road, rail, air, sea, pipeline, and intermodal, comparison
- Transportation Economics - Freight rates and tariffs, role of intermediaries such as freight forwarders, brokers, and 3PLs/4PLs
- Warehousing and Materials Handling - Functions and types of warehouses, principles of warehouse layout and material handling systems

Module 2: Transportation Planning and Management **(8 hours)**

- Freight Management - Carrier selection and performance evaluation, load tendering, shipment consolidation, transportation documentation
- Vehicle Routing and Scheduling – models of route planning and optimization
- Urban Logistics - micro-hubs, dark stores, and last-mile warehouses, challenges in delivery, gig-economy in logistics
- Reverse Logistics – activities, impact on recycling
- International Logistics – overview, Incoterms® 2020, customs procedures, duties, and documentation

Module 3: Logistics Network Design **(10 hours)**

- Principles of Network Design
- Facility Location and Planning Decisions - Need for location decisions; Evaluating locations decisions
- Facilities layout - Need for layout decisions, numerical problems on layout selection and capacity planning, quantitative models for location analysis
- Network Optimization - determine the optimal number and location of warehouses /distribution centres, transportation, transhipment, location selection problems
- Simulation software for logistics

Module 4: Inventory Management and Warehousing **(7 hours)**

- Inventory in the Logistics System - Role of inventory, pipeline inventory and safety stock
- Inventory Control Models - EOQ, Reorder Point, and ABC analysis, practical application in logistics
- Warehouse Operations and Best Practices - Order picking and fulfilment strategies, performance metrics for warehousing
- Warehouse Management Systems (WMS) and their functions.

Module 5: New Trends and AI in Logistics **(5 hours)**

- Digital Transformation, IoT, Robotics and Automation, Blockchain
- AI and Machine Learning Applications – forecasting, route optimization, robotics and automation
- Sustainability and Green Logistics – reverse logistics, reducing carbon footprint

Pedagogy:

- Classroom discussion
- Project-based learning
- Workshop from practitioners
- Case-based teaching
- Experiential learning
- Coursera platform
- Field Visits
- Master Classes

Teaching-Learning Resources:
Recommended Books:

- Supply Chain Management by Chopra, Sunil, and Peter Meindl (Latest edition, Pearson).
- Logistics Management: The Supply Chain Perspective by Donald J. Bowersox, David J. Closs, M. Bixby Cooper, John C. Taylor (Latest Edition, McGraw Hill)
- Quantitative Models in Operation and Supply Chain Management by G. Srinivasan (Latest Edition, PHI Learning)
- Modelling the Supply Chain by Jeremy F. Shapiro, (Latest Edition, Cengage)

Reference Books:

- Logistics Management by V.V.Sople, (Pearson, 3rd Edition)
- Logistics & Supply Chain Management by Martin Christopher (2016 Edition, FT Publishing International)

- Logistics and Supply Chain Management by Satish C. Ailawadi and P. Rakesh Singh (3rd Edition, PHI Learning)

Coursera courses:

Course Name	Offered by	Hours
Supply Chain Logistics	Coursera	10 Hours

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	-	-	-	3	1	-
CO2	-	3	-	-	2	3	-	-
CO3	2	-	-	3	3	3	2	-
CO4	-	3	-	-	2	3	1	-
CO5	-	-	-	5	3	3	-	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	SCM TECHNOLOGY AND ANALYTICS
Term/Semester	III
Course ID	26MBA434
Credits	3

Introduction

This course provides the skills needed to build and manage a modern, data-driven supply chain. The course covers essential ERP operations and the use of analytical models for accurate demand forecasting and network optimization. The curriculum also addresses current supply chain concerns such as performance analysis, risk management, and resilience strategies, including sustainability. In addition, the course introduces newer SCM technologies that are poised to drive supply chain efficiencies and transparency.

Course Outcomes (COs):

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

CO1: Analyze core SCM transactional and planning cycles (by applying functional knowledge of ERP and WMS modules.
CO2: Construct quantitative models to support advanced demand forecasting, inventory optimization, and logistics network design.
CO3: Develop data-driven performance dashboards using key SCM metrics and interpret the results of Process and Performance Analytics.
CO4: Assess and prioritize supply chain risks using structured tools and formulate comprehensive strategies for resilience and ethical compliance.
CO5: Evaluate the strategic value of emerging technologies in enhancing visibility and efficiency across the supply chain.

Course Content and Structure: **(36 hours)**

Module 1: Foundations of SCM and Digitalization **(5 Hours)**

- Evolution of ERP: History of Inventory systems, MRP, MRP II, ERP and extended ERP
- Introduction to Digital SCM: Digital Transformation in SCM (SCM 1.0 to SCM 4.0), Role of Enterprise Resource Planning (ERP) in SCM, Functional Overview of ERP Modules (Material Management, Sales and Distribution, Production Planning, Warehouse Management).
- Information Systems and Architecture: Core Information Systems: Transaction Processing Systems (TPS) and Management Information Systems (MIS), Introduction to Cloud-Based SCM Systems

Module 2: ERP Applications and Transactions **(11 Hours)**

- Procurement and Supplier Management in ERP (SAP): Purchase Order (PO) Processing, Goods Receipt and Invoice Verification (3-way match), Master Data Management (Supplier and Material Master)
- Warehouse Operations and Inventory Management: Stock Keeping and Warehouse Management Systems (WMS), Inventory Types and Control Techniques (ABC/VED/FSN), Cycle Counting and Physical Inventory Processes
- Logistics and Distribution Execution: Sales Order (SO) Processing and Delivery Creation, Transportation Planning and Execution (TMS overview), Tracking, Tracing, and Proof of Delivery (POD)

- Sales and Operations Planning (S&OP) Cycle: Demand Planning Input into ERP, Production Planning/Master Production Scheduling (MPS), Connecting S&OP with Financial Planning

Module 3: Data Analytics and Modelling **(10 Hours)**

- SCM Data Sources and Quality Management: Descriptive Analytics and Key Performance Indicators (KPIs), Data Visualization for Supply Chain Dashboards (using Tableau/Power BI).
- Demand Forecasting and Prediction: Time-Series Forecasting Methods (Moving Average, Exponential Smoothing), Forecasting Error Metrics (MAD, MAPE), Incorporating Causal Factors and Qualitative Forecasting
- Inventory and Network Optimization: Economic Order Quantity (EOQ) and Reorder Point Models, Safety Stock Calculation and Service Level, Supply Chain Network Design (Facility Location, Capacitated Plant Models)

Module 4: Performance Analysis, Risk and Resilience **(6 hours)**

- Process and Performance Analytics: Process Mapping and Bottleneck Analysis Benchmarking and Competitive Supply Chain Analysis
- Supply Chain Risk and Resilience: Risk Identification and Assessment, Risk Matrix, Developing Supply Chain Resilience and Agility Strategies, Disruption Management and Contingency Planning
- Sustainability and Ethical SCM: Green SCM Principles and Reverse Logistics, Measuring and Reporting Carbon Footprint, Ethical Sourcing and Regulatory Compliance

Module 5: Emerging Technologies in SCM – **(4 hours)**

- Artificial Intelligence (AI) and Machine Learning (ML) for SCM (Predictive Maintenance, Cognitive Automation)
- Blockchain for Supply Chain Traceability and Transparency
- Internet of Things (IoT) for Real-Time Asset Tracking and Condition Monitoring.

Pedagogy:

- Classroom discussion
- Project-based learning
- MOOC Courses
- Workshop from practitioners
- Case-based teaching
- Experiential learning

Teaching-Learning Resources:
Recommended Books:

- "Supply Chain Management" by Chopra, Sunil, and Peter Meindl (Latest edition, Pearson).
- “Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies” David Simchi-Levi, Philip Kaminsky, & Edith Simchi-Levi
- “Supply Chain Analytics” by T. A. S. Vijayaraghavan (PHI Learning)

Reference Books:

- The Supply Chain Revolution: Innovative Sourcing and Logistics for a Fiercely Competitive World by Suman Sarkar

- The New (Ab)Normal: Reshaping Business and Supply Chain Strategy Beyond Covid-19 by Yossi Sheffi

Coursera courses:

Course Name	Offered by	Hours
Supply Chain Management	Rutgers University	10 Hours
Supply Chain Analytics	Rutgers University	12 Hours
Digital Transformation in Supply Chain	Arizona State University (ASU)	12 Hours

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	-	-	3	3	2	-
CO2	-	3	-	-	3	3	-	-
CO3	-	3	-	2	3	3	1	-
CO4	2	2	-	2	2	3	2	3
CO5	1	2	-	3	3	3	1	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	SERVICE OPERATIONS MANAGEMENT
Term/Semester	III
Course ID	26MBA435
Credits	3

Introduction
This course addresses the unique challenges and opportunities of managing service systems. The service industry is already significantly larger than the manufacturing industry and has specific characteristics where the customer is an active participant, service output is intangible, and demand is often highly volatile. Students will master models and frameworks essential for designing efficient, high-quality, and customer-centric service delivery processes in sectors like healthcare, finance, retail, and hospitality.

Course Outcomes (COs):
On successful completion of this course, the student will be able to:

CO1: Analyze the fundamental strategic and operational differences between service and manufacturing operations, and evaluate various types of service structures
CO2: Design service delivery systems using tools like service blueprinting, technology integration, and facility layout planning
CO3: Apply quantitative models for forecasting, capacity planning, and queueing theory to manage capacity and demand
CO4: Explore how service quality frameworks such SERVQUAL and Gaps Model help support service excellence and consistency
CO5: Evaluate contemporary trends in service automation, including the use of AI tools

Course Content and Structure: **(36 hours)**

Module 1: Foundations of Service Operations **(7 hours)**

- The Service Economy and Service Strategy
  - Defining the unique characteristics of services (Intangibility, Inseparability, Heterogeneity, Perishability).
  - The Service-Product Bundle: Core service, facilitating goods, and supporting services.
  - The Service Triangle (Customer, Provider, System) and the Service Profit Chain.
- Classifying Service Systems and Design
  - The Service Process Matrix (Service Factory, Mass Service, Service Shop, Professional Service).
  - The degree of customer contact and its impact on process design and efficiency.
  - The role of "poka-yoke" (fail-safing) in service delivery.
- Technology and Globalization in Services
  - The role of the customer in co-creating value (coproduction).
  - Automation and digital self-service technologies (SSTs).

Module 2: Service System Design and Layout **(8 hours)**

- Service Blueprinting and Process Flow
  - Developing a complete service blueprint: physical evidence, customer actions, visible contact, invisible internal processes.
  - Analyzing points of failure and moments of truth.

- Service Facility Location and Layout
    - Location considerations for high-contact vs. low-contact services (e.g., call centers vs. retail banks).
    - Service landscape and ambient conditions (Servicescape).
    - Layout strategies (e.g., cellular, process, fixed position) applied to service settings (e.g., hospital, airport).
- Human Resources and Culture in Service Operations
    - The role of front-line employees and discretionary effort.
    - Managing emotional labor and burnout.
    - Capacity management through employee scheduling and cross-training.

Module 3: Demand Management and Capacity Planning for Services (8 hours)

- Service Demand Forecasting and Volatility
    - Challenges of highly variable service demand (e.g., peak seasons, holidays).
    - Smoothing demand: appointments, pricing, and promotions.
    - Yield Management (Revenue Management) in services (e.g., airlines, hotels, hospitals): optimizing capacity and pricing.
- Queueing System Design and Management (Introduction to Queueing Theory)
    - Understanding the psychology of waiting and managing perceived wait times.
    - Components of a queueing system: arrival process, queue configuration, service process.
    - Applying basic queueing models (M/M/1) to analyze service rates, utilization, and expected waiting time.
- Capacity Planning and Utilization
    - Balancing capacity levels with service level targets.
    - Strategies for adjusting short-term capacity (e.g., scheduling, flexible workforce).

Module 4: Service Quality and Continuous Improvement (9 hours)

- Defining and Measuring Service Quality
    - The Gaps Model of Service Quality (Knowledge Gap, Policy Gap, Delivery Gap, Communication Gap).
    - SERVQUAL: The 5 dimensions of service quality (Reliability, Assurance, Tangibles, Empathy, Responsiveness).
- Tools for Service Process Improvement
    - Applying Lean principles to service environments (identifying and eliminating service waste).
    - Using DMAIC for reducing variation in service delivery.
    - Statistical Process Control (SPC) for monitoring service metrics (e.g., call resolution time, cycle time).
- The Criticality of Service Failure and Recovery
    - Service failure taxonomies and causes.
    - The Service Recovery Paradox: turning a service failure into an opportunity.
    - Developing effective service guarantees and recovery systems.

Module 5: Contemporary Trends and Future of Service Operations (4 hours)

- Data Analytics and Predictive Service
    - Using Big Data to predict demand surges and operational bottlenecks.
    - The integration of Artificial Intelligence (AI) and Machine Learning (ML) in customer relationship management (CRM) and service personalization.
- Digital Transformation and Ecosystems
    - Platform business models (e.g., Uber, Airbnb) and network effects.

    - The challenge of managing digital service supply chains.
- Ethical Issues and Sustainability in Services
    - Data privacy and security in digital services.
    - The environmental impact of service logistics
    - Future of human labour vs automation

Pedagogy:

- Classroom discussion
- Project-based learning
- Workshop from practitioners
- Case-based teaching
- Experiential learning
- Coursera Platform
- Field Visits
- Master Classes

Teaching-Learning Resources:

Recommended Books:

- **Managing Services: Using Technology and Strategy** by Christopher Lovelock and Jochen Wirtz
- Operations Management by Jay Heizer, Barry Render, and Chuck Munson
- Service Management: Operations, Strategy, Information Technology by Sanjeev Bordoloi

Reference Books:

- Service Operations Management by Robert Johnston
- The New Gold Standard: 5 Leadership Principles for Creating a Legendary Customer Experience by Joseph Michelli
- The Goal: A Process of Ongoing Improvement by Eliyahu M. Goldratt and Jeff Cox

Coursera courses:

Course Name	Offered by	Hours
Operations Systems Excellence	University of London	16 Hours

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	0	-	-	-	3	-	-
CO2	2	2	-	3	3	3	2	-
CO3	0	3	-	-	1	3	2	2
CO4	2	1	-	-	2	3	2	2
CO5	-	-	-	2	3	3	2	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	PROJECT MANAGEMENT FOR OPERATIONAL EXCELLENCE
Term/Semester	III
Course ID	26MBA436
Credits	3

Introduction

This course focuses on applying rigorous project management methodologies to drive and sustain operational excellence and supply chain improvements. Students will learn the tools and techniques needed to successfully manage the entire lifecycle of complex initiatives—such as Lean Six Sigma deployments, technology implementations, and facility upgrades—ensuring these projects are delivered on time, within budget, and achieve their strategic business objectives.

Course Outcomes (COs):

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

CO1: Distinguish between Project Management and Operations Management and align project selection with operational excellence goals

CO2: Create Work Breakdown Structures and utilize the Critical Path Method for timeline management

CO3: Apply quantitative techniques such as Earned Value Management and systematic risk analysis for effective project control

CO4: Develop skills in communication and stakeholder engagement required for managing complex operational and supply chain projects

CO5: Evaluate how newer methodologies such as Agile are relevant for dynamic project environments.

Course Content and Structure: **(36 hours)**

Module 1: Fundamentals of Project Management **(7 hours)**

- Project Management (PM) vs. Operations Management (OM)
  - Defining the differences, overlaps, and hand-off points between the two disciplines.
  - Why operational excellence initiatives (e.g., Six Sigma, system rollouts) are managed as projects.
- The Project Life Cycle and Process Groups
  - Detailed overview of the five Project Management Process Groups: Initiation, Planning, Execution, Monitoring & Controlling, and Closing.
  - The role of the Project Management Office in standardizing OpEx practices.
- Strategic Alignment and Project Selection
  - Linking projects to organizational strategy and competitive advantage.
  - Project portfolio management: prioritizing OpEx projects based on ROI, risk, and strategic impact.

Module 2: Scope, Time, and Quality Management **(8 hours)**

- Defining Project Scope
  - The Statement of Work (SOW) and the Project Charter.
  - Requirements gathering techniques (Voice of the Customer) in operational settings.
  - Creating the Work Breakdown Structure (WBS) and WBS Dictionary.
- Project Time Management
  - Activity definition, sequencing and resource estimation.

- Time Estimation techniques: Program Evaluation and Review Technique (PERT).
- Identifying the Critical Path Method (CPM) to manage schedule slippage.

- Quality Assurance and Control in PM
  - Defining project quality metrics (e.g., successful system implementation, defect rate reduction).
  - Integrating quality assurance activities into the project plan.

Module 3: Cost, Resource, and Risk Management **(8 hours)**

- Cost Estimation and Budgeting
  - Types of costs (labour, material, equipment) and budgeting techniques (e.g., bottom-up vs. top-down).
  - Managing contingency reserves.
- Project Monitoring and Earned Value Management (EVM)
  - Introduction to EVM: Planned Value (PV), Earned Value (EV), and Actual Cost (AC).
  - Calculating and interpreting variance and performance indices (CPI, SPI).
  - Forecasting project completion (EAC, ETC).
- Risk Management in Operations Projects
  - Risk identification and the Risk Register.
  - Qualitative and Quantitative Risk Analysis (e.g., Decision Trees, Monte Carlo Simulation).
  - Developing risk response strategies (mitigation, avoidance, transfer).

Module 4: Team Leadership, Stakeholders, and Procurement **(9 hours)**

- Stakeholder Management and Communication
  - Identifying and prioritizing stakeholders in OpEx projects (e.g., senior management, functional teams, unions).
  - Developing the Communication Plan: reporting project status and performance.
- Project Leadership and Team Management
  - Leadership styles appropriate for change-driven projects.
  - Managing virtual teams and cross-cultural project groups.
  - Conflict resolution and negotiation in a project context.
- Project Procurement Management
  - Planning procurement for large operational purchases (e.g., new machinery, external consultants).
  - Contract types (Fixed Price, Cost-Reimbursable) and vendor relationship management.

Module 5: Adaptive Methodologies and Project Closeout **(4 hours)**

- Introduction to Adaptive Methodologies
  - Understanding the need for Agile/Scrum in rapidly changing environments (e.g., software or product development in SCM).
  - Key Agile roles, events (sprints), and artifacts (backlogs).
- Change Management: The ADKAR Model
  - ADKAR components: Awareness of the need for change, Desire to participate and support the change, Knowledge of how to change, Ability to implement the change, and Reinforcement to sustain the change.
  - Integrating ADKAR into the project lifecycle to ensure user adoption of new operational processes.
- Components of Detailed Project Reports
- Project Closeout and Sustaining Excellence
  - Formal closing procedures: contractual closure, final reporting.

- Capturing and leveraging organizational knowledge (Lessons Learned).
- Transitioning project deliverables to stable, repeatable operations.

Pedagogy:

- Classroom discussion
- Project-based learning
- Workshop from practitioners
- Case-based teaching
- Experiential learning
- Coursera platform
- Field Visits
- Master Classes

Teaching-Learning Resources:

Recommended Books:

- Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Project Management Institute (PMI)
- Project Management: The Managerial Process by Erik W. Larson and Clifford F. Gray

Reference Books:

- Agile Project Management with Scrum by Ken Schwaber
- The New Gold Standard: 5 Leadership Principles for Creating a Legendary Customer Experience by Joseph Michelli

Coursera courses:

Course Name	Offered by	Hours
Project Management Principles and Practices Specialization	University of California, Irvine	20 Hours

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	2	2	-	3	2	-
CO2	-	2	-	2	3	3	-	-
CO3	2	3	-	2	3	3	1	-
CO4	2	-	3	2	-	3	2	2
CO5	1	-	1	3	1	3	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	OPERATIONS STRATEGY AND NETWORK DESIGN
Term/Semester	III
Course ID	26MBA437
Credits	3

Introduction

This course shifts the focus from managing day-to-day operations to making long-term strategic decisions that shape an organization's supply chain and production capabilities. Students will learn how to define an operations mission, select competitive priorities (cost, quality, speed, flexibility), and design global facility networks. The emphasis is on achieving competitive advantage by ensuring complete vertical and horizontal alignment between market requirements and operational processes.

Course Outcomes (COs):

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

CO1: Analyze competitive market dynamics and define the Operations Mission and competitive priorities (Cost, Quality, Speed, Flexibility) to ensure complete strategic fit.

CO2: Develop and evaluate long-term capacity strategies and process choices using quantitative methods such as break-even analysis and capacity cushion calculation.

CO3: Apply quantitative location models and optimization principles (e.g., Center of Gravity, Load-Distance) to design an efficient global supply chain network.

CO4: Formulate comprehensive strategies for risk mitigation, supply chain resilience, and agility in response to global disruptions and uncertainty.

CO5: Evaluate the concept of focused operations and establish strategic performance measurement systems to sustain competitive operational excellence over time.

Course Content and Structure: **(36 hours)**

Module 1: Operations Foundations and Strategic Alignment **(7 hours)**

- 1.1 Defining Operations Strategy
  - The role of operations in corporate strategy: from internally neutral to externally supportive.
  - The difference between operational effectiveness (doing things well) and strategy (doing the right things).
- 1.2 Competitive Priorities and the Operations Mission
  - Defining the four key competitive priorities: Cost, Quality (Conformance/Design), Speed (Delivery/Development), and Flexibility (Volume/Mix).
  - Understanding Trade-offs and the need for Focus.
- 1.3 Translating Strategy: Order-Winners and Order-Qualifiers
  - Using the framework to link market expectations (Marketing) to operational decisions (Operations).
  - The concept of minimum acceptable standards (Qualifiers) versus differentiating factors (Winners).

Module 2: Process and Capacity Strategy **(8 hours)**

- 2.1 Process Strategy and Structure
  - Analyzing the Process-Product Matrix: aligning process structure (e.g., job shop, flow shop, continuous) with product volume and variety.
  - Decoupling point strategy: Make-to-Stock (MTS), Assemble-to-Order (ATO), Make-to-Order (MTO).

- 2.2 Long-Range Capacity Planning
  - Capacity definition (rated, effective, demonstrated) and the concept of economies of scale.
  - Determining capacity needs: forecasting, capacity requirements planning (CRP).
- 2.3 Capacity Strategy and Break-Even Analysis
  - Strategic approaches to capacity expansion: Leading, Lagging, and Tracking strategies.
  - Using break-even analysis to evaluate process choices, technology investments, and capacity additions.

Module 3: Global Supply Chain Network Design **(8 hours)**

- 3.1 Strategic Make-or-Buy Decisions (Sourcing)
  - Outsourcing, Offshoring, and Insourcing models.
  - Total Cost of Ownership (TCO) analysis for complex sourcing decisions.
- 3.2 Facility Location Decision Framework
  - Analyzing qualitative factors (labor availability, political risk, infrastructure) and quantitative factors (taxes, transportation costs).
  - The impact of free trade zones and governmental incentives.
- 3.3 Quantitative Location Models and Facility Layout Simulation
  - Applying the Center of Gravity method for determining optimal central distribution points.
  - Utilizing Load-Distance Modeling and simulation tools for multi-facility network optimization.
  - Facility Layout Optimization: Introduction to systematic layout planning, including the use of simulation tools like CRAFT and CORELAP for designing efficient internal flow.

Module 4: Risk, Resilience, and Sustainability Strategy **(9 hours)**

- 4.1 Strategic Risk Management
  - Mapping the global supply chain for tier 1 and tier 2 supplier risks.
  - Assessing geopolitical, environmental, and cybersecurity risks that threaten the network design.
- 4.2 Designing for Resilience and Agility
  - Strategies for increasing Agility (speed and responsiveness) vs. Leanness (cost efficiency).
  - Building buffers (inventory, capacity, information) strategically.
  - The use of Postponement (delaying product finalization) as a strategic hedge against demand uncertainty.
- 4.3 Sustainability as a Competitive Strategy
  - Integrating circular economy principles into network design.
  - Evaluating environmental impact (carbon footprint) of facility locations and transportation modes.
  - Ethical sourcing and social responsibility in the global network.

Module 5: Implementation and Sustaining Strategic Performance **(4 hours)**

- 5.1 The Focused Factory and Trade-Off Resolution
  - The concept of the focused factory: dedicating resources to a specific set of competitive priorities.
  - Structuring manufacturing or service sites to avoid competing demands.
- 5.2 Strategic Performance Measurement
  - Using the SCOR model (Plan, Source, Make, Deliver, Return) as a strategic diagnostic and measurement tool.
  - Designing performance dashboards aligned with the Operations Mission.

- 5.3 Organizational Structure and Strategic Change
    - Aligning the operations department structure to support the chosen strategy.
    - Final Synthesis: Developing a complete Operations Strategy plan for a sample firm.

Pedagogy:

- Classroom discussion
- Project-based learning
- Workshop from practitioners
- Case-based teaching
- Experiential learning
- Coursera Platform
- Field Visits
- Master Classes

Teaching-Learning Resources:
Recommended Books:

- Matching Supply with Demand: An Introduction to Operations Management by Gerard Cachon and Christian Terwiesch
- Modelling the Supply Chain by Jeremy F. Shapiro, (Latest Edition, Cengage)
- Quantitative Models in Operation and Supply Chain Management by G. Srinivasan (Latest Edition, PHI Learning)

Reference Books:

- Operations Strategy: Principles and Practice by Mike Hayes, Robert H. Hayes, and Gary P. Pisano
- The Handbook of Global Supply Chain Management - Edited by John Mangan, Chandra Lalwani, and Alka Mahambare

Coursera courses:

Course Name	Offered by	Hours
Understanding Global Supply Chains	Airbus Beyond	20 Hours

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	3	-	-
CO2	2	3	-	-	2	3	2	-
CO3	-	3	-	2	3	3	2	2
CO4	1	-	2	2	3	3	-	2
CO5	3	-	-	2	2	3	2	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

AI & BUSINESS ANALYTICS		
1	26MBA532	Predictive Analytics using R
2	26MBA533	Data Visualization and Story Telling Using Tableau
3	26MBA534	Database Management Using MySQL
4	26MBA535	Analytics Applications in Functional Areas
5	26MBA536	Data Warehousing and Data Mining
6	26MBA537	Big Data Analytics
7	26MBA538	Applications of Generative AI

Course Title	PREDICTIVE ANALYTICS USING R
Term/Semester	III
Course ID	26MBA532
Credits	3

Introduction:

The global data ecosystem is undergoing unprecedented expansion, driven by rapid advancements in digital technologies, the widespread proliferation of IoT devices, the intensification of social media usage, and the ever-increasing digitization of organisational processes. In 2025, global data generation is projected to reach approximately 182 zettabytes, reflecting the accelerating pace of data creation. Despite substantial investments in data acquisition, a significant portion of this data remains under-utilized due to inadequate analytical frameworks or insufficient capacity for advanced analysis. The imperative of data analysis lies in its ability to transform raw information into actionable insights, thereby enabling informed, evidence-based predictions about future trends and outcomes. In this context, predictive analytics has emerged as a critical domain, deploying historical datasets to build models that inform strategic and operational decision-making.

This course is designed to provide students with a rigorous, systematic understanding of predictive analytics, integrating theoretical constructs with applied analytical practice. It develops proficiency in key modelling techniques, analytical tools, and computational methods essential for contemporary data-driven tasks. A foundational background in statistical modelling is recommended to ensure effective engagement with the course content. Through structured laboratory work, guided projects, and experiential learning components, students will apply predictive analytics concepts to complex, real-world datasets, thereby reinforcing both conceptual understanding and technical competence. Upon completion, learners will demonstrate the ability to apply predictive methodologies, interpret model outcomes, and contribute effectively to data-informed managerial, research and policy-oriented decision-making contexts. This course thus strengthens analytical capabilities, aligns with industry expectations, and supports the attainment of programme outcomes related to critical thinking, problem-solving and the application of modern IT tools.

Course Outcomes (COs):

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

CO1: Prepare and visualize data effectively using R and also enables them to gain meaningful insights and communicate their findings

CO2: Perform a range of descriptive and inferential statistical analysis using R and make informed decisions

CO3: Develop predictive and classification models for various applications using supervised machine learning

CO4: Explore various patterns and structures in data and gain valuable insights for various applications using unsupervised machine learning

CO5: Explain the fundamental concepts of deep learning and neural networks and describe their applications in modern machine learning contexts

Course content and Structure: (36 hours)

Module 1: Data Preprocessing & Visualization 8 Hours

- Introduction and Installation of R
- Organizing and processing data with R
- Generating of normal distribution data, data cleaning (Load data by specifying

formats for different columns exclusively to help with formatting while loading data itself.)
- Data split & Data merging
- Missing values, Outlier treatment, Pre-processing and cleaning.
- Data visualization – bar chart, line chart, pie chart, scatter plots, histograms and box plots

Module 2: Descriptive and Inferential Statistics **8 HOURS**

- Introduction to Descriptive and Inferential statistics
- Descriptive statistics: Mean, Median, Mode, Dispersion, Skewness, Kurtosis
- Inferential statistics: t-test, z-test, ANOVA, F test, Chi-square test
- Pearson Coefficient of Correlation

Module 3: Supervised Machine Learning **10 Hours**

- Introduction to Supervised Machine Learning & its Applications
- Linear & Multiple Regression
- Logistic Regression
- Decision Tree
- Support Vector Machine
- Time Series Analysis, Exponential smoothing, moving average (single, multiple, long and short) and trend analysis

Module 4: Unsupervised Machine Learning **6 Hours**

- Introduction to Unsupervised machine learning & its applications
- Clustering : K means and Hierarchical
- Association Algorithm

Module 5: Introduction to Deep Learning **4 Hours**

- Introduction to NLP and Gen AI Tools
- Introduction to Deep Learning & its Applications
- Neural Networks and its Types (Expected only introduction – theory)

Pedagogy:

- Classroom Discussions
- Activity Based Learning
- Practice-Based Learning
- Project-Based Learning
- Experiential Learning
- Software-Based Learning – Python
- Master class

Teaching Learning Resources:

Essential readings-

- Jeffrey S. Strickland. Predictive Analytics Using R. Simulation Educators, 2014.
- Evans, J. R. Business Analytics: Methods, Models, and Decisions. Pearson Education, 3rd Edition, 2021.
- Robert Stine & Dean Foster. Statistics for Business: Decision Making and Analysis. Pearson Education, 2nd Edition, 2013

- Robert Kabacoff. R in Action: Data Analysis and Graphics with R. Manning Publications, 3rd Edition, 2021.
- Umesh R. Hodeghatta and Umesha Nayak. Business Analytics Using R: A Practical Approach. A press, 2016

Reference Books

1. Subhashini Sharma Tripathi. Learn Business Analytics in Six Steps Using SAS and R. A press, 2016.
2. Wickham, H., Çetinkaya-Rundel, M., & Grolemund, G. R for Data Science: Import, Tidy, Transform, Visualize, and Model Data. O'Reilly Media, 2nd Edition, 2023.
3. Cotton, R. (2013). Learning R: A Step-by-Step Function Guide to Data Analysis 1st Edition [Kindle Version]. Retrieved from http://www.amazon.in.
4. Knell, R. (2013) Introductory R: A Beginner's Guide to Data Visualisation,
5. Statistical Analysis and Programming in R. [Kindle Version]. Retrieved from http://www.amazon.in. Murray, S. (2013) Learn R in a Day. [Kindle Version]. Retrieved from http://www.amazon.in.

Supplementary Readings:

- NPTEL Course: https://onlinecourses.swayam2.ac.in/aic20_sp35
- Coursera Course: https://www.coursera.org/learn/jhu-getting-started-data-viz-r
- https://www.coursera.org/specializations/data-science-foundations-r
- Data Sources: Kaggle: https://www.kaggle.com/
- Data world: https://data.world/ ,
- Data.gov.in: https://data.gov.in/
- Databases: EBSCO: https://www.ebsco.com/academic-libraries,
- JGATE: https://jgateplus.com
- Pearson E library: https://elibrary.in.pearson.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	2	-	-	3	2	1	-
CO2	1	3	-	-	2	3	2	-
CO3	2	3	-	2	3	3	2	-
CO4	2	3	-	2	3	3	2	-
CO5	-	2	-	1	2	3	2	-

LEVEL 3-Substantial 2-Modera 1-Slight -No Contribution

Suggested Coursera Courses:

Course Name	University / Institution	Instructor
Data Science: Foundations using R	Johns Hopkins University	Jeff Leek, Roger D. Peng, Brian Caffo
Advanced R Programming	Johns Hopkins University	Roger D. Peng
Machine Learning with R	IBM (IBM Skills Network)	Romeo Kienzler

Guided Projects

Project Name	University / Institution	Instructor(s)
Predictive Analytics for Business with H2O in R	Coursera Project Network	Snehan Kekre
Data Analysis in R: Predictive Analysis with Regression	Coursera Project Network	Arimoro Olayinka Imisioluwa
Building Statistical Models in R: Linear Regression	Coursera Project Network	Arimoro Olayinka Imisioluwa
Decision Tree Classifier for Beginners in R	Coursera Project Network	Arimoro Olayinka Imisioluwa
Forecast Bike-Share Demand Using Time Series Models in R	Coursera Project Network	Arimoro Olayinka Imisioluwa

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	Lab Journal : 10 marks Viva-Voce : 10 marks Section A : Attempt one question out of two questions – 15 marks Section B : Attempt one question out of two questions – 15 marks	Individual	50	At the end of the semester
2	Class Test : 10 Marks Preparatory exam : 10 Marks	Individual	20	After completion of 3 modules All modules
3	Attendance and Class Participation	Individual	5	At the end of the semester
4	Certification Course (Coursera) : 10 Guided project(Class room activity) : 05 Capstone project : 10	Individual	25	Full Semester

Course Title	DATA VISUALIZATION AND STORY TELLING USING TABLEAU
Term / Semester	III
Course ID	26MBA533
Credits	3

Introduction:
Tableau is a powerful and rapidly evolving data visualization platform. Although it is designed to be accessible to business users and non-technical audiences, it also offers robust computational capabilities for advanced data analytics. Its flexibility stems from its ability to connect with a wide range of data sources. Tableau serves as an integrated solution for problem framing, data import and cleaning, analysis and visualization, decision-making, and insight communication. Organizations across the globe and across diverse industries rely on Tableau for effective visualization and reporting. With a market share of approximately 14.2% in the Business Intelligence segment, Tableau remains the most widely adopted BI tool today.

COURSE OUTCOMES (COs):
On successful completion of the course, the students will be able to:
CO1: Demonstrate a comprehensive understanding of the fundamental concepts, components, and features of Tableau.
CO2: Develop and design effective data visualizations using Tableau to represent business insights.
CO3: Analyze and apply various data modeling techniques and functionalities available in Tableau.
CO4: Design and construct interactive dashboards to facilitate data-driven decision-making.
CO5: Create and present analytical stories in Tableau to communicate insights effectively and strategically.

Course Content and Structure: **(36 Hours)**

Module 1: Getting Started with Tableau **4 Hours**

- Introduction to tableau
- Data Connection: connecting to data; loading data
- Navigating in tableau: Menu Commands; File Menu; Data Menu; Worksheet Menu; Dashboard Menu; Story Menu; Analysis Menu; Map Menu; Format Menu
- Loading Workbooks, Connection, Live and Extract.
- Types of Data - Dimensions and measures, Discreet and Continuous, Changing Data type in Tableau.
- Combining Data with Joins – Types of Joins, Unions, Relationship, and Blending, Physical and Logical Layer.

Module 2: Building and Customizing Visualizations **8 Hours**

- Creating Visualizations: Bar chart ; Line chart; pie chart; crosstab; scatter plot; bubble chart; histogram ; waterfall charts, Map Chart, and other available chart options
- Customizing Charts using Marks Shelf.
- Filtering: filters; quick filters; context filters; condition filters; hierarchical filters; collaborative filters; top filters and others top filters
- Grouping Data

- Sorting; through selection; excluding multiple fields
- Filtering for null values
- Top filters on tableau
- Aggregation
- Calculated fields: introduction; creating calculated fields
- Understanding sets and parameters in Tableau

Module 3: Analysis through tableau **10 Hours**

- Mapping your data
- Creating a symbol map
- Working with dates
- Visualizing dates in data: Drill down and roll up; date formatting options; date filters
- reference lines; Spread analysis using reference lines
- Trend lines
- Forecasting
- LOD Functions – Understanding LOD Expressions
- Understanding Analytics Pane

Module 4: Dashboard Design and Data Communication **8 Hours**

- Best practices for formatting your visualization
- Using color purposefully and readable fonts
- Use tooltips and adjust access as necessary
- Creating dashboards – Exploring Objects tiles for smart and dynamic Dashboard.
- Customizing dashboards: Add a tiled textbox; add floating images and buttons, layout pane.
- Creating stories
- Customizing stories: Tailor your caption; Adjust layout

Module 5: Creating Stories in Tableau **6 Hours**

- Concept: Introduction to Tableau Stories
- CXO level data story Vs Operational data story
- Demo: Creating a Data Story
- Demo: Formatting a Story
- Activity: What's the Story?
- Saving and Sharing the work

Pedagogy:

- Software based teaching
- Practice based learning
- Activity based learning
- Classroom discussions
- Project based learning
- Master Class

Teaching Learning Resources:

Essential Readings:

- Business Intelligence and Analytics Software | Tableau | Tableau
- Daniel G. Murray, Tableau Your Data: Fast and Easy Visual Analysis with

Tableau Software 2nd Edition, WILEY publication. ISBN: 978-1-119-00119-5

- Ryan Lindy, Visual Data Storytelling with Tableau, Pearson Publication. ISBN:10- 9353063590
- Lindy Ryan, Visual Data Storytelling with Tableau, Pearson Education.

Reference Books

1. Ryan Sleeper, Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master 1st Edition, O'REILLY publication. ISBN-13 978-1491977316
2. Joshua N. Milligan, Learning Tableau: Tools for Business Intelligence, Data Prep, and Visual Analytics, 3rd Edition, Packt publication. ISBN-13 : 978-1784391164
3. Jane A Crofts, Tableau Desktop: A Practical Guide for Business Users. ISBN-13 : 978- 1518675157
4. Alexander Loth, Visual Analytics with Tableau 1st Edition, WILEY publication ISBN:9781119560203
5. Learning Tableau by Joshua Milligan, Packt Publication. ISBN-13 : 978-1800200364
6. Communicating Data with Tableau by Ben Jones. OREILLY publication ISBN-13 : 978- 1449372026
7. Alex Campbell, Data Visualization Guide: Clear Introduction to Data Mining, Analysis and Visualization.

Supplementary Resources:

- https://jgateplus.com/home/
- https://search.ebscohost.com/
- https://elearning.tableau.com/tableau-fundamentals
- https: //www.coursera.org/specializations/data-visualization/
- https://elibrary.in.pearson.com

CO-PO Mapping:

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	1	1	1	2	1	1	–
CO2	-	2	1	1	2	1	1	–
CO3	-	1	2	2	2	2	2	–
CO4	1	2	1	2	3	1	2	-
CO5	1	1	2	2	3	2	2	-

LEVEL: 3- Substantial, 2- Moderate, 1 -Slight, -No Contribution

Suggested Coursera Courses:

Course Name	University/ Provider	Hours	Course Link
Data Visualization with Tableau Specialization	UC Davis	Approx 60+ hours	https://www.coursera.org/specializations/data-visualization
Creating Dashboards and Storytelling with Tableau	UC Davis	Approx 25+ hours	https://www.coursera.org/learn/dataviz-dashboards
Data Visualization and Communication with Tableau	Duke University	Approx 30+ hours	https://www.coursera.org/learn/analytics-tableau
Tableau Data Analysis and Visualization Specialization	Packt Publishing	Approx 30+ hours	https://www.coursera.org/specializations/packt-tableau-data-analysis-and-visualization

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	**SEE** Lab Journal : 10 marks Viva-Voce : 10 marks Section A : Attempt one question out of two questions – 15 marks Section B : Attempt one question out of two questions – 15 marks	Individual	50	At the end of the semester
2	Internal Test	Individual	10	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester
6	Lab Journal	Individual	5	Full Semester

Course Title	DATABASE MANAGEMENT USING MYSQL
Term/Semester	III
Course ID	26MBA534
Credits	3

Introduction:
This course is designed to provide MBA students with a structured and comprehensive understanding of relational database management, with a focus on MySQL as a widely adopted industry-standard platform. The course emphasizes the theoretical foundations of database systems while integrating practical, application-oriented learning relevant to contemporary business environments. Students will be introduced to core database concepts, data models, relational structures, and normalization techniques essential for ensuring data integrity and efficient database design. Through systematic engagement with SQL, learners will develop proficiency in Data Definition, Manipulation, Control, and Transaction operations required for managing organizational data.
The course further enhances analytical and technical skills by enabling students to construct complex queries, apply constraints, perform joins and subqueries, and implement optimization strategies to support effective data retrieval. Advanced SQL programming components such as stored procedures, triggers, functions, and views are included to strengthen learners' ability to automate business processes and enforce robust data governance. Practical exercises, case-based learning, and experiential sessions using MySQL Workbench expose students to real-world applications including backup, recovery, and integration of MySQL with analytics tools. By the end of the course, students will be equipped to design and manage database solutions that support evidence-based decision-making, align with industry practices, and contribute to organizational efficiency and data-driven managerial competencies.

Course Outcomes (COs):
On successful completion of the course, the students will be able to:
CO1: Understand the fundamentals and architecture of relational database systems.
CO2: Apply SQL commands for creating, modifying, and querying databases in MySQL.
CO3: Implement advanced SQL features such as joins, subqueries, functions, and transactions.
CO4: Design and normalize relational databases to ensure data integrity and efficiency.
CO5: Develop and execute stored procedures, triggers, and views for business problem-solving.

Course Content and Structure **36 Hours**

Module 1: Introduction to Databases and MySQL **8 Hours**

- Overview of Database Systems – Data, Information, Database Concepts
- Introduction to MySQL – Installation, MySQL Workbench Overview
- Database Design and ER Diagrams
- Data Models and Normalization (1NF, 2NF, 3NF, BCNF)
- Creating and Managing Databases in MySQL

Module 2: SQL Fundamentals **8 Hours**

- Introduction to SQL – Syntax and Structure

- Data Definition Language (DDL): CREATE, ALTER, DROP, RENAME, TRUNCATE
- Data Manipulation Language (DML): SELECT, INSERT, UPDATE, DELETE
- Data Control Language (DCL): GRANT, REVOKE
- Transaction Control Language (TCL): COMMIT, ROLLBACK, SAVEPOINT

Module 3: SQL Queries and Constraints 8 Hours

- Constraints: PRIMARY KEY, FOREIGN KEY, UNIQUE, CHECK, DEFAULT
- Operators and Functions: Arithmetic, Logical, Aggregate, and String Functions
- Joins: INNER, LEFT, RIGHT, FULL, CROSS JOIN
- Subqueries and Nested Queries
- Set Operations: UNION, INTERSECT, MINUS

Module 4: Advanced SQL Programming 6 Hours

- Stored Procedures and Functions
- Triggers and Views
- Cursors and Exception Handling
- PL/SQL Programming – Blocks, Control Structures, Loops
- Introduction to NoSQL and MongoDB

Module 5: Practical Applications and Case Studies 6 Hours

- Business Case Studies using MySQL
- Data Import/Export and Backup
- Query Optimization and Performance Tuning
- Integration of MySQL with Analytics Tools (e.g., Python, Power BI)

Pedagogy:

- Classroom Demonstrations
- Practice-Based Learning
- Activity and Case-Based Learning
- Lab Exercises using MySQL Workbench
- Project-Based Learning and Mini Projects
- Experiential Learning through Business Scenarios
- Master class

Teaching and Learning Resources:

Essential Readings:

- Elmasri, R., & Navathe, S. (2015). Fundamentals of Database Systems. Pearson Education.
- Silberschatz, A., Korth, H. F., & Sudarshan, S. (2020). Database System Concepts. McGraw Hill.
- Ben Forta (2020). SQL in 10 Minutes, Sams Teach Yourself. Pearson Education.
- Alan Beaulieu. (2020). Learning SQL: Generate, Manipulate, and Retrieve Data (3rd Edition). O'Reilly Media.
- Coronel, C., & Morris, S. (2019). Database Systems: Design, Implementation, and Management (13th Edition). Cengage Learning.

Reference Books:

1. Coronel, C., & Morris, S. (2019). Database Systems: Design, Implementation, and Management. Cengage Learning.

2. Alan Beaulieu (2021). Learning SQL: Generate, Manipulate, and Retrieve Data. O'Reilly Media.
3. Steven Feuerstein & Bill Pribyl. (2021). Oracle PL/SQL Programming (6th Edition). O'Reilly Media.
4. Rick F. van der Lans. (2020). SQL for Data Management and Analytics (Latest Edition). Addison-Wesley.
5. Paul DuBois. (2013). MySQL (5th Edition). Addison-Wesley Professional.
6. Kristina Chodorow. (2019). MongoDB: The Definitive Guide (3rd Edition). O'Reilly Media.
7. Markus Winand. (2021). SQL Performance Explained (Updated Edition). Markus Winand Publications.
8. Shashank Tiwari. (2020). Professional NoSQL. Wiley/Wrox Publications.

Supplementary Readings:

- https://www.w3schools.com/mysql/
- https://www.geeksforgeeks.org/sql-tutorial/
- https://www.tutorialspoint.com/mysql/
- https://leetcode.com/problemset/database/
- https://dev.mysql.com/doc/

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	3	-	-	3	2	-	-
CO2	-	3	-	-	3	3	-	-
CO3	-	3	-	-	3	3	-	-
CO4	1	3	-	-	3	3	-	-
CO5	-	2	-	-	3	3	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera Courses:

Course Name	University / Institution	Instructor
Managing Big Data with MySQL	Duke University	Daniel Egger, Jana Schaich Borg
SQL for Data Science	University of California, Davis	Sadie St. Lawrence
Databases and SQL for Data Science with Python	IBM Skills Network	Rav Ahuja, Hima Vasudevan

Guided Projects:

Project Name	University / Institution	Instructor(s)
Querying Databases with MySQL	Coursera Project Network	Charles Russell Severance
MySQL Basics for Data Analysts	Coursera Project	Andres Amir

	Network	
MySQL: Data Cleaning, Filtering & Sorting	Coursera Project Network	Rhyme Instructor Team
Creating and Managing Tables in MySQL	Coursera Project Network	Rhyme Instructor Team
Writing Advanced SQL Queries in MySQL	Coursera Project Network	Amrinder Singh

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	Lab Journal : 10 marks Viva-Voce : 10 marks Section A : Attempt one question out of two questions – 15 marks Section B : Attempt one question out of two questions – 15 marks	Individual	50	At the end of the semester
2	Class Test : 10 Marks Preparatory exam : 10 Marks	Individual	20	After completion of 3 modules All modules
3	Attendance and Class Participation	Individual	5	At the end of the semester
4	Certification Course (Coursera) : 10 Guided project(Class room activity) : 05 Capstone project : 10	Individual	25	Full Semester

Course Title	ANALYTICS APPLICATIONS IN FUNCTIONAL AREAS
Term/Semester	III
Course ID	26MBA535
Credits	3

Introduction:

This is a three-credit course offered to Business Analytics students, designed to demonstrate how analytics, as a horizontal capability, seamlessly integrates with key business verticals such as Marketing, Finance, Human Resources, Supply Chain/Operations, and several emerging domains. The course exposes students to real-world analytical applications across these functional areas and helps them become conversant with domain-specific analytical concepts, data handling, and relevant tools. The objective is to equip learners with analytical skills tailored to each domain and to nurture their ability to solve business problems using appropriate statistical and machine learning models. Additionally, the course aims to develop the capability to translate business challenges into analytical frameworks, strengthen data-driven decision-making, and build an ecosystem that leverages analytics for competitive advantage within organizations.

Course Outcomes (COs):

At the successful completion of this course the students should be able to:

CO1: Apply advanced analytics tools and methods to solve complex problems in Marketing
CO2: Demonstrate their ability to apply analytics techniques in Finance
CO3: Apply the analytics techniques to Human Resource Management
CO4: Apply analytics techniques in supply chain and operations
CO5: Analyze real-world analytics cases in various functional areas for insights and trends.

Course content and Structure: 36 Hours

Module 1: Analytics applications in Marketing 8 Hours

- A case study on Customer churn prediction
- A case study on Market Basket Analysis
- A case study on Sales forecasting
- A case study on Customer Sentiment Analysis
- A case study on Recency, Frequency, Monetary (RFM)
- A case study on AB Testing for campaign Effectiveness
- A case study on customer response models
- A case study on Customer Life Time Value Analysis

Module 2: Analytics applications in Finance 6 Hours

- A case study on Real time case study of credit card fraud
- A case study on Stock Market Prediction
- A case study on Credit Appraisal Process and Repayment of loan in the Bank
- A case study on Value at Risk analysis (VAR Models)
- A case study on Fintech applications

Module 3: Analytics applications in Human Resource Management 6 Hours

- A case study on Employee Attrition and Employee Retention
- A case study on Employee Sentiment Analysis
- A case study on Performance appraisal

- A case study on Talent Acquisition and Resume screening; Talent Management.
- A case study on Employee Satisfaction analysis

Module 4: Analytics applications in Supply Chain and Operations 6 Hours

- A case study on Real time analytics in Production optimization; and Quality assurance
- A case study of hospital optimal resource allocation
- A case study on Asset Performance Management
- A case study on Inventory Management Forecasting
- A case study on ABC/FSN analysis for inventory management.

Module 5: Analytics applications in other functional areas 10 Hours

- A case study on The Trend of COVID-19 at Bengaluru: Prediction to Continue the Better
- Epidemic Management
- A case study on Travel and Tourism in India - Focus on Innovation and Customer Experience
- A study on Role of higher education in economic development of the country.
- Transition to LPG for cooking: A case study from two states of India
- A case study on Renewable Energy Demand Forecasting
- Using time series models to predict solar or wind power generation across Indian states.
- A case study on Smart City Traffic Analytics
- Using IoT and predictive modelling to reduce congestion in metropolitan areas like Bengaluru or Hyderabad.
- Analyzing transaction patterns, fraud detection, and customer behaviour in India's digital payment ecosystem.
- Using classification models to predict which patients are likely to skip medical appointments.
- A case study on Public Sentiment Analysis of Government Schemes

Pedagogy:

- Class room discussion
- Case based teaching (Text and Multimedia)
- Project based learning
- Software linked Practice based Teaching
- Master Class

Teaching Learning Resources:

Essential readings

- Tanushri Banerjee , Arindam Banerjee (2019), Business Analytics: Text and Cases, SAGE Publications, 1st Edition, ISBN: 978-9353287108
- Winston, W.L. (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, First Edition, ISBN: 978-1118373439.
- Fitzenz, J. (2001). How to Measure Human Resource Management, McGraw-Hill; 3 edition, ISBN: 978-0071369985
- FIN sights – Technology Insights for the Financial Services Industry – Analytics in Financial Services – Special Edition in collaboration with FICO by Infosys
- "Analytics in Operations/Supply Chain Management", Muthu Mathirajan

and Chandrasekharan Rajendran, ISBN: 9789384588946

- Winston, W.L. (2014). Marketing Analytics: Data-driven Techniques with Microsoft S. Russell and P. Norvig, Artificial Intelligence A Modern Approach, 2nd Edition. Pearson Education, (2007), ISBN: 9781118373439

References

- Grigsby, M. (2015), Marketing Analytics: A practical guide to real marketing science, Kogan Page Limited. Venkatesan, R., Farris, P., Wilcox, R.T. (2014), Cutting Edge
- Rajkumar Venkatesan, Paul Farris, Ronald T Wilcox. Marketing Analytics: Real World Cases and Data Sets for Hands On Learning, Pearson Education, ISBN: 978-0133552522
- Knapik, Jaroslaw "Using Technology to Combat Financial Crime in Retail Banking (Strategic Focus)", Data monitor, Dec 2008, ISBN: 0060161728
- Bassi, L. (2011). Raging debates in HR analytics. People and Strategy, 34(2), 14, ISBN: 9035245105
- Gerad Feigin, Supply Chain planning and analytics – The right product in the right place at the right time, Business Expert Press, 2011, ASIN : B005QBF2ZQ
- Makridakis, S., Wheelwright, S. C., & Hyndman, R. J. (1997). Forecasting methods and applications. John Wiley & Sons. Third Edition, ISBN: 978-0-471-53233-0
- "Operations Management", Jay Heizer and Barry Render, Pearson Publications, ISBN: 0132921146
- "Supply Chain Analytics with SAP NetWeaver Business Warehouse", Amol Palekar and Shreekant Shiralkar, ISBN: 9781259006081.

Supplementary Resources

- https://www.enginius.biz/index.php/instructors/case-studies/
- https://www2.deloitte.com/content/dam/Deloitte/us/Documents/human
- capital/us-hc-enabling-business-results-with-hr-measures-that matter.pdf
- https://jgateplus.com
- https://search.ebscohost.com
- https://capitaline.com/
- https://www.kaggle.com
- https://www.github.com
- www.emeraldinsight.com (A renowned research journal database)
- www.ncaer.org
- https://www.12manage.com/
- www.stattutorials.com

CO - PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	3	2	2	2	2	2	-
CO2	1	2	2	2	3	1	1	-
CO3	1	2	2	2	2	2	2	-
CO4	2	2	3	3	2	1	2	-
CO5	2	3	2	2	1	3	2	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera Courses:

Coursera Courses	Offered by	Course Instructors
Human Resource Analytics	University of California, Irvine	Amber Gould
Foundations of Marketing Analytics	Emory University	David Schweidel
Analytics for Decision Making	University of Minnesota	Soumya Sen De Liu Alok Gupta
Applying Data Analytics in Finance	Illinois University	Sung Won Kin Jose Luis Rodriguez
Supply Chain Analytics Specialization	Rutgers University	Yao Zhao

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	DATA WAREHOUSING AND DATA MINING
Term/Semester	III
Course ID	26MBA536
Credits	3

Introduction:

Data warehousing and data mining form the backbone of modern business analytics and decision support systems. With organizations generating high-volume, high-velocity data, managers increasingly rely on data warehouses, OLAP tools and data mining techniques to derive actionable insights. This course introduces conceptual and practical aspects of data warehousing (including dimensional Modeling and modern cloud DW platforms) and core data mining techniques such as classification, prediction, clustering and association analysis. Students will design simple data warehouse schemas, work with ETL concepts, and implement data mining workflows using tools such as WEKA and Python-based libraries. The course also highlights ethical, legal and societal issues in data mining and familiarizes students with recent trends such as text, web and multimedia mining.

Course Outcomes (COs):

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

CO1: Explain how organizational data can be structured, stored, and analysed to support informed managerial decision-making.

CO2: Design and construct analytical data models that enable managers to view and interpret business information consistently

CO3: Apply data preparation methods and discover meaningful business patterns using automated analytical techniques

CO4: Build, evaluate, and interpret predictive and segmentation models using modern analytical tools for actionable managerial insights.

CO5: Evaluate emerging data technologies and appraise their ethical, social, and organisational implications.

Course Content and Structure: **(36 hours)**

Module 1: Data Warehousing, Business Analysis and OLAP **10 Hours**

- Data warehousing concepts and components
- Dimensional modeling: facts, dimensions, star and snowflake schemas, hierarchies
- OLAP: cubes, measures, operations (roll-up, drill-down, slice, dice, pivot)
- OLTP vs. OLAP
- Data warehouse architecture: Inmon vs. Kimball, MOLAP, ROLAP, HOLAP
- Data warehouse lifecycle; requirement gathering; team roles
- ETL concepts: extraction, transformation, loading; data quality and cleansing
- Metadata and reporting tools; business intelligence applications

Module 2: Introduction to Data mining using Orange **8 Hours**

- Download & install Orange – open-source visual data mining and ML toolkit.
- Understand Orange features – Canvas (workflow builder), Widgets, Add-ons (Text Mining, Time Series, Association Rules, etc.)
- Navigate key widget groups – Data, Visualize, Model, Evaluate, Transform
- Learn supported file formats – CSV, Excel, Tab files, and Orange workflow files (.ows)

- Explore sample datasets – Iris, Titanic, Housing, Zoo, Heart Disease, etc., available in the File widget

Module 3: Introduction to Data Mining and Applications **4 Hours**

- Introduction to Data Mining, Importance of Data Mining, Challenges in Data Mining, Data Mining functionalities
- Classification of Data mining systems, Data Mining architecture, Knowledge Discovery in Databases(KDD), CRISP- DM.
- Ethical issues in Data Mining and their Analysis; Global issues in Data Mining
- Data Mining Applications: Risk management and targeted marketing; Health Care Sector; Retail Sector; Financial Services and other sectors

Module 4: Data Mining Techniques: Overview **10 Hours**

- Classification and Prediction: Issues Regarding Classification and Prediction; Classification by Decision Tree - Introduction; Bayesian Classification – Rule Based Classification; Classification by Back propagation; Support Vector Machines; Associative Classification; Lazy Learners; Other Classification Methods; Prediction; Accuracy and Error Measures; Evaluating the Accuracy of a Classifier or Predictor; Model Section.
- Cluster Analysis: - Types of Data in Cluster Analysis; A Categorization of Major Clustering Methods; Partitioning Methods; Hierarchical Methods; Density-Based Methods; Grid- Based Methods; Model-Based Clustering Methods; Clustering High-Dimensional Data; Constraint-Based Cluster Analysis; Outlier Analysis.

Module 5: Emerging Trends **4 Hours**

- Cloud Data Warehouses: Amazon Redshift, Azure Synapse, Google Big Query, Snowflake
- Big data warehousing and Lakehouse concepts
- Unstructured data and its use cases: Social Media Analytics, Recommendation Systems
- Text mining, sentiment analysis basics; web mining
- Process mining, AutoML, explainable AI

Pedagogy:

- Classroom discussion
- Case based teaching (Text and Multimedia)
- Project based teaching
- Practice based learning
- Software linked Practice based Teaching
- Industry expert interaction
- Master class

Teaching Learning Resources:

Essential Readings

- M.H. Dunham, "Data Mining Introductory and Advanced Topics", Pearson Education, ISBN : 978-8177587852
- Ralph Kimball and Margy Ross, “The Data Warehouse Toolkit: The

Definitive Guide to Dimensional Modeling", (Third Edition). John Wiley and Sons, ISBN : 978-1118530801
- J. Han and M. Kamber, "Data Mining: Concepts and Techniques", Morgan Kaufman, 3/E, 2011, ISBN: 978-0-12-381479-1.
- Vaisman, Alejandro; Zimanyi, Esteban, "Data Warehouse Systems", Springer, 2022, ISBN : 978-3-642-54655-6
- Paulraj Ponniah, ―Data Warehousing: Fundamentals for IT Professionals‖, Wiley India, ISBN
- : 0-471-41254-6

Reference Books

- Vaisman, Alejandro; Zimanyi, Esteban, "Data Warehouse Systems", Springer, 2022, ISBN : 978-3-642-54655-6
- Golfarelli, Matteo; Rizzi, Stefano, "Data Warehouse Design : modern principles and methodologies", McGraw Hill, 2009, ISBN : 978-0071610391
- Jensen, Christian S; Pedersen, Torben Bach; Thomsen, Christian W, Morgan & Claypool, "Multidimensional Databases and Data warehousing", cop. 2010, ISBN : 9781608456017
- Kimball, Ralph, "The Data warehouse lifecycle toolkit: expert methods for designing, developing, and deploying data warehouses", John Wiley & Sons, 2nd Edition published 2008, ISBN : 0471255475
- Alex Berson, StephenJ. Smith, "Data Warehousing, Data Mining, and OLAP", MGH, 1998. ISBN : 0-201-177-676
- Learn By Examples – A Quick Guide to Data Mining with RapidmIner and Weka, Eric Goh, SVBook Pte. Ltd.
- Han, Kamber, "Data Mining Concepts and Techniques", Morgan Kaufmann 3rd edition, ISBN : 978-0-12-381479-1
- Reema Theraja ―Data warehousing‖, Oxford University Press, ISBN : 978-0195699616
- Introduction to data mining by Tan, Steinbach & Kumar, ISBN : 978-0133128901
- Instant Weka : How to , Bostjan Kaluza, Packt Publishing Limited

Supplementary Readings:

- https://nptel.ac.in/courses/106/105/106105174/
- Andrew Moore's Data Mining Tutorials (See tutorials on Decision Trees and Cross Validation
- Decision Trees (Source: Tan, MSU) Tom Mitchell's book slides (See slides on Concept Learning and Decision Trees)
- https://www.cs.waikato.ac.nz
- https://jgateplus.com
- https://search.ebscohost.com
- https://www.guru99.com
- https://www.javapoint.com
- https://www.kaggle.com
- https://www.github.com
- Coursera course on "Data Warehousing for Business Intelligence Specialization" by Michael Mannino and Jahangir Karimi offered by the University of Colorado System
- Coursera course on "Data Mining" by John C. Hart offered by the

University of Illinois at Urbana-Champaign
- https://elibrary.in.pearson.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	1	2	3	2	2	-
CO2	2	2	1	-	2	1	1	-
CO3	2	3	-	1	3	2	1	-
CO4	3	3	-	2	3	2	1	-
CO5	2	3	1	2	3	2	2	1

LEVEL 3-Substantial 2-Moderate 1-Slight -No Contribution

Suggested Coursera Courses:

Course Name	University / Institution	Instructor(s)
Data Warehousing for Business Intelligence Specialization	University of Colorado System	Michael Mannino, Jahangir Karimi
Data Mining Specialization	University of Illinois at Urbana-Champaign	John C. Hart
Machine Learning Foundations: A Case Study Approach	University of Washington	Emily Fox, Carlos Guestrin

Guided Projects:

Project Name	University / Institution	Instructor(s)
Building Classification Models using WEKA	Coursera Project Network	Ammar Jawad
Customer Segmentation using K-Means Clustering in Python	Coursera Project Network	Radhika Yadav
Market Basket Analysis using Apriori Algorithm	Coursera Project Network	Omar Elgabry
Predicting Customer Churn Using Machine Learning	Coursera Project Network	Harshit Srivastava
Introduction to Data Warehousing with Big Query	Google Cloud	Google Cloud Training

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	BIG DATA ANALYTICS
Term/Semester	III
Course ID	26MBA537
Credits	3

Introduction:

Big Data Analytics has become a critical managerial capability, enabling organizations to convert high-volume, high-velocity, and diverse data into strategic insights. This course equips students with the conceptual understanding and practical skills required to work with modern data ecosystems, including SQL, NoSQL, Hadoop, Hive, Pig, and Apache Spark.

Students will learn how to design Big Data pipelines, process structured and unstructured data, and apply analytical techniques for real-time business decision-making. The course also emphasizes the role of Big Data in digital transformation, customer analytics, operations optimization, fraud detection, and AI/ML workflows. Through hands-on labs and case-based learning, students will gain competency in using distributed computing platforms and contemporary tools widely adopted in the industry.

Course Outcomes (COs):
Post Completion of this course students should be able to:

CO1: Explain the foundational concepts, characteristics, applications, and lifecycle of Big Data in managerial contexts.
CO2: Design and query structured databases using SQL for data extraction, transformation, and business analysis
CO3: Illustrate and interpret the architecture of the Hadoop ecosystem and its role in distributed data processing.
CO4: Apply NoSQL models (key-value, document, columnar) for handling large-scale unstructured and semi-structured data.
CO5: Develop and evaluate Big Data solutions for real-time business problems using Hadoop, Hive, Pig, and Spark.

Course content and Structure: **(36 hours)**

Module 1: Introduction to Big Data & Ecosystems and its applications
10 Hours

- Evolution of Big Data – 5Vs: Volume, Velocity, Variety, Veracity, Value, Traditional analytics vs. Big Data analytics,
- Big Data lifecycle: ingestion, storage, processing, analysis, visualization, Business applications in Retail, BFSI, Healthcare, Manufacturing, HR & Marketing Analytics, Big Data architecture layers, social media analytics IoT analytics and sensor data, Big Data in AI/ML workflows, Cases : Predictive Retail Analytics, Fraud Detection ,Customer 360 & Churn Analysis, Supply Chain Optimization, Cloud-based Hands-on Labs (AWS/GCP Big Query / Azur)

Module 2: Hadoop Ecosystem **8 Hours**

- **Hadoop:** History of Hadoop; the Hadoop Distributed File System, Components of Hadoop HDFS: Design of HDFS Concepts; Command Line Interface Hadoop file system interfaces, Application of Hadoop as a Management Technique.
- **Java interfaces to HDFS:** Reading Data Using the File System API, FS Data Input Stream, Writing Data, FS Data Output Stream, Querying the File system, examples of using the java Api for hdfs, File patterns, Path Filter
- **Map Reduce:** Anatomy of a Map Reduce Job Run; Failures Job Scheduling Shuffle and Sort, Task Execution, Map Reduce Types and Formats, Map Reduce Features

Module3: HIVE Basics **6 Hours**

HIVE: Semi structured Data, OLTP Vs OLAP,
What is Hive? Hive Installation, Data Types, Create Database, Drop Database, Create Table, Alter Table, Drop Table, Partitioning, Hive - Built-in Operators, Hive - Built-in Functions, Hive - View and Indexes,

Module 4: NoSQL Databases & Apache Pig **8 Hours**

- **Introduction to NoSQL** : Need for NoSQL in Big Data ,
- Types of NoSQL databases:
- **Key-value stores**: Redis, Amazon DynamoDB,
- **Document stores**: MongoDB,
- **Column-family stores**: Cassandra, HBase,
- **Graph databases**: Neo4j (awareness only),Schema-on-read vs Schema-on-write, Handling unstructured & semi-structured data (JSON, XML, logs)
- Apache Pig Basics : Pig architecture, installation, Grunt Shell operations, Pig Latin: Load & Store Operators, Grouping, Joining, Splitting, Filtering, Sorting, Diagnostic operators, Built-in functions, Processing semi-structured & unstructured data using Pig

Module 5: Apache Spark Basics **4 Hours**

Spark Basics, Building blocks of Spark, Architecture RDDs, Kafka: Zookeeper; API; Clusters; Brokers, Spark Terminologies Pyspark, Pyspark Illustrative code notebooks

Pedagogy:

- Classroom Discussions
- Activity Based Learning
- Practice Based Learning
- Project Based Learning
- Experiential Learning
- Software Based Learning -MySQL Workbench and Cloudera/Horton
- works/Hue/Apache Pig

- Case Based Learning
- Lab

Teaching Learning Resources:

Essential Readings

1. Big Data Simplified ,First Edition , Pearson 18 July 2019 Ralph Kimball and Margy Ross- "The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling"- (Third Edition). John Wiley and Sons.ISBN-10 : 1118530802,ISBN-13 : 978-1118530801
2. J. Han and M. Kamber- "Data Mining: Concepts and Techniques"- Morgan Kaufman- 3/E- 2011.ISBN-10 : 9780123814791,ISBN-13 : 978-9380931913
3. Vaisman- Alejandro; Zimanyi- Esteban- "Data Warehouse Systems"- Springer- 2014. ISBN-10 : 3642546544 ,ISBN-13 : 978-3642546549
4. by Sourabh Mukherjee (Author), Amit Kumar Das (Author), Sayan Goswami (Author) ISBN-10 : 9386263610,ISBN-13 : 978-9353435110

Reference

- Kimball- Ralph- "The Data warehouse lifecycle toolkit: expert methods for designing- developing- and deploying data warehouses"- John Wiley & Sons- 1998.ISBN-10: 0471255475, ISBN-13 : 978-0471255475
- Alex Berson- Stephen J. Smith- "Data Warehousing- Data Mining- and OLAP"- MGH-1998 ISBN-10: 0070062722, ISBN 13 : 978-0070062726

Supplementary Readings:

- NPTEL Course : https://nptel.ac.in/courses/106/104/106104189/ Coursera: https://www.coursera./hadoop https://www.coursera.org/learn/bg-data-analysis
- https://www.kaggle.com/
- https://data.world/ Data.gov.in: https://data.gov.in/
- Databases: EBSCO: https://www.ebsco.com/academic-libraries, JGATE: https://jgateplus.com
- Pearson E library: https://elibrary.in.pearson.com
- https://timepasstechies.com/java-interface-hadoop-hdfs-filesystems-examples-concept/

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	-	-	2	2	1	1
CO2	2	2	-	-	1	3	1	-
CO3	2	3	-	-	2	3	1	-
CO4	2	3	-	-	1	3	1	-
CO5	2	2	1	-	2	3	2	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Correlation

Suggested Coursera Courses:

Course Name	University / Institution	Instructor(s)
Big Data Specialization – *Introduction to Big Data*	University of California, San Diego (UCSD)	Ilkay Altintas, Amarnath Gupta, Mai Nguyen
Hadoop Platform and Application Framework	University of California, San Diego (UCSD)	Ilkay Altintas, Amarnath Gupta
SQL for Data Science	University of California, Davis	Sadie St. Lawrence

Guided projects

Project Name	University / Institution	Instructor(s)
Big Data Analysis with Hadoop	Coursera Project Network	Raghavendra Dixit
Getting Started with Apache Spark	Coursera Project Network	Raghavendra Dixit
Working with Big Query ML on Google Cloud	Google Cloud / Coursera Project Network	Google Cloud Training Team
NoSQL Basics with MongoDB Atlas	Coursera Project Network	Dr. Emily Cole
Data Processing using Apache Pig	Coursera Project Network	Amit Yadav

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	APPLICATIONS OF GENERATIVE AI
Term/Semester	III
Course ID	26MBA538
Credits	3

Introduction:

The purpose of this course is to provide learners with a thorough understanding of how Generative Artificial Intelligence (GenAI) is transforming modern digital ecosystems. The course builds a solid foundation in the core concepts, principles, and mechanisms behind GenAI models, including large language models, diffusion models, and multimodal systems.
Students will explore how GenAI is applied across diverse domains such as automation, content creation, data augmentation, intelligent decision support, and human–AI collaboration. The course also introduces industry-adopted tools and frameworks—such as OpenAI APIs, Google Gemini, and Hugging Face platforms—enabling learners to understand how GenAI solutions are developed and deployed in real-world environments. In addition, the course examines emerging opportunities and challenges related to ethics, security, privacy, bias, and responsible AI governance.

Course Outcomes (COs):
CO1: Apply core Generative AI models and techniques to solve domain-specific problems.
CO2: Demonstrate the ability to use GenAI tools for automation and decision support tasks in business functions.
CO3: Develop GenAI-based solutions for enhancing productivity in areas such as
marketing, HR, and customer service
.**CO4:** Integrate GenAI applications into operations, product design, and workflow optimization.
CO5: Evaluate real-world GenAI use cases to derive insights, opportunities, and risks for organizational adoption.

Course content and Structure: **36 hours**

Module 1: Video Creation Using Generative AI **6 hours**

- Introduction to AI-powered video creation tools (e.g., In Video, Synthesia, Runway).
- Script generation, storyboarding, and scene planning using LLMs.
- Converting text to video using avatars, voice synthesis, and automated editing.
- Applications in marketing, corporate training, and product communication.
- Hands-on: Create a short promotional or educational video using GenAI.

Module 2: Research Using AI **10 hours**

- Literature review using GenAI search assistants and summarization tools.
- Data gathering, text extraction, and reference generation using AI.
- Using GenAI for hypothesis formulation and research design assistance.
- AI tools for plagiarism checking, paraphrasing, and academic writing support.
- Hands-on: Create a structured research brief using GenAI workflows.

Module 3: Designing Using AI **8 hours**

- Introduction to AI for design: Canva AI, Adobe Firefly, Figma AI.
- Creating banners, posters, presentations, and brand elements with AI prompts.
- Rapid prototyping and UI/UX layout generation.
- Automation: Color palettes, typography, and visual theme suggestions by AI.
- Hands-on: Design a marketing campaign kit using AI.

Module 4: Image Creation Using AI **5 hours**

- Fundamentals of text-to-image models (Midjourney, DALL·E, Stable Diffusion).
- Crafting effective prompts: style, lighting, texture, and composition.
- Editing images using AI: inpainting, background replacement, upscaling.
- Business cases: product mockups, advertising creatives, and visualization.
- Hands-on: Generate commercial-grade AI images for an MBA project.

Module 5: Analysis Using AI & Text Generation Using AI **7 hours**

- Using GenAI for structured and unstructured data analysis.
- AI-driven dashboards, insights generation, and decision support.
- Automating report writing: executive summaries, SWOT, competitor analysis.
- Text generation for emails, policy drafts, case analysis, and business plans.
- Hands-on: Perform an AI-assisted business analysis and generate a full report.

Pedagogy:

- Class room discussion
- Case based teaching (Text and Multimedia)
- Project based teaching
- Practice based learning
- Software linked Practice based Teaching
- Industry expert interaction

Teaching Learning Resources:

- Zhihan Lyu (2024). Applications of Generative AI. Springer, ISBN-13: 9783031462375
- Hitesh Motwani (2025). Generative AI 360: Practical Guide to ChatGPT, Midjourney & AI Tools to Boost Productivity & Creativity for Professionals, Marketers & Entrepreneurs. Published by Zebralearn (first edition).
- Sridhar Seshadri, Shreeram Iyer (2024). AI for Everyone: A Common Man's Guide to Artificial Intelligence, published by Embassy Books

Online Platforms & Tools (GenAI-specific & BI/AI hybrid)

- OpenAI ChatGPT / OpenAI API: For text generation, content creation, research summaries, prompt-engineering practice.
- DALL·E, Midjourney, RunwayML: For AI-based image & video creation, visual design, marketing content development
- Hugging Face Transformers / Hugging Face Spaces: Pre-trained models — for NLP tasks, text generation, sentiment analysis, multimodal input/output, and building AI-driven analytics pipelines
- BI tools + GenAI integration (e.g. Power BI + GenAI output / data pipelines):

Combine traditional BI dashboards with AI-generated insights — useful for operational decision making and business intelligence reporting.
- Case studies, whitepapers, industry reports on GenAI adoption: Real-world examples of how companies use GenAI in marketing, operations, finance, HR, design — to encourage case-based learning and strategic thinking.

Supplementary Readings & Online Resources

- Mehak Jain (2025). AI Simplified – Gateway to the Wonders of AI for young minds, New Age International Publishers
- Pradeep Singh, Tapan K Gandhi and Balasubramanian Raman (2025). Artificial Intelligence and Machine Learning. Published Mc Graw Hill. ISBN-13: 978-9364440820
- Articles and research papers on GenAI ethics, risks, and governance — to contextualize AI's role in business responsibly.
- Online tutorials / courses on prompt engineering, AI ethics, multimodal AI workflows, and integrating AI with business analytics.
- Industry blogs or reports (consulting firms, research orgs) that highlight GenAI trends in business — useful for classroom discussion and project ideation.
- NPTEL Course : https://nptel.ac.in/courses/106/104/106104189/
  Coursera: https://www.coursera.org/learn/hadoop
  https://www.coursera.org/learn/big-data-analysis
- Data Sources :
  - Kaggle: https://www.kaggle.com/
  - Data world: https://data.world/
  - Data.gov.in: https://data.gov.in/
- Databases:
  - EBSCO: https://www.ebsco.com/academic-libraries,
  - JGATE: https://jgateplus.com
  - Pearson E library: https://elibrary.in.pearson.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	3	2	1	-
CO2	3	3	1	1	1	2	1	-
CO3	2	3	2	1	1	3	1	-
CO4	3	2	2	1	1	1	2	-
CO5	2	1	1	2	2	2	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera Courses:

Course Name	University / Institution	Instructor(s)
Generative AI: Introduction and Applications	IBM	Rav Ahuja
Generative AI for Cybersecurity	Learn Quest	Rick Bodnar Learn Quest Network
Generative AI for Audio and Images: Models and Applications	Alberta Machine Intelligence Institute	Anahita Doosti

Suggested Guided Projects

Project Name	University / Institution	Instructor(s)
Open AI for Beginners: AI Assistants for Managers	Coursera	Kobus Du Toit
ChatGPT Playground for Beginners: Intro to NLP AI	Coursera	Rudi Hinds
Create and Design Digital Products Using Canva	Coursera	Stacey Shanklin Langford

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

HUMAN RESOURCE MANAGEMENT		
1	26MBA631	International HRM
2	26MBA632	Performance Management and Competency Mapping
3	26MBA633	Industrial Relations and Employment Laws
4	26MBA634	AI and HR Analytics
5	26MBA635	Compensation and Reward Management
6	26MBA636	Talent Management and Employee Engagement
7	26MBA637	Strategic Human Resource Management

Course Title	INTERNATIONAL HUMAN RESOURCE MANAGEMENT
Term/Semester	III
Course ID	26MBA631
Credits	3

Introduction:

In an increasingly globalized business environment, organizations are expanding beyond domestic boundaries and establishing operations across continents. Managing human resources effectively in multinational organizations demands an understanding of cultural diversity, international labor regulations, global mobility, cross-border talent acquisition, and the complexities involved in deploying, developing, and compensating expatriates. International Human Resource Management equips future managers to handle strategic and operational HR responsibilities in diverse global contexts.

This course provides an in-depth understanding of international staffing approaches, expatriate and repatriate management, performance and compensation strategies in international settings, and emerging global workforce practices. Students will learn to evaluate the challenges of managing employees working in multicultural, virtual, and geographically dispersed environments. The course blends theoretical frameworks with real-world cases and contemporary global HR practices needed to succeed in multinational corporations.

Course Outcomes (COs):

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

CO1: Distinguish between Domestic HRM and International HRM and apply the differences in managing HR globally.
CO2: Implement different approaches to international staffing in multinational organizations.
CO3: Apply appropriate strategies for expatriate and repatriate management.
CO4: Design and execute performance management and international compensation systems.
CO5: Analyze and evaluate contemporary trends in International HRM.

Course content and Structure: **(36 hours)**

Module 1: Introduction to International HRM **(6 Hours)**

- Introduction, Scope & Importance of IHRM
- Differences between Domestic HRM and IHRM
- Evolution of Multinational Corporations (MNCs)
- Globalization and International HR strategies
- Indian Multinationals Going Global: Case Insights
- Mergers & Acquisitions – Cultural Due Diligence and Employee Integration
-

Module 2: International Recruitment and Selection **(10 Hours)**

- International Staffing: Concepts & Significance
- Approaches to International Staffing (Ethnocentric, Polycentric, Regio centric, Geocentric)
- International Recruitment Practices across Regions
- Selection Criteria for Expatriates
- Predictors of Success and Expatriate Competencies

- Expatriate Adjustment Cycle & Cross-Cultural Adaptation
- Causes of Expatriate Failure and Strategies to Reduce Failure
- Repatriation Management – Process, Challenges, and Best Practices

Module 3: International Training & Development **(8 Hours)**

- Global Learning & Development Systems for Expatriates
- Cross-Cultural Training – Need, Goals, Types, and Evaluation
- Expatriate Training Cycle and Pre-departure Orientation
- On-site Support and Post-arrival Training
- Repatriation Training and Career Pathing
- Psychological Contract and Retention of Returning Employees

Module 4: International Performance Management and Compensation Administration **(8 Hours)**

- Performance Management Systems in Global Context
- Expatriate Performance Appraisal: Standards, Criteria & Challenges
- Factors Influencing Performance Assessments in International Assignments
- Designing International Compensation Packages
- Components of Global Compensation (Base Salary, Allowances, Premiums, Benefits, Taxation)
- Balance Sheet Approach vs. Going Rate Approach vs. Local Plus
- Strategic Compensation Alignment with Global Objectives

Module 5: Contemporary Trends in IHRM **(4 Hours)**

- Multigenerational Global Workforce & Talent Mobility
- Attraction & Retention Strategies for Global Talent
- Integration of Work, Well-being & Global Employee Experience
- Virtual Global Teams and Hybrid Work Models
- Portable Benefits & Gig Workforce in Cross-border Employment
- Ethical Issues and Compliance in IHRM

Pedagogy:

- Classroom Discussion
- Activity based Teaching
- Theatre based Teaching (Role Play, Skit)
- Case Based Teaching (Text Case, Multimedia Case Discussion)
- Project Based Teaching
- Experiential Learning
- Simulations
- Masterclass

Teaching Learning Resources:

Essential readings

- Peter J. Dowling, Denice Welch, (Latest ed.). International Human Resource Management, Thomson Learning.

- Dr.Nilanjan Sengupta, Dr. Mousumi S Bhattacharya “International Human Resource Management”, Excel Books
- Tony Edward and Chris Rees, International Human Resource Management, 3rd Edition, Pearson
- Indrani Mutsuddi: (Latest ed.). Managing Human Resources in the Global Context, New Age International Publishers

References

- R.V. Badi, S.G. Hundekar, International Human Resource Management, Vrinda Publications
- Anne-Wil Harzing and Ashly H. Pinnington, International Human Resource Management, SAGE Publications
- Sonal Minocha and Dean Hristov, Global Talent Management, SAGE Publications
- Willy McCourt, Derek Eldridge, Global Human Resource Management: Managing People in Developing and Transitional Countries, Routledge Publications

Supplementary Resources

- Sowa, J. E. 2020. Reinvigorating the Spirit of Strategic Human Resource Management. Public Personnel Management, 49(3), 331-335.
- Uysal, G. 2020. Mediating Role of Human Capital between SHRM and Firm Performance. Management Studies, 8(4), 333-340.
- Guámundsdóttir, S., & Eávarásdóttir, S. E. 2017. Recruiting for International Assignments: Looking beyond Technical Knowledge. International Journal of Human Resources Development and Management, 17(3-4), 220-229.
- Feitosa, J., Kreutzer, C., Kramper, A., Kramer, W. S., & Salas, E. 2014. Expatriate Adjustment: Considerations for Selection and Training. Journal of Global Mobility: The Home of Expatriate Management Research, 2(2), 134-159.
- Rossem, A. H. D. V. 2019. Generations as Social Categories: An Exploratory Cognitive Study of Generational Identity and Generational Stereotypes in a Multigenerational Workforce. Journal of Organizational Behavior, 40(4), 434-455.
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=135144426&site=e host-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=136339938&site=e host-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=137740395&site=e host-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=4943419&site=ehost-live

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	-	1	1	-	-	-	-
CO2	3	1	2	2	1	3	-	-
CO3	2	1	1	-	-	3	1	-
CO4	1	2	2	1	2	-	3	-
CO5	2	3	2	2	2	1	3	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Suggested Coursera Courses

Title of the Course	University	Instructor Name
Cross-Cultural Communication and Management		Daniel Student
Human Resource Management: HR for People Managers (Specialization)	University of Minnesota	John W. Budd
Leading: Human Resource Management and Leadership (Specialization)	Macquarie University	Edward Wray-Bliss
Strategic HRM: Talent, Performance, Compensation Design	Coursera	Gabriella Parente

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group, Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING
Term/Semester	III
Course ID	26MBA632
Credits	3

Introduction:

The Main objective of the course is to equip the students with comprehensive knowledge of Performance Management Systems (PMS) and Competency Mapping frameworks essential for developing high-performing employees and organizations. It covers the conceptual foundations, appraisal techniques, competency-based HR systems, and evolving trends such as digital performance monitoring and gig workforce performance evaluations.

Students gain practical exposure to PMS design, competency frameworks, dashboards, feedback mechanisms, and error-free performance reviews.

Course Outcomes (COs):

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

CO1: Understand and explain the foundations and strategic importance of Performance Management

CO2: Design and apply Performance Management Systems appropriate to organizational contexts

CO3: Analyse various methods of Performance Appraisal in an organization

CO4: Develop the Competency Mapping framework for different roles and functions in contemporary organisations.

CO5: Apply the contemporary trends in Performance Management on need basis in an organization

Course content and Structure: **(36 hours)**

Module 1: Foundations of Performance Management **8 Hours**

- Meaning, scope, and evolution of Performance Management
- Linkage of Performance Management with other HR Sub-Systems(Training, Compensation, Career Planning, Talent Management)
- Pre-requisites for an effective PMS
- Determinants of Job Performance
- Benefits of Performance Management
- Elements of Effective Performance Management

Module 2: Performance Management System **10 Hours**

- Characteristics of an Ideal Performance Management System
- Responsibilities in Performance Management System - Organization; Manager and Employee;
- Dangers of poorly implemented performance Management Systems
- Conditions required for successful implementation of Performance Management System
- Balanced Scorecard
- Electronic Performance Management: Tools, HRIS, AI-driven monitoring, SAP-ERP

Module 3: Performance Appraisal **6 Hours**

- Process of Performance Appraisal
- Traditional and Modern Methods of Performance Appraisal
- Common Rating Errors in Performance Appraisal
- Elements of a Good Performance Appraisal System
- Feedback - importance, Documentation and communication of appraisal outcomes

Module 4: Competency Mapping **8 Hours**

- Concept and definition of competency,
- Types of competencies – generic/specific, threshold/performance, and differentiating and technical, managerial and human, competency culture:
- Competency mapping: Framework of competency mapping,
- Competency Models: Iceberg Model, Boyatzis Competency Model
- Tools & Methods of Competency Mapping: Behavioural Event Interviews (BEI), Assessment Centres, Surveys, Questionnaires, Interviews
- Competency Mapping and its linkage to Performance Planning

Module 5: Contemporary Trends in Performance Management System – Overview

4 Hours

- Remote Working and Performance Management
- Real-time performance dashboards and analytics
- Gig Economy and Performance Management
- Mobile-based PMS, SaaS solutions, AI-enabled evaluation systems
- Integration of wellness, mental health, and employee happiness into PMS
- Future of PMS: Predictive performance analytics

Pedagogy:

- Classroom Discussion
- Activity based Teaching
- Masterclass
- Theatre based Teaching (Role Play, Skit)
- Case Based Teaching (Text Case, Multimedia Case Discussion)
- Project Based Teaching
- Experiential Learning
- Webinar/Seminars/Student Development Programmes
- Simulations

Teaching Learning Resources:

Essential readings

- Herman Aguinis, Performance Management, Pearson Education.
- B D Singh, Performance Management System, Excel Books
- A S Kohli, T.Deb, Performance Management, Oxford University Press
- Dipak Kumar Bhattacharyya, Performance Management Systems and Strategies, Pearson Education

References

- Robert L Cardy, Performance Management, Prentice Hall of India.
- T V Rao, Appraising and Developing Managerial Performance, Excel Books
- Dewakar Goel, Performance Appraisal and Compensation Management,

Prentice Hall of India.
- Armstrong Michael, Performance Management, Kogan Page.

Supplementary Resources

- Harrell, L. 2016. Performance Related Pay (prp)-A Case Based Analysis of Auto Electric ltd .NAIRJC: A Journal of Multidisciplinary, 2(4), 01-11.
- Calvo, N. 2012. Performance Appraisal System in Technology Start-Ups: Strategic Implications for HR Managers. China-USA Business Review, 11(7), 969-980.
- Selden, S., & Sowa, J. E. 2011. Performance Management and Appraisal in Human Service Organizations: Management and Staff Perspectives. Public Personnel Management, 40(3), 251-264.
- L, R. 2020. Mapping Competencies of Managers- a Gap Analysis to Propose Training and Development Strategies. IOSR Journal of Business and Management, 22(10), 20- 26.
- Tayko, P. R. M. 2015. Human Information Processing Skills Set (HIPSS) : A Leveraging Component for the Development of High Performing Team in the Software Industry. ABAC Journal, 35(1), 59-69.
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=133164297&site=e host-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=59754938&site=ehost-live
- http://search.ebscohost.com/login.aspx?direct=true&db=trh&AN=145085189&site=e host-live

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	2	1	-	2
CO2	1	3	2	-	3	-	2	1
CO3	1	-	-	-	1	-	3	-
CO4	-	-	2	2	2	3	1	-
CO5	2	2	-	-	1	2	1	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera Course

Title of the Course	University	Instructor Name
Managing Employee Performance	University of Minnesota	Larry Bourgerie
GenAI for Performance Management	Coursera	Starweaver, Ahmed Hassan

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	INDUSTRIAL RELATIONS AND EMPLOYMENT LAWS
Term/Semester	III
Course ID	26MBA633
Credits	3

Introduction:

Industrial Relations (IR) refers to the dynamic relationship among employees, employers, unions, and the state. The discipline encompasses negotiation, conflict resolution, collective bargaining, and workplace governance to ensure harmonious organizational functioning.

The course also covers major **Employment Laws**, including **Wage Codes, Social Security Codes, OSH & Working Conditions Code, and Industrial Relations Code**, contributing to a legally compliant and productive workplace. Students gain clarity on dispute settlement mechanisms, grievance redressal, discipline management, and emerging trends shaping modern industrial relations—including gig work, remote teams, and global standards.

Course Outcomes (COs):

At the end of the course, students will be able to-

CO1: Explain the foundation, evolution, and significance of Industrial Relations.

CO2: Analyse the role and functioning of trade unions, collective bargaining, and negotiation in IR systems.

CO3: Demonstrate knowledge of major employment laws and Labour Codes and interpret their organizational impact.

CO4: Apply grievance redressal procedures, disciplinary mechanisms, and dispute settlement processes.

CO5: Evaluate emerging trends, global challenges, and future directions in industrial relations and employee relations

Course content and Structure: **(36 hours)**

Module 1: Introduction to Industrial Relations (07 Hours)

- Background of Industrial Relations – Definition, scope
- objectives, factors affecting IR, participants of IR, importance of IR
- Approaches to Industrial relations (Unitary, Pluralistic, Marxist, Human Relations)
- Evolution of IR in India: Pre-independence & post-independence period
- Code of Discipline, Industrial peace efforts, bipartite & tripartite bodies

Module 2: Collective Bargaining & Negotiation & Trade Unions (9 Hours)

- Collective Bargaining - Definition, Meaning, Nature, and Importance essential conditions for the success of collective bargaining
- Collective bargaining process
- **Negotiations**-Types of Negotiations
- Techniques of negotiation, Negotiation process,
- Workers Participation in Management
- **Trade Unions:** Meaning, evolution, and structure of Trade Unions Objectives, functions & role of TUs in modern industry, Trade Union Act 1926, Problems and challenges of trade unions in India

Module 3: Employment Laws & Labour Codes (10 Hours)

- Importance and relevance of Employment Laws- **(Wage related laws, Social Security laws and Welfare legislations)**
- Government policies relating to labour
- Role of ILO and its impact on Indian labour laws.
- Labour Codes (2020) – The Code on Wages - Coverage, definitions, wage calculation, floor wages, bonus provisions
- The Industrial Relations Code - Trade union recognition, standing orders, strikes & lockouts, dispute resolution
- The Occupational Safety, Health & Working Conditions (OSHWC) Code - Employer obligations, safety committees, working conditions, women workers
- The Code on Social Security - Provident Fund, ESI, gratuity, gig and platform workers
- Comparison between Indian & International Laws

Module 4: Grievance Handling and Discipline Management: (05 Hours)

- Meaning, nature, and sources of grievances
- Grievance procedures, model grievance procedure
- Steps in grievance handling: Fact-finding, investigation, resolution
- Disciplinary procedures, Approaches to manage discipline in Industry
- Exit interviews: Need, process, outcomes.

Module 5: Emerging Trends in Industrial Relations (05 Hours)

- IR challenges in digital & virtual workplaces
- Gig economy & platform worker issues
- Changing workforce dynamics: Contractualization, outsourcing
- Global standards & voluntary CSR practices
- Ethical labour practices, ESG & IR
- Future of IR: Technology, AI, data-driven compliance

Pedagogy:

- Experiential Learning
- Activity Based Teaching
- Case based Teaching
- Project Based Teaching
- Class room discussions
- Webinars
- Masterclass
- Roleplay

Teaching Learning Resources:

Essential Readings

- Sharma, S. C. (2024). *Indian Labour Codes: Part-1* (Vol. 1). Parmjyoti Publications.
- Taxmann Editorial Board. (2025). *Taxman's New Labour & Industrial Laws* (2025 ed.). Taxmann.
- Kharbanda, N., & Kharbanda, S. (2025). *New Industrial and Labour Codes*. [Publisher information from EBC / legal publisher].
- Kaushik, A. (2025). *Guide to Workplace Labour Solutions – Special Chapter on New Labour Codes* (4th Revised ed.). Law Publishing House.

References

- Mishra, S. N. (2025). *Labour and Industrial Laws* (27th ed.). Central Law Publications.
- Albrecht, S. L. (Ed.). (2010). *Handbook of Employee Engagement: Perspectives, Issues, Research and Practices*. Edward Elgar.
- Minocha, S., & Hristov, D. (2019). *Global Talent Management: An Integrated Approach*. SAGE Publications.

Supplementary Resources

- Pearson E library : https://elibrary.in.pearson.com
- https://jgateplus.com/home/
- https://capitaline.com/
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06
- https://elibrary.in.pearson.com/login

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	-	-	-	-	-	2
CO2	2	-	3	-	-	-	1	-
CO3	3	2	1	1	2	2	-	3
CO4	1	1	-	-	2	-	-	-
CO5	2	2	2	1	3	1	1	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Suggested Coursera Courses

Title of the Course	University	Instructor Name
Employment Contracts	University of Pennsylvania	Tess Wilkinson-Ryan
Employee Relations	HRCI	Brad Boyson
Industrial Relations: Fostering Workplace Climate	Coursera	Hector Sandoval

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	AI and HR ANALYTICS
Term/Semester	III
Course ID	26MBA634
Credits	3

Introduction:

Human Resource Analytics is an emerging strategic discipline that enables organizations to make informed, evidence-based decisions about people by integrating data, technology, and business intelligence. This course equips students with a comprehensive understanding of HR Information Systems, analytical tools, and data-driven decision-making methodologies that strengthen HR's role as a strategic business partner. It emphasizes the importance of linking people metrics to organizational performance indicators and demonstrates how analytics can transform HR functions from transactional to value-creating.

The course also explores the growing impact of Artificial Intelligence (AI) in HR, including automation, intelligent decision support systems, predictive modelling, and machine-learning applications. Students will gain exposure to digital HR tools, HR dashboards, and real-time industry datasets, enabling them to understand workforce dynamics and emerging trends. Through case studies, hands-on exercises, and visualization tools, learners will develop the capability to diagnose workforce issues, predict outcomes, design HR strategies, and contribute to sustainable business growth.

Course Outcomes (COs):

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

CO1: Explain the concepts, significance, and applications of AI and HR analytics in enhancing HR decision-making.
CO2: Apply quantitative and qualitative analytics to interpret trends and patterns in workforce data.
CO3: Design and interpret dashboards using HR metrics to connect HR performance with business outcomes.
CO4: Apply predictive models and statistical tools to solve HR problems.
CO5: Discuss emerging advancements and digital technologies transforming HR analytics.

Course content and Structure: **(36 hours)**

Module 1: Foundations of AI and HR Analytics **8 Hours**

- Introduction to AI in HR: Meaning & Scope; Types of AI (Narrow AI, General AI); Machine Learning, Deep Learning & Natural Language Processing in HR.
- Applications of AI in HR: Talent acquisition & screening, candidate experience, employee engagement analytics, performance prediction, AI-based learning and development, chatbots in HR services, and AI-enabled decision making.
- Role of Analytics: Defining HR Analytics; Basics of HR Analytics; Evolution and types of analytics (Descriptive, Diagnostic, Predictive & Prescriptive); Analytical capabilities; Analytic value chain; Analytical Models.
- Typical applications of HR Analytics across HR functions.

Module 2: HRA Frameworks **5 Hours**

- HRA Framework: Current approaches to measuring HR and reporting value from HR contributions; Strategic HR Metrics versus Benchmarking; HR Scorecards & Workforce Scorecards and how they are different from HR Analytics;
- HR Maturity Framework: From level 1 to level 5; HR Analytics Frameworks (a) LAMP framework; (b) HCM: 21 Framework and (c) Talent ship Framework; 5 predominant components of an effective Analytics framework. Class Discussion on horizon of prediction, HR intervention strategies using analytics. (Focus to be given Benchmarking; HR Scorecards)

Module 3: Predictive Analytics based on Regression **8 Hours**

- Steps involved in predictive analytics: Determine key performance indicator; analyse and report data; interpreting the results and predicting the future.
- Metrics and Regression analysis and Causation.

Module 4: Insight into Data Driven HRA: **9 Hours**

- Data Driven HRA: Typical data sources; Typical questions faced (survey); Typical data issues; Connecting HR Analytics to business benefit (case studies); Techniques for establishing questions; Building support and interest; Obtaining data, Cleaning data (exercise); Supplementing data. Introduction to the concept of "bias" concept w.r.t surveys.

Module 5: Emerging Trends in HR Analytics **6 Hours**

- Recruitment Analytics
- Training Analytics
- Compensation Analytics and
- Performance Management Analytics

Pedagogy:

- Classroom Discussion
- Lab Driven course by using R Programme and Tableau
- Project Based teaching
- Case study based teaching
- Interaction with the Practitioner

Teaching Learning Resources:

Essential readings-

- Edwards, M. R., & Edwards, K. (2019). Predictive HR analytics: Mastering the HR metric. Kogan Page Publishers: London.
- Soundararajan, R., & Singh, K. (2016). Winning on HR Analytics: Leveraging Data for Competitive Advantage. SAGE Publications: India.
- Bhattacharyya, D. K. (2017). HR Analytics: Understanding Theories and Applications. SAGE Publications India Pvt Limited.
- Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
- Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox,

II, Wiley, 2014.
- Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

References-

- Napper, C. (2025). People Analytics: Using Data-Driven HR and Gen AI as a Business Asset. Kogan Page.
- Edwards, M., & Edwards, K. (2024). Predictive HR Analytics: Mastering the HR *Metric*. Kogan Page.
- Waters, S. D., Streets, V. N., McFarlane, L., & Johnson-Murray, R. (2018). The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions. Kogan Page.
- Rosett, C. M. (Ed.). (2020). Introducing HR Analytics with Machine Learning. Springer.
- West, M. (2023). People Analytics for Dummies. For Dummies.
- Saxena, A. (2023). *HR* Analytics: Quantifying the Intangible — Linking People, Processes and Analytics. Blue Rose Publishers.

Supplementary reading:

- https://jgateplus.com/home/
- https://capitaline.com/
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a- 843e-3b13e9156a4a%40pdc-v-sessmgr06
- https://elibrary.in.pearson.com/login

Suggested Coursera Course

Title of the Course	University	Instructor Name
Human Resources Analytics	University of California	Amber Gould
People Analytics	Wharton School of the University of Pennsylvania	Cade Massey
Generative AI in HR	IBM / Coursera	
AI for HR Specialization	AI Business School (via Coursera)	

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	-	3	2	1	-
CO2	1	3	2	-	3	2	2	-
CO3	1	3	1	-	3	2	2	-
CO4	1	3	1	-	3	2	2	-
CO5	1	1	1	-	1	1	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group, Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	COMPENSATION AND REWARD MANAGEMENT
Term/Semester	III
Course ID	26MBA635
Credits	3

Introduction:

This course offers a comprehensive understanding of the conceptual, strategic, and practical aspects of Compensation and Reward Management within organizations. It examines modern salary structures, pay philosophies, regulatory considerations, job evaluation systems, and emerging pay models that align compensation with organizational objectives and workforce expectations. By exploring the principles that shape fair, competitive, and performance-driven compensation practices, the course strengthens students' ability to design systems that support talent attraction, retention, and motivation in diverse business environments.

In addition, the course integrates contemporary developments such as strategic rewards, variable pay plans, equity-based compensation, and compensation analytics while highlighting the importance of compliance with statutory laws and ethical standards. Through industry case studies, hands-on activities related to CTC structuring, exposure to payroll software tools, and real-world reward planning exercises, students gain practical skills required to formulate effective compensation packages and recognition strategies. The course ultimately prepares future HR professionals to apply data-driven and innovative compensation solutions to address evolving organizational and workforce challenges.

Course Outcomes (COs):

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

CO1: Explain the concepts, structures, theoretical foundations, and importance of compensation and reward management.
CO2: Design effective compensation systems that meet organizational, individual, and societal needs.
CO3: Analyse CTC, salary components, payroll structures, and taxation rules to formulate compliant compensation packages.
CO4: Develop reward and recognition strategies that enhance employee engagement, motivation, and organizational competitiveness.
CO5: Integrate best practices and analytics to solve contemporary compensation challenges in organizations.

Course content and Structure: **(36 hours)**

Module 1: Foundations of Compensation Management **(6 Hours)**

- Introduction to Compensation: Meaning, Importance, Objectives, and Scope, Types of compensation;
- Components of Compensation – Direct & Indirect, Monetary & Non-monetary
- Conceptual framework of compensation management
- Theories of compensation management
- Institutional & Cultural Factors Influencing Compensation Decisions

Module 2: Job Evaluation, Pay Structures and Incentive Schemes **(8 Hours)**

- Job evaluation and methods

- Process and Challenges involved in Job Evaluation
- Competency-based Pay, Skill-based Pay, and Broad banding
- Designing Pay Structures – Performance-based Pay, Pay for Position vs Pay for Person
- Modern Pay Models – Pay Matrix, Market Pricing, Variable Pay Systems, ESOPs
- Incentive Plans: Types, Wage Incentive Plans, Merits and Demerits of Incentives
- Pre-requisites of Effective Incentive Schemes

Module 3: Payroll, CTC Structure & Taxation (10 Hours)

- Payroll - Components
- Cost to Company (CTC) Structure: Meaning and significance, advantages and limitations
- Gross salary and Net salary, Components of CTC Monthly, quarterly, annual and one time component. Advance components and deferred components. Attendance linked components, seniority linked components, and performance linked components.
- Paid leave and holidays, conveyance, leave travel concession, food coupons, housing, Benefits, perquisites and statutory components.
- Calculation of Cost to the Company - Valuation of Perquisites - Taxability of various components of salary and wages; Fixation of Tax Liability
- Tax deduction at source - Deductions and Tax Rebates
- Form -16 and Filling Returns
- Industry Tools: Payroll HRMS overview (SAP-HCM, Zoho, Keka, GreytHR, Darwin box)

Module 4: Reward and Recognition Management (7 Hours)

- Essentials of reward Management: The Reward System, Total Rewards, Strategic Reward, International Reward
- Recognition schemes Definition, Principles, Types, Designing a recognition scheme
- Performance management and reward, Engagement and Reward, Financial Reward, Non-Financial Reward, Contingent Pay Schemes, Bonus Schemes, Team Rewards
- The Practice of Reward Management: Developing of Reward System, Managing Reward System, Evaluating Reward Management, Responsibility for Reward Management
- Future trends - AI & Analytics in Rewards, ESG-linked compensation, Well-being benefits

Module 5: Compensation for Startups & New-Age Organizations (5 Hours)

- Startup Compensation Philosophy – Cash, Benefits, and Equity
- Designing lean payroll systems and flexible pay mix for startups
- ESOPs, RSUs, Sweat Equity – valuation, vesting & taxation
- Pay practices in gig economy, remote work & project-based compensation models
- Benchmarking Compensation using Industry Surveys and Market Data

Pedagogy:

- Classroom Discussion
- Hands-on CTC & payroll calculation workshop
- Case based teaching
- Experiential Learning
- Project based learning
- Simulation
- Role-plays
- Masterclass

Teaching Learning Resources:

Essential Readings

- Sharma, R. C., & Sharma, S. (2024). Compensation and reward management: Wage & salary administration and benefits. Routledge India.
- Martocchio, J. J. (2024). Strategic compensation: A human resource management approach (11th ed.). Pearson Education.
- Henderson, R. I., & Gomez-Mejia, L. R. (2025). Compensation: A balanced approach. McGraw-Hill Education.
- Shaikh, M. W. (2024). Compensation and reward management. Amazon Kindle Direct Publishing.
- Armstrong, M., & Brown, D. (2023). Armstrong's handbook of reward management practice (7th ed.). Kogan Page.

References

- Compensation & Reward Management, BD Singh, 2nd edition, Excel books
- A Handbook of Employee Reward Management and Practice, Michael Armstrong, 2nd Edition, Kogan Page Publishers.
- Employee Reward, Michael Armstrong, 3rd Edition, CIPD
- Compensation Management, Mousumi S Bhattacharya and Nilanjan Sengupta, First Edition, Excel Books
- The Compensation Handbook, A State-of-the-art guide to Compensation Strategy and Design, Lance A. Berger, Dorothy R. Berger, Fifth Edition, McGraw-Hill Education

Supplementary Readings

- Total Compensation Management: Reward Management Strategies for the 1990s. Review by Smith, I.G. International Journal of Human Resource Management. Dec1992, Vol. 3 Issue 3, p632-633
- Compensation Packages That Actually Drive Performance, Boris Groysberg, Sarah L. Abbott, Michael Marino, Metin Aksoy Jan 2021
- Six Considerations for Designing a Total Rewards Program
- Journal of Human Resource Management
- Journal of Business and Management

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	1	-	-	-	-	-	-
CO2	3	3	2	2	-	1	2	-
CO3	2	2	1	-	2	-	1	-
CO4	-	2	1	2	-	1	1	2
CO5	2	1	1	3	2	2	2	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Suggested Coursera Course

Title of the Course	University	Instructor Name
Compensation and Benefits	HRCI (via Coursera)	Brad Boyson (and HRCI)
ADP Entry-Level Compensation and Benefits Analyst Professional Certificate	ADP Learning Academy (via Coursera)	ADP Learning Academy
Fundamentals of Compensation Strategies	ADP Learning Academy (via Coursera)	ADP Learning Academy
Compensation: Job Evaluations & Pay Structures	ADP Learning Academy (via Coursera)	ADP Learning Academy
Human Resource Management: HR for People Managers (Specialization)	University of Minnesota	John W. Budd + other instructors
Strategic HRM: Talent, Performance, Compensation Design	Coursera (partnered)	(Course page — instructors listed on Coursera)

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT
Term/Semester	III
Course ID	26MBA636
Credits	3

Introduction:

Talent Management is not solely meant for enhancing and retaining the talent of a few special people within the organization. It is about maximizing everyone's strengths, championing diversity, and encouraging creativity and innovation. It aims at creating a work environment where the organization resounds with energy, drive, and passion of befitting employees.

Talent or skills are not a constant variable; rather, they are continuously nurtured, upgraded, and retained. Hence, there is a need for coaching and training to keep a viable talent culture across the organization

Keeping employees engaged is one of the biggest challenges faced by organizations nowadays. It is also a huge opportunity to gain long-term commitment and mandatory effort from a team. This effort will ultimately lead to higher sales and fewer mistakes in an organization.

From the day an employee joins an organization, his or her positive engagement or fruitful involvement in organizational work becomes a tough responsibility of the management. Before allotting duties and responsibilities to newly appointed employees, the organization clarifies itself about its goals and places the employee at the right place to materialize the goals. It decides and understands what and how of the goals.

Hence, it is an important HR function to define and plan an employee engagement strategy that aligns with the organization's goals.

Course Outcomes (COs):

At the end of the course, students will be able to-

CO1: Understand the principles, components, and strategic role of Talent Management in organizations.

CO2: Develop and apply Talent Planning and Development approaches aligned to organizational goals.

CO3: Formulate strategies for retaining and developing high-potential talent.

CO4: Design employee engagement strategies that enhance organizational commitment and performance.

CO5: Integrate information technology and HR analytics to strengthen Talent Management and Engagement systems.

Course content and Structure: **(36 hours)**

Module 1: Introduction to Talent Management **(09 Hours)**

- Concept, scope, and evolution of Talent Management
- Key processes of Talent Management
- Talent value chain & talent lifecycle
- Building blocks for strategic Talent Management
- Talent Management Frameworks
- Modern practices in talent attraction, development, engagement, retention
- Role of TM in building sustainable competitive advantage
- Consequences of ineffective Talent Management
- Tools and techniques for Talent Management - 9-box grid, talent reviews

Module 2: Talent Planning & Acquisition **(8 Hours)**

- Meaning and significance of talent planning
- Process and components of talent planning
- Workforce planning: Demand forecasting, supply forecasting, gap analysis
- Talent forecasting tools and models
- Talent Acquisition – importance, methods & strategies
- Succession planning & leadership pipelines
- Contingency and emergency talent plans (Business continuity)

Module 3: Developing & Retaining Talent **(06 Hours)**

- High-potential identification: Characteristics, criteria, assessment tools
- Competency development & leadership development models
- Employee retention: Importance, drivers, and best practices
- Retention strategies for diverse workforce segments
- Talent development strategies: Mentoring, Coaching, Job rotation, IDPs & Lifelong Learning
- Return on Investment (ROI) on talent development

Module 4: Employee Engagement **(06 Hours)**

- Meaning, nature, and significance of Employee Engagement
- Engagement vs. Satisfaction vs. Motivation
- Engagement models: Gallup Q12, AON Hewitt, SHRM, Kahn's Model
- Drivers of Employee Engagement
- Levels/degrees of engagement and assessment tools
- Development of engagement strategies at individual, team, and organizational levels
- Challenges in engagement: Hybrid work, multigenerational workforce
- Implementing and managing change in engagement practices
- Linking engagement to performance, culture, and retention
- Workplace well-being & happiness at work

Module 5: Technology in Talent Management and HR Analytics (07 Hours)

- Role of IT and digital platforms in Talent Management
- Cloud-based HR systems, HRIS, AI-driven talent management tools
- Talent acquisition technologies (ATS, LMS, performance tools)
- Creating business value through HR technology
- HR Analytics: Meaning, scope, and features
- Analytics for TM processes:
    - Attrition prediction
    - Skill gap analysis
    - Performance insights
    - Engagement analytics
    - Satisfaction analytics
- Trends in Talent Management technologies: AI, ML, People Analytics, Digital HR, Metaverse in HR

Pedagogy:

- Experiential Learning
- Activity Based Teaching
- Case based Teaching
- Project Based Teaching
- Class room discussions
- Webinars
- Simulations
- Masterclass

Teaching Learning Resources:

Essential Reading:

- Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook, Tata Mc Graw Hill, New Delhi
- Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International

REFERENCES

- William H. Macey, BenjaminSchneide, Karen M. Barbera, ScottA. Young, Employee Engagement : Tools for Analysis, Practice, and Competitive Advantage, Wiley- Blackwell.
- SimonL.Albrecht, Handbook of Employee Engagement: Perspectives, Issues, Research and Practices; Edward
- Sonal Minocha and Dean Hristov: Global Talent Management an integrated approach, Sage Publication.

Supplementary Resources

- EBSCO: https://www.ebsco.com/academic-libraries,
- JGATE : https://jgateplus.com
- Pearson E library: https://elibrary.in.pearson.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	-	-	-	3	-	2
CO2	2	-	-	2	2	2	2	-
CO3	2	3	2	-	-	2	-	-
CO4	2	2	3	2	-	2	-	-
CO5	2	3	-	-	3	-	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera Courses

Title of the Course	University	Instructor Name
Managing Talent	University of Michigan	
Super bosses: Managing Talent & Leadership	Dartmouth College	Sydney Finkelstein

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	STRATEGIC HUMAN RESOURCE MANAGEMENT
Term/Semester	III
Course ID	26MBA637
Credits	3

Introduction:

Strategic Human Resource Management (SHRM) focuses on aligning HR practices with the long-term strategic goals of the organization. It emphasizes how people-related decisions support competitive advantage through effective workforce planning, performance systems, leadership development, and talent alignment. SHRM ensures that HR becomes a proactive strategic partner rather than an administrative function.

The course equips students with the ability to evaluate HR policies through a strategic lens and understand how HR contributes to organizational effectiveness. Students will analyze frameworks linking HR strategy with business strategy and explore real-world cases, including organizational restructuring, mergers, acquisitions, talent pipelines, and workforce agility.

Course Outcomes (COs):

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

CO1: Explain the concept and evolution of SHRM and its strategic relevance.
CO2: Analyze how HR policies align with organizational strategy.
CO3: Evaluate workforce strategies for competitive advantage.
CO4: Examine HR's role in mergers, acquisitions, and organizational restructuring.
CO5: Formulate HR strategies for business growth and sustainability.

Course content and Structure: **(36 hours)**

Module 1: Evolution & Concept of SHRM **(6 Hours)**

- Introduction to SHRM -Definition, meaning, nature, and scope of SHRM, HRM vs. SHRM: Differences and linkages
- Evolution of SHRM -Historical development and milestones, Strategic role of HR in modern organizations, HR as a strategic partner (Ulrich's HR Model & HR roles)
- SHRM Challenges in the Contemporary Business Environment - Talent shortages, demographic changes, Gig economy and flexible workforce

Module 2: HR Strategy Formulation and Alignment **(8 Hours)**

- Linking HR Strategy with Business Strategy - Levels of strategy: Corporate, Business, Functional, Strategic alignment: Vertical and Horizontal fit, HR's role in strategic planning
- HR Strategy Formulation Process - Environmental scanning (PESTLE, SWOT), HR strategic planning steps, Development of HR strategic objectives
- Strategy Execution through HR - HR's role in implementing strategy, Strategic communication and leadership alignment
- Barriers to alignment and strategies to overcome them

Module 3: Strategic Workforce Planning **(8 Hours)**

- Workforce Planning Framework - Purpose, scope, and strategic importance, Manpower forecasting techniques (quantitative & qualitative)
- Workforce Analytics & Technology in Workforce Planning - HR analytics in forecasting and planning, HR dashboards and use of HRIS, Predictive analytics for workforce decisions

Module 4: SHRM in Mergers, Acquisitions, and Restructuring **(8 Hours)**

- HR's Strategic Role in M&A - HR responsibilities during Pre-merger, During-merger, and Post-merger phases, Cultural due diligence and integration, Managing redundancies and redeployment
- Organizational Restructuring & HR Strategy - Downsizing, rightsizing, outsourcing, delayering, HR challenges during restructuring, Employee communication and change support systems
- Legal & Ethical Issues in M&A and Restructuring - Compliance considerations, Ethical restructuring practices, Privacy, employee rights, and transparency

Module 5: Global SHRM Trends **(6 Hours)**

- Global talent mobility and expatriate management - Diversity, equity, and inclusion (DEI) strategies, Gig workforce, remote work, hybrid models, AI, automation, and HR digital transformation
- Future HR Capabilities for Sustainability - Green HRM, HR's role in ethical leadership and ESG, Designing sustainable people practices

Pedagogy

- Classroom Discussion
- Activity based Teaching
- Theatre based Teaching (Role Play, Skit)
- Case Based Teaching
- Project Based Teaching
- Experiential Learning
- Simulations
- Masterclass

Teaching Learning Resources:

References

- Gupta, N., & Gupta, A. K. (2025). Human Resource Management for Organisational Success: Volume I. Palgrave Macmillan Singapore.
- Gupta, N., & Gupta, A. K. (2025). Human Resource Management for Organisational Success: Volume II. Palgrave Macmillan Singapore.
- Malik, A. (Ed.). (2022). Strategic Human Resource Management and Employment Relations: An International Perspective (2nd ed.). Springer Cham.
- Pandit, J. M., & Paul, B. (2023). Strategic Human Resource Management in Higher Education: Roadmap for Indian Institutions. Springer Singapore.

- Manimala, M. J., & Nattuvathuckal, B. (2025). Human Resource Management: Innovations and Best Practices. Atlantic Publishers & Distributors.
- Machado, C. (Ed.). (2024). Building the Future with Human Resource Management. Springer Cham.
- Verhulst, S. L., DeCenzo, D. A., & Agarwal, P. (2025). Human Resource Management (15th ed., Indian Adaptation). Wiley India.

Supplementary Resources

- Sakib, M., Ullah, M., & Rahman, M. (2025). Mapping the evolution of digital human resource management: A systematic review and bibliometric analysis. Future Business Journal, 11, 154.
- Shahiduzzaman, M. (2025). Digital maturity in transforming human resource management in the post-COVID era: A thematic analysis. Administrative Sciences, 15(2), 51.
- Karsim, K., Loliyani, R., Loliyana, R., & Salma, N. (2025). HR analytics and big data: Transforming talent management and workforce planning in the digital economy. Journal of Economics and Management Sciences, 7(4), 475–481.
- (2025). Talent management in a digital world: Building workforce agility through strategic HRM. Phoenix: International Multidisciplinary Research Journal, 3(1), 14–19.
- (2025). Strategic implications of HRIS in optimizing workforce performance and elevating job satisfaction: An empirical analysis within the IT sector. International Journal of Management (IJM), 16(3), 362–382.
- (2025). Strategic human resource management in the digital era: Technology, transformation, and sustainable advantage. Merits, 5(4), 23.
- (2025). Synthesizing the impact of sustainable human resource management on corporate sustainability through multi-method evidence. Discover Sustainability, 6, 666.
- (2024). How HR analytics evolved over time: A bibliometric analysis on Scopus database. Future Business Journal, 10, 87

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	1	1	2	-	3	1
CO2	1	2	3	1	1	1	2	2
CO3	2	3	2	-	1	2	3	-
CO4	1	3	3	2	3	1	3	2
CO5	1	2	2	-	-	-	1	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera Course

Title of the Course	University	Instructor Name
Strategic HRM: Talent, Performance, Compensation Design	Coursera	Gabriella Parente
Human Capital: Strategic HR and Managing Talent	University of Michigan	Cheri Alexander

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

COURSE MATRIX OF FOURTH SEMESTER

Sl.NO	Subject Code	NAME OF THE SUBJECT	CREDITS	CONTACT HOURS	IA MARKS	SEE MARKS
1	26MBA241	International Business	3	36	50	50
2	26MBA242	Values-Ethics-ESG	2	24	50	50
EC3	26MBA841	Managerial Research Skills Lab (MRSL)	4	-	50	50
3		**Specialization subjects (2 Major & 1 Minor)** • Marketing • Entrepreneurship and Family Enterprise Management • Finance • Operations and Supply Chain Management • AI & Business Analytics • Human Resource Management	9	108	150	150
		TOTAL	**18**	**168**	**300**	**300**

SPECILISATION WISE SUBJECTS

MARKETING		
SL NO	**SUBJECT CODE**	**SUBJECT NAME**
1	26MBA141	Integrated Marketing Communication
2	26MBA142	Rural and Green Marketing
3	26MBA143	Product and Brand Management
4	26MBA144	Customer Experience Management
ENTREPRENEURSHIP AND FAMILY ENTERPRISE MANAGEMENT		
1	26MBA243	Entrepreneurship Ecosystem in India
2	26MBA244	Entrepreneurship in Action - II
3	26MBA245	Managing and Growing Family Enterprises
4	26MBA246	Financial Management for Entrepreneurs
FINANCE		
1	26MBA341	Risk Management and Derivatives
2	26MBA342	International Financial Management
3	26MBA343	Banking and Insurance
4	26MBA344	Behavioral Finance

OPERATIONS AND SUPPLY CHAIN MANAGEMENT		
1	26MBA441	Strategic Sourcing and SRM
2	26MBA442	E-Commerce And Digital Supply Chain Management
3	26MBA443	Quality Management and Lean Six Sigma
4	26MBA444	Cross-Functional Integration for SCM
AI & BUSINESS ANALYTICS		
1	26MBA541	Machine Learning using Python
2	26MBA542	Emerging technologies
3	26MBA543	Cybersecurity Fundamentals: Risk, Governance & Privacy
4	26MBA544	Analytics for E-Commerce and Retail
HUMAN RESORCE MANAGEMENT		
1	26MBA641	Leadership and Change Management
2	26MBA642	Learning Organizations and Knowledge Management
3	26MBA643	Managing Teams
4	26MBA644	Learning and Development

Course Title	INTERNATIONAL BUSINESS
Term/Semester	IV
Course ID	26MBA241
Credits	3

Introduction:

International Business encompasses all commercial activities and transactions such as the trade of goods, services, technology, capital, and knowledge that occur between two or more countries across national borders. These activities may be undertaken by individuals, corporations, or government entities. It involves cross-border exchanges of goods, services, and resources, including capital, human skills, and expertise, for the international production and delivery of goods and services in sectors like finance, banking, insurance, and construction. This course offers a comprehensive perspective on International Business, incorporating the latest developments and insights in the field. Its primary objective is to familiarize students with the concepts, scope, and dynamic nature of International Business while deepening their understanding of the global business environment, including key international institutions and agreements

Course Outcomes (COs):

Having successfully completed this course student will be able to:

CO1: Describe the relationships between International business, Environments and International Institutions.

CO2: Apply international trade theories and Strategic entries into International Business.

CO3: Assess the foreign trade policy and the support provided by the Government towards International Business.

CO4: Examine the emerging global economies and the impact of Ethics on Business.

CO5: Identify the various contemporary developments in the field of international Business.

Course Content and Structure: **(36 hours)**

Module1: The Foundations of Global Business **07 hours**

- Introduction to International business- Globalization 5.0 and its Drivers
- Cultural Dimensions- Role of culture in IB, Hofstede's Cultural Dimension- Global Business Etiquettes
- CAGE Framework (Cultural, Administrative, Geographic, Economic) for comparing national differences- Understanding Countries Environments using PESTLE
- Theories of International Trade- Classic and modern theories- Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin theory, Product Life Cycle Theory- Porter's Diamond
- Tariff and Non-tariff barriers.

Module 2: Strategic Entry and Operations **08 hours**

- Market Entry Strategies- Introduction and Comparison of different modes of entries into International business.
- Global Capability Centers (GCCs) in India- Characteristics of GCCs and functions;
- International Marketing-Marketing mix for global markets

- Global Supply Chain and Logistics-Features and Benefits
- Global Human Resource Management- Expatriate and Inpatriates training
- International Finance and Risk Management- Global Financial System and Capital Markets

Module 3: Foreign Trade, Policy and Documentation **10 hours**

- FTP policy 2023-2028 highlights; Export and Import trade of India
- Role of DGFT, EXIM Bank, ECGC – functions and recent initiatives.
- Documentation in International trade &, International Payment Terms and Methods
- Government-led initiatives to boost exports
- Trading partners of India, Export and Import Commodities, Ease of doing Business
- Balance of Payments, FDI inflows and FPI inflows

Module 4: Emerging Economies and Business Ethics in International Business **6 hours**

- Business in Emerging Economies- Challenges and opportunities in emerging economies
- Regional Economic Integration- Meaning, importance, and Levels of regional integration.
- Integration efforts and trade blocs with India, FTA, PTA and RTA.
- International Institutions- World Trade Organization, The International Monetary Fund, World Bank, Asian Development Bank, International Labour organisation and United Nations, BRICS
- Ethical and Social Responsibilities- Ethics in international operations, Code of Conduct- Ethical Dilemmas in International Operations

Module 5: Contemporary Trends in International Business **5 hours**

- Digital Transformation- Technology on international business, global e-commerce, digital platforms, Artificial Intelligence in Global Trade and Forecasting.
- Geopolitical Shifts- Rising protectionism, trade wars, and political instability
- Green Trade and Circular Economy concepts.
- Sustainability and ESG
- The Future of Work- Remote work, global talent pools, and the Gig economy
- Innovation and Disruptive Technologies- Block chain, crypto-currencies and other technologies.

Pedagogy:

- Master Class
- Case based teaching
- Project based teaching
- Experiential learning
- Reflective learning
- Simulation and Role plays
- Interactions with the experts in IB

Teaching Learning Resources:

Essential readings-

- International Business by Sumati Varma, published by Pearson Education India, 2nd Edition
- International Business: Text & Cases by Sanjay Misra and P. K. Yadav, is published by PHI Learning (Indian-oriented edition)
- International Business- Text and cases -P. Subba Rao -Himalaya Publishing House
- International Business - K. Ashwatappa – (Tata McGraw Hill Education)
- International Business - Justin Paul (PHI Learning / Prentice Hall of India)
- International Business- Rakesh Mohan Joshi – (Oxford University Press)
- International Business: Competing in the Global Marketplace (Indian Adaptation)- Charles Hill & Arun Kumar Jain – (McGraw Hill India)
- International Business: Text and Cases -. P. K. Yadav and Sanjay Misra – (PHI Learning)

References

- International Business by Charles W. L. Hill, published by McGraw Hill Education (India), 13th Edition (Indian edition)
- International Business (An Indian Adaptation) Shad Morris; James Oldroyd; Ram Singh (wileyindia.com) Wiley India 2nd Edition (wileyindia.com)
- International Business John D. Daniels; Lee H. Radebaugh; Daniel P. Sullivan; Prashant Salwan (pearsoned.co.in)

Supplementary Reading:

- https://jgateplus.com/search/login/
- https://www.ebsco.com/products/research-databases/hbr-ascend
- http://elibrary.in.pearson.com/
- https://onlinecourses.nptel.ac.in/
- https://www.dgft.gov.in/CP/?opt=ft-policy
- https://www.eximbankindia.in/

Coursera Courses

Course Name	Offered By	Instructor Name
Fundamental of International Business	University of London	Mariya Eranova
International Business Basics	Course builder, RV Institute of Management	Faculty, RVIM
International Business Entry strategies	University of Colorado Boulder	Stephen R Lawrence

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	3	1	2	1	3
CO2	3	-	-	3	-	2	2	-
CO3	1	1	3	3	-	2	-	-
CO4	3	1	-	-	-	-	-	3
CO5	2	1	-	-	3	2	3	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group, Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	VALUES –ETHICS –ESG
Term/Semester	IV
Course ID	26MBA242
Credits	2

Introduction:

The course introduces students to the nature, scope, and importance of ethics, values, beliefs, and sustainable development in business. It explains how ethical thinking influences decisions at individual and organisational levels. By drawing from multiple disciplines, the course helps students understand moral reasoning and responsible behaviour. It also shows how cultural beliefs and value systems shape business conduct. Overall, it builds a foundation for ethical judgement in management.

The course focuses on ethical and social issues affecting key stakeholder groups such as customers, employees, owners, communities, and environmentalists. Students examine real-world issues, global moral standards, and the responsibilities of modern business. The course highlights the need for sustainability and ethical decision-making in future business environments. It also encourages comparison of ethical practices across cultures. Ultimately, it prepares students to adopt a sustainable and socially responsible business approach.

Course Outcomes (COs):

After successful completion of this course, the student will be able to

CO1: Understand and apply the principles of human values, harmony, and holistic prosperity.
CO2: Explain and apply ethical principles in managerial decision making and business conduct.
CO3: Analyse Ethical challenges across functional areas of management.
CO4: Understand and appreciate the legal aspects of business and regulations to business practices
CO5: Evaluate Environmental, Social, and Governance issues and discuss the suitable business strategies.

Course Content and Structure **(24 hours)**

Module 1: Universal Values **(4 Hours)**

- Introduction to Value Education, Basic Requirements for Fulfillment of Human Aspirations.
- The Content for Self-exploration, Exploring the Meaning of Prosperity.
- Understanding the Human Being, Understanding Harmony in the Family.
- Harmony in Society and in Nature and Existence- 4-quadrant Human Values Framework based on “Harmony with Nature”

Module 2: Ethics in Business Management **(5 Hours)**

- Definition of Business Ethics and Elements of Business Ethics.
- Importance and Characteristics of Business Ethics
- Factors Influencing Business Ethics
- Application of Ethical Theories: Deontology, Consequentialism, Virtue Ethics
- Approaches towards managerial ethics- Utilitarianism, Moral Rights

Approach, Justice
- Approach, Virtue Ethics Approach, Care-Based Approach.
- Ethical Decision Making Frame work, Basis of decision making, Ethical dilemma.

Module 3: Ethics in Functional areas of Management **(6 Hours)**

- Ethics in Marketing: Ethical dilemmas in marketing, unethical marketing practices; role of Consumerism. Ethical code of conduct
- Ethics in Finance: Unethical financial practices and Ethical Implications
- Ethics in Human Resources Management: Ethical HR Practices and ethical implications.
- Ethics in Information Technology: Un ethical IT practices and Ethical implications
- Ethics in Supply chain management: Un ethical SCM practices and Ethical implications

Module 4: Legal Governance **(5 Hours)**

- Indian Contract Act: Agreement and Contract, Essentials of a valid Contract.
- Companies Act: Major principles, Duties and Liabilities of Directors, Winding up of Companies.
- The Sexual Harassment of Women at Workplace Act(Prevention, Prohibition, and Redressal)
- Information Technology Act 2002, 2008 Amendment, Cyber Law in India, Salient features of IT Act, Digital Signature
- Consumer protection Act

Module 5: Environment, Social, Governance, and Sustainability **(4 Hours)**

- Importance of environmental, social, and governance risks for the economy.
- The climate change risk, sustainability and climate policy, culture and governance.
- Environmental concerns in Business
- social responsibility- Carroll's CSR Pyramid, Levels of social responsibility: Individual, group and organization level
- Sustainability and environmental Implications by AI- Energy management and conservation

Pedagogy:

- Classroom Discussion.
- Workshop from Practitioners.
- Case-based teaching.
- Experiential Learning.
- Field Visit.
- Master class

Teaching-Learning Resources:

- ESG for All | Coursera-course offered by Duke university, 6 course series.
- One day workshop on ESG
- One day workshop on "Knowing Indian Constitution"

Essential Readings:

- Oliver Laasch, Principles of Business and Management: Practicing Ethics, Responsibilities, sustainability, Edition 3, SAGE Publications Ltd,2024.
- Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2023). Business ethics: Ethical decision making and cases (13th ed.). Cengage Learning.
- Crane, A., Matten, D., Glozer, S., & Spence, L. (2022). Business ethics: Managing corporate citizenship and sustainability in the age of globalization (6th ed.). Oxford University Press.
- Hartman, L., DesJardins, J., & MacDonald, C. (2022). Business ethics: Decision making for personal integrity and social responsibility (6th ed.). McGraw-Hill Education.
- Fernando, A. C. (2022). Business ethics and corporate governance (4th ed.). Pearson Education.
- Pless, N. M., Maak, T., & Harris, H. (Eds.). (2023). Responsible leadership: Realizing the power of corporate citizenship. Routledge.
- Kashyap, S. P. (2022). Ethics and values in business management. SAGE Publications.

References:

- The Introduction to the Constitution of India, by Dr. Durga Das Basu, LexisNexis.
- Model Curriculum for Minor Degree course in Universal Human Values (UHV) 2022, AICTE.
- Crane, A., & Rasche, A. (Eds.). (2024). The Oxford handbook of corporate social responsibility (2nd ed.). Oxford University Press.
- Eccles, R. G., & Klimenko, S. (2020). The investor revolution: ESG and the future of capitalism. Harvard Business Review Press.
- Visser, W. (2023). Sustainable transformation: Strategy, purpose & ESG. Routledge.
- R. Balaguru, Corporate Governance ethics and sustainability, Jupitar publications,2024

Supplementary Resources

- Steven Levine-ESG Data & Accountability, Interactive Brokers- Coursera
- Prof. A.K Sharma-Exploring Human Values: Visions of Happiness and Perfect Society- NPTEL MOOC
- Business and Sustainable Development- Prof. Trupti Mishra-IIT Bombay-SWAYAM MOOC

CO-PO Mapping:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	-	1	-	-	2
CO2	2	2	2	-	1	-	-	2
CO3	2	2	3	1	1	1	1	1
CO4	2	1	2	-	2	-	1	1
CO5	2	1	2	-	2	1	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	MANAGERIAL RESEARCH SKILLS LAB
Term/Semester	IV
Course ID	26MBA841
Credits	4

Introduction

This course is designed to cultivate a strong research and innovation–driven academic environment through student-cantered inquiry. It aims to nurture a robust research culture by encouraging students to engage with real-world managerial problems using systematic and methodologically sound research approaches. By integrating research immersion into the MBA curriculum, the course supports the development of critical, logical, and analytical thinking abilities. Through structured learning experiences, students will gain the skills necessary to conceptualise, design, and conduct rigorous research that contributes meaningfully to academic knowledge and managerial practice.

Course outcomes:

On successful completion of Immersion, the student will be able to

CO1: Enable students to identify relevant research areas, define research problems, and formulate clear research objectives through systematic exploration of contemporary managerial issues.

CO2: Develop students' competencies in research methodology, including literature review, hypothesis formulation, research design, and construction of data collection instruments such as questionnaires and interview schedules.

CO3: Equip students with analytical, logical, and critical-thinking skills by guiding them through data collection, statistical analysis, interpretation, and preparation of scientifically grounded research findings.

CO4: Train students in academic writing, plagiarism-free manuscript preparation, and scholarly dissemination of research through conference presentations and publications in reputed journals.

CO5: Enable students to conduct research that significantly contributes to societal development and policy-making.

Course Contents

I SEMESTER	II SEMESTER
1. Allocation of Students to Faculty Guides 2. Identification of Areas of Interest 3. Identification of the research problem 4. Finalisation of research title	1. Literature review 2. Research methodology 3. Developing research instruments 4. Preparation and presentation of synopsis 5. Data collection 6. Analysis and Interpretation, discussion and conclusion 7. Preparation of manuscript

III SEMESTER	IV SEMESTER
1. Plagiarism check 2. Submission of draft manuscript 3. Presentation of research paper at suitable conference 4. Preparation of final research manuscript 5. Identifying suitable journals for publication	1. Submission of Manuscript (Final copy) 2. Publication in suitable journal 3. Final viva voce

Pedagogy

- Hands-on research practice
- Peer review and collaborative learning
- Seminars and presentations
- Conference and publication exposure

Teaching Learning Resources:

Essential readings

1. Research Methodology Methods and Techniques, C R Kothari,5/e, 2023, New Age International Publishers Ltd
2. Research Methodology: A Step-by-Step Guide for Beginners, by Kumar, 2e , January 2005
3. Business Research Methods, Donald R. Cooper, Pamela S. Schindler, JK Sharma, 12/e, 2018, McGraw-Hill Education India Pvt. Ltd
4. Marketing Research: An Applied Orientation, Naresh K. Malhotra, Satya Bhushan Dash, 7/e, 2019, Pearson Education India
5. Research Methodology: Concepts And Cases, Shusneha Sarkar, Dr. Kalpana Chandrakar, Vinay Pratap Singh, Dr. Anil Kumar Yadav, Academic Guru Publishing House, 2023

References

1. Research Methodology and Scientific Writing, Second Edition By C. George Thomas, 2/e, 2019, Springer
2. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches Paperback – by John W. Creswell, 6/e, Books Tech

Supplementary resources

1. https://onlinecourses.swayam2.ac.in/cec20_mg14/preview
2. Pearson e – library ; https://elibrary.in.pearson.com/bookshelfDashboard
3. EBSCO : https://www.ebsco.com/search?search=supplychainmodel
4. Jgate: https://jgateplus.com/home/resources
5. Sage: https://journals.sagepub.com/action/showPublications

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	-	1	1	-	2	-
CO2	2	1	-	2	1	-	2	-
CO3	2	3	-	2	1	-	1	1
CO4	1	2	-	1	2	1	3	-

Contribution 3-Substantial 2-Moderate 1-Slight - No contribution

MRSL Course Evaluation Plan:

Sl. No.	Semester	Evaluation criteria	Total Marks
	I Semester 5 Marks	Participation in the orientation program Attending regular meetings, frequent discussions, work done as suggested by mentor and meeting deadlines	5
CIE 50 marks	**II Semester 10 marks**	Participation in the orientation program Attending regular meetings, frequent discussions, work done as suggested by mentor and meeting deadlines	5
		Synopsis presentation	5
	III Semester 35 marks	Presentation of research paper in Student Research Symposium: ANVESHAN	10
		Presentation at Conference conducted by other institutions	15
		Submission of manuscript	5
		Participation in the orientation program Attending regular meetings, frequent discussions, work done as suggested by mentor and meeting deadlines	05
TOTAL			**50**
SEE 50 marks	**IV Semester**	**Paper publication in Journals**	
		Peer-reviewed Journals	25
		Paper publication in **Scopus/WOS/ABDC** indexed Journals	35
		Publication in conference proceedings indexed in Scopus	30
		Presentation and Viva	15
TOTAL			**50**

SPECILISATION WISE SUBJECTS

MARKETING		
1	26MBA141	Integrated Marketing Communication
2	26MBA142	Rural and Green Marketing
3	26MBA143	Product and Brand Management
4	26MBA144	Customer Experience Management

Course Title	INTEGRATED MARKETING COMMUNICATION
Term/Semester	IV
Course ID	26MBA141
Credits	3

Introduction:

Integrated Marketing Communication (IMC) plays a vital role in unifying an organization's marketing messages across various channels to build a clear, consistent, and impactful brand identity. As customers interact with brands through multiple touchpoints, the ability to coordinate advertising, promotions, digital media, events, and direct communication has become essential for effective marketing. This course provides MBA students with a strategic and practical understanding of how to design, integrate, and manage communication tools to support brand positioning and customer engagement. It covers creative strategy, media planning, digital and social media communication, event and image marketing, and emerging technologies such as AI and automation. Through case discussions and hands-on exercises, students learn to develop effective IMC plans and measure campaign performance.

Course Outcomes (COs):
Having successfully completed this course student will be able to:

CO1: Explain the principles, components, and strategic significance of Integrated Marketing Communication in enhancing brand value and customer engagement.
CO2: Design effective advertising messages and creative strategies by applying communication models, message appeals, and execution techniques.
CO3: Prepare integrated media plans and apply event marketing and image-building strategies to strengthen brand visibility and audience experience.
CO4: Develop digital and social media communication strategies using content planning, influencer marketing, analytics, and performance metrics.
CO5: Apply AI, automation, and emerging technologies to optimize IMC decisions, personalize communication, and improve campaign effectiveness.

Course content and structure: **(36 hours)**

Module 1: Foundations & Strategic Role of IMC **6 hours**

- Meaning, evolution and scope of IMC
- Role of IMC in brand building and customer journey
- Communication models: AIDA, DAGMAR, Hierarchy of Effects
- IMC planning process and budgeting approaches
- Consumer insights and segmentation for communication

Module 2: Advertising, Creative Strategy & Message Design **6 hours**

- Advertising objectives, strategy and the "Big Idea"
- Creative brief and agency briefing
- Message appeals, storytelling & execution styles
- Copywriting basics for print, digital & broadcast
- Pre-testing and post-testing of advertisements

Module 3: Media Planning, Event Marketing & Image Marketing **8 hours**

- Principles of media planning: reach, frequency, GRPs
- Media mix selection, scheduling and budgeting

- Traditional vs. digital media integration
- Event Marketing: brand activations, experiential campaigns, evaluation
- Image Marketing: building brand/corporate image, repositioning strategies
- Sponsorships, endorsements & experiential branding

Module 4: Digital & Social Media IMC **8 hours**

- Digital communication ecosystem and digital-first strategy
- Social media content planning and engagement models
- SEO, SEM, PPC, email automation basics
- Influencer marketing & digital KPIs (CTR, CPC, CPA, ROAS)
- Website and social media analytics
- Omni-channel communication

Module 5: AI & Technological Trends in IMC **8 hours**

- AI in IMC: segmentation, targeting, personalization
- Marketing automation platforms (HubSpot, Marketo, Zoho)
- Programmatic advertising & predictive analytics
- AI-driven content creation (text, image, video)
- Chatbots, conversational marketing, voice search
- AR/VR, Metaverse and emerging digital experiences
- Ethical considerations in tech-enabled IMC

Pedagogy:

- Visual presentation & Demonstrations
- Classroom discussion
- Practice based teaching
- Case based teaching (Text and Multimedia)
- Experts from Industry sharing experience (Workshop/ Guest Lecture)
- Project based teaching
- Using Coursera Platform
- Field Visits

Teaching Learning Resources:

Essential Reading

- Belch & Belch – Advertising and Promotion: An IMC Perspective, McGraw Hill.
- Shimp & Andrews – Advertising, Promotion & Other Aspects of IMC, Cengage.
- Clow & Baack – Integrated Advertising, Promotion & Marketing Communications, Pearson.
- Kotler, Keller, Jha, Koshy – Marketing Management (South Asian Perspective), Pearson.

Reference Books

- Advertising and Promotion: An Integrated Marketing Communications Perspective, Michael Belch, Keyoor Purani, George E. Belch, 9/e, 2013, McGraw-Hill Education India Pvt. Ltd
- Integrated Advertising, Promotion and Marketing Communications, Kenneth E. Clow, Donald E. Baack, 6/e, 2014, Pearson Education India
- Foundations of Advertising - Theory and Practice, K.C. Sethia, S.A.

CO3: Prepare integrated media plans and apply event marketing and image-building strategies to strengthen brand visibility and audience experience.
CO4: Develop digital and social media communication strategies using content planning, influencer marketing, analytics, and performance metrics.
CO5: Apply AI, automation, and emerging technologies to optimize IMC decisions, personalize communication, and improve campaign effectiveness.

Course content and structure: **(36 hours)**

MODULE 1: Foundations & Strategic Role of IMC 6 hours
Meaning, evolution and scope of IMC
Role of IMC in brand building and customer journey
Communication models: AIDA, DAGMAR, Hierarchy of Effects
IMC planning process and budgeting approaches
Consumer insights and segmentation for communication

MODULE 2: Advertising, Creative Strategy & Message Design Hours: 6
Advertising objectives, strategy and the "Big Idea"
Creative brief and agency briefing
Message appeals, storytelling & execution styles
Copywriting basics for print, digital & broadcast
Pre-testing and post-testing of advertisements

MODULE 3: Media Planning, Event Marketing & Image Marketing Hours: 8
Principles of media planning: reach, frequency, GRPs
Media mix selection, scheduling and budgeting
Traditional vs. digital media integration
Event Marketing: brand activations, experiential campaigns, evaluation
Image Marketing: building brand/corporate image, repositioning strategies
Sponsorships, endorsements & experiential branding

Supplementary readings

- Chunawalla, 7/e,2011, Himalaya Publishing House Pvt Ltd
- Advertising Management, David A. Aaker, John G. Myers, Rajeev Batra, 5/e, 2002, Pearson Education India
- Advertising and Promotions: An Integrated Brand Approach, Thomas O' Guinn, Chris Allen, Richard J. Semenik, Hans Rudiger Kaufmann, 6/e, 2012, South Western
- Integrated Communication in advertising and Promotion, Terence A. Shimp, 8/e, 2012, Cengage Learning India Pvt Ltd
- Case Studies in Marketing – Indian Context by Srinivasan, PHI, 5th edition, 2012

Applications

- Media Week – www.mediaweek.com
- Ad Age – www.adage.com
- Adweek – www.adweek.com
- Brand Week – www.brandweek.com
- Pearson e – library; https://elibrary.in.pearson.com/bookshelf/Dashboard
- EBSCO: https://www.ebsco.com/search?search=supplychainmodel
- Jgate: https://jgateplus.com/home/resources/
- Courses from Coursera Platform

Coursera Courses

Course Name	Offered By	Instructor Name
Google Digital Marketing & E-commerce Professional Certificate	Google	Experts from domain

CO-PO Mapping:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	-	-	-	2	-	2
CO2	3	3	3	-	2	-	-	2
CO3	3	3	3	-	2	3	-	2
CO4	3	-	3	-	3	-	-	2
CO5	-	-	3	-	3	-	-	--

LEVEL 3-Substantial 2-Moderate 1-Slight - - No Contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	RURAL AND GREEN MARKETING
Term/Semester	IV
Course ID	26MBA142
Credits	3

Introduction:

Rural markets form a significant part of the global economy, yet they have often been overlooked by multinational and large domestic companies. In emerging economies like India, these markets are gaining strategic importance, making an understanding of rural marketing essential for students. Green marketing focuses on helping consumers and businesses make environmentally responsible choices. This course provides an overview of sustainable marketing practices, including eco-friendly product development, green supply chains, and factors that influence environmentally conscious consumer behavior. Together, rural and green marketing offer important insights into the opportunities and challenges of rural markets and the growing need for sustainable business practices. The course aims to equip students with the ability to understand rural marketing environments and analyze real-world rural and green marketing issues holistically.

Course Outcomes (COs):

Having successfully completed this course; student will be able to:

CO1: Analyze the socio-economic and digital evolution of rural Indian markets for effective segmentation and targeting.
CO2: Formulate comprehensive marketing mix strategies (4 P's) customized for the distinct challenges of rural markets, including digital distribution innovations.
CO3: Evaluate the principles of Green Marketing, identifying opportunities and risks (e.g., Greenwashing) in the Indian consumer context.
CO4: Develop sustainable marketing strategies by integrating Circular Economy models and the Triple Bottom Line (TBL) approach across the value chain.
CO5: Propose actionable solutions for real-life Rural and Green marketing problems using recent case studies and contemporary research insights.

Course content and Structure: **(36 hours)**

Module 1: The Evolving Rural Indian Market **(8 Hours)**

- Fundamentals: Definition and Scope of Rural Marketing; Components and Classification of Rural Markets (Feeder, Growth, Central Village Markets); Rural vs. Urban Market Characteristics (Incomes, Occupation, Aspirations).
- Socio-Economic Profile: Rural Consumer Behaviour (SEC vs. New Consumer Classification System - NCCS, purchase roles, influence dynamics); Income patterns and expenditure trends (Agricultural cycle impact, NielsenIQ/Kantar/RBI reports on rural consumption).
- Digital Transformation in Rural: Digital Connectivity and Mobile Penetration as a driver of consumption; Role of Fintech (UPI, Jan Dhan) and E-commerce (e.g., Meesho, local quick-commerce models).
- Key Institutional Factors: Role of Government Initiatives (e.g., MGNREGA, PM-KISAN) and NGOs in stimulating rural demand; Concept of the Bottom of the Pyramid (BoP) and its relevance in India.

Module 2: Customizing the Rural Marketing Mix **(10 Hours)**

- Segmentation and Targeting: Advanced approaches to rural segmentation (Geographic, Socio-economic, Psychographic - Aspirational Classes); Effective positioning strategies in low-literacy, high-trust environments.
- Product and Pricing Strategy: Rural Product Strategies (Small packs/sachets, utility vs. aesthetics, multi-functionality); Rural Pricing Strategies (Differential pricing, penetration pricing, value engineering); Managing Premiumization trends in rural FMCG.
- Innovative Distribution: Distribution Challenges (Infrastructure, inventory); Innovative Channels & Models: Detailed study of e-Choupal (ITC), HUL's Project Shakti, Godrej Aadhar; Role of micro-entrepreneurs and localized hubs.
- Rural Communication: Challenges in Communication (Media reach, Language, Literacy); Rural Media Typology (Mass Media vs. Non-Conventional Media: Wall paintings, Video vans, Haats/Melas); Role of Local Influencers and Vernacular Digital Content.

Module 3: Foundations of Green Marketing and Consumer Behavior (7 Hours)

- Introduction to Green Marketing: Definition, Scope, and Evolution of Green Marketing; The "Green" 4 P's (Product, Price, Place, Promotion); Drivers of Green Marketing (Consumer, Regulatory, Competitive).
- Green Consumer Behavior: Segments of Green Consumers (True Blues, Greenbacks, Grousers, etc.) in the Indian context; The Attitude-Behaviour Gap (Why consumers say they are green but don't buy green); Role of perceived value and price sensitivity.
- Credibility and Greenwashing: Greenwashing (Definition, Types, and Ethical implications); Strategies for building Trust and Transparency in green claims; Role of Eco-labelling and Certifications (e.g., BIS, BEE ratings, Global certifications).
- Green Product & Services: Designing sustainable products (Materials, Energy efficiency, Longevity); Focus on Ecotourism and other Green Service concepts in India.

Module 4: Sustainable Strategy and Circular Economy **(7 Hours)**

- Corporate Sustainability Frameworks: The Triple Bottom Line (TBL) and its application in Indian business; Introduction to Environmental, Social, and Governance (ESG) reporting and its link to marketing.
- Circular Economy (CE) in Marketing: Distinction between Linear and Circular models; Strategies for Reverse Logistics and Product Life Extension (Repair, Refurbish, Remanufacture); Case studies of Indian companies adopting CE (e.g., waste management, fashion).
- Sustainable Supply Chain and Logistics: Green Procurement and sourcing strategies; Measuring and reducing the Ecological and Carbon Footprint across the supply chain; The concept of Green Logistics (Optimized transport, green warehousing).
- Standards and Regulations: Overview of key International Organization for Standardization (ISO) standards relevant to Green Marketing (e.g., ISO 14001, ISO 26000); Extended Producer Responsibility (EPR) and other key Indian regulations.

Module 5: Contemporary Trends and Future Outlook **(4 Hours)**

- Integration of Rural and Green: Marketing products like Solar/Clean Energy, Organic Agri-Inputs, and Micro-Insurance in rural markets; Synergies between promoting sustainable products and leveraging rural networks.
- Future of Rural Marketing: The rise of D2C (Direct-to-Consumer) brands in rural India; Leveraging AI and Data Analytics for localized rural targeting; Government's Digital Village initiatives.
- Future of Green Marketing: The role of Climate Change Communication; Marketing Net-Zero pledges to consumers; The rise of Socially Conscious/Purpose-Driven Brands in India.
- Capstone Cases: Detailed analysis of 2-3 recent, high-impact case studies covering successful strategies in both Rural and Green marketing (e.g., a sustainable FMCG brand's rural entry, a successful electric vehicle adoption strategy in semi-urban/rural clusters).

Pedagogy:

The course will use the following pedagogical tools:

- Class room teaching
- Case based teaching
- Project based teaching
- Experiential learning through Rural immersion programme
- Interactions with the experts in Rural and green marketing
- Role Plays
- Field Visit

Teaching Learning Resources:

Essential readings-

- Scott T. Young & Kanwal Roop Kathy Dhanda (2-13); Sustainability: Essentials for Business; SAGE Publications.
- Pradeep Kashyap (2-12) ; Rural Marketing; Pearson 2nd edition;
- Balram Dogra & Karminder Ghuman; Rural Marketing: Concepts and Cases ; Tata McGraw Hill Education Pvt Ltd

References-

- Krishnamacharyulu and Lalitha Ramakrishnan (2-11); 2nd Edition; Rural Marketing: Texts and Cases; Pearson Education.
- Abhijit Roy (2-12); SAGE Brief Guide to Marketing Ethics; SAGE Publications.
- Ghosh (2-13) 1st Edition; India's Agricultural Marketing: Market Reforms and
- Emergence of New Channels; Springer India.
- Dr. Subhash Bhave ; Agribusiness Management in India –Text & Cases
- www.rmai.in www.ruralyellow.in www.inc.com › encyclopedia › green-marketing

Supplementary Resources:

- https://jgateplus.com/search/login/
- https://www.ebsco.com/products/research -databases/hbr-ascend
- http://elibrary.in.pearson.com/
- https://onlinecourses.nptel.ac.in/
- www.ruralmarketingsolutions.com

- www.campaignindia.in
- https://tradecaqk.web.app/swinderman20773kuno/thompson -rural-market- index-ppt-656.html
- Courses from Coursera

Coursera Courses

Course Name	Offered By	Instructor Name
Sustainable Marketing and Consumer Trends	University of Colorado Boulder	Christy Bozic,

CO-PO Mapping:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	-	-	-	-	2	-	2
CO2	-	-	1	-	-	-	-	2
CO3	-	-	1	-	-	3	-	2
CO4	-	-	1	-	-	-	-	2
CO5	-	-	-	-	-	-	-	

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	PRODUCT AND BRAND MANAGEMENT
Term/Semester	IV
Course ID	26MBA143
Credits	3

Introduction:

This course, a component of the marketing electives, aims to provide participants with a comprehensive understanding of product and brand management principles and practices that are aligned with contemporary business requirements.

The curriculum will cover the entire product development process, from initial ideation through to product validation and the execution of effective go-to-market strategies. In addition, students will acquire essential techniques for crafting superior customer experiences, emphasizing the importance of aligning products with customer expectations and preferences.

In terms of brand management, the course will address both the theoretical aspects and the practical processes involved in developing and managing brands effectively. Students will learn methodologies for monitoring and analyzing brand growth, as well as evaluating brand equity through established metrics, enabling them to measure and enhance brand value in a competitive marketplace.

Upon completion of this course, participants will possess a robust understanding of how to manage products and brands effectively, equipping them with the necessary skills to succeed in the dynamic field of marketing. brand equity for a brand.

Course Outcomes (COs):

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

CO1: Recognize the significance of managing and developing products for various types of businesses.

CO2: Create an effective ideation process and marketing strategies to ensure successful product delivery to the market.

CO3: Implement branding strategies based on an evaluation of the customer experience.

CO4: Identify and propose brand equity building models and measurement tools.

CO5: Combine product knowledge and branding expertise to manage a successful brand effectively.

Course content and Structure: **(36 hours)**

Module 1: Product Concept, Ideation and Validation **(05Hrs.)**

- Product Concepts: Meaning, Product development process, Product levels
- Product Mix concepts: Product Line, Product Length, Product Depth, Product Breadth. Product mix decisions: Line extension and stretching strategies.
- Product Ideation and Validation: Idea generation. Feasibility and Validation of idea.

Module 2: Market analysis, Market identification and Go-to Market Strategies (05Hrs)

- Market analysis: methods and tools - qualitative and quantitative.
- Competitor analysis: Assessing Competitors: analysis of competitive set, Right segmentation criteria and define potential markets Market models: Value proposition design, Risk return analysis.
- Market Identification and Planning: AI in market identification, Category Attractive Analysis.

- AI in go-to-market strategies- Ideal Customer Profile (ICP); Customer intent signals; Firmographic data;

Module 3: Introduction to Branding, Advantages of branding: (08Hrs)

- Branding: Importance of Branding, element of a brand, Brand Identity Prism Model.
- Brand Personality: Building Brand personality – David Aaker's Model.
- Positioning in branding, various positioning strategies: Point of Parity and Point of Difference.
- Introduction to Brand Knowledge: Awareness & images, Brand Images in terms of attributes & benefits.

Module 4: Meaning of Brand Equity-Building and Measuring Brand Equity. (6 Hrs.)

- Meaning of Brand Equity -Building brand equity.
- Customer Based Brand Equity (CBBE) model
- Measurement of Brand Equity: Inter brand organization; Brand Audit;
- Brand Audit report.

Module 5: Contemporary Developments in Product and Brand Management (12Hrs.)

- Use of AI and data for hyper-personalization
- Sustainability Initiatives: Shaping the Future of Brand Management
- Adoption of immersive technologies and digital-first strategies
- Careers in Product and Brand Management
- Product management in: Lean management and Agile management.
- Product development and monetization in startups
- Introduction to User experience and defining touchpoints roles.
- Product Marketing Metrics and Tools: HEART framework, Agile Framework.
- Digital Marketing Framework: Salience, Authority, Engagement, Advocacy.

Pedagogy:

- Master class
- Case Discussions
- Activity -Based Teaching
- Project -Based Learning
- Field visit
- Webinars
- Experiential Learning

Teaching Learning Resources:

Essential readings

- Product and Brand Management ,U C Mathur, Excel Books New Delhi , 2Ed
- Product and Brand Management -Tapan K. Panda, Oxford University Press, First Edition
- Product Management-Donald R Lehmann, Russell S. Winer, Mc Graw Hill Publication, 4th Edition

Reference Books

- Richard Elliott, Percy & Pervan, Strategic Brand Management, 2E. Oxford University
- Brand positioning: strategies for competitive advantage. Sengupta, S. Tata McGraw-Hill Education, First Edition
- Product Management Case Study Approach Devesh Verma, Amazon Asia Pacific Holding, First Edition,2020.
- Brand positioning: strategies for competitive advantage. Sengupta, S; Tata McGraw-Hill Education.

Supplementary reading

- https://productschool.com/blog/user-experience/ux-product-manager
- https://productschool.com/blog/artificial-intelligence/will-ai-replace-product-managers
- https://www.papirfly.com/blog/brand-management/your-ultimate-brand-management-guide/
- Pearson e- library; https://elibrary.in.pearson.com/bookshelfDashboard
- EBSCO: https://research.ebsco.com/c/q7c3j5/search/results?q=product+and+brand+management&autocorrect=y&db=bsh%2Cbwh%2Ce001mww%2Cnlebk&expanders=concept&limiters=None&searchMode=boolean&searchSegment=all-results&sqId=sq%3A1a5ab77f-1a75-42ab-bfab-b8582d8e23d0
- Jgate: https://jgateplus.com/home/resources/

Suggested Coursera Courses :

Course Name	Offered by	Instructor
Product Management: An Introduction	IBM	Rav Ahuja Matt Versdhal
Brand Management: Aligning Business, Brand and Behaviour	University of London	Nader Tavosolli
Digital Product Management: Modern Fundamentals	University of Virginia	Alex Cowan

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	2	2	2	1
CO2	2	1	-	2	2	2	1	1
CO3	1	1	1	1	2	1	1	1
CO4	2	1	-	-	2	2	-	1
CO5	1	2	-	1	2	1	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	CUSTOMER EXPERIENCE MANAGEMENT
Term/Semester	IV
Course ID	26MBA144
Credits	3

Introduction:

Customers today actively participate in their interactions with firms and contribute to the value creation process. Their involvement offers organizations significant advantages, as customers provide insights and experiences that may not exist within the company. Digital transformation strengthens this process by integrating digital technologies across business functions, reshaping operations, and enhancing the value delivered to customers. To leverage these opportunities, companies must design effective engagement platforms and experiential environments that support interaction with products, processes, employees, and customer communities. These settings encourage deeper participation and enable co-creation of value. This course introduces students to the principles and theoretical foundations of customer experience and customer experience management (CEM). It covers key concepts such as designing experience journeys and concludes with an exploration of total customer experience management in a digitally evolving marketplace.

Course Outcomes (COs):

On successful completion of course students will be able to:

CO1: Analyze the shift from the Service Economy to the Experience Economy, recognizing the core components of value co-creation and experiential marketing.
CO2: Apply rigorous qualitative and quantitative research methods to Map the Customer Journey and identify critical Moments of Truth and pain points.
CO3: Design and optimize Digital and Omnichannel CX using principles of interface design, personalization, and leveraging marketing technology (MarTech).
CO4: Evaluate and implement key CX Measurement Metrics (NPS, CSAT, CES, LTV) and establish a governance framework for total customer experience (TCE).
CO5: Develop a comprehensive CX Transformation Strategy that aligns Employee Experience (EX), organizational culture, and digital capability for sustainable competitive advantage.

Course content and Structure: **36 hours**

Module 1: Foundations of the Experience Economy and Value Co-Creation (6 Hours)

- The Economic Shift: Transition from the Service Economy to the Experience Economy (Pine & Gilmore); Traditional Marketing vs. Experiential Marketing (Schmitt's 5 Strands: Sense, Feel, Think, Act, Relate).
- Customer Value and Value Co-Creation: Defining Customer Value; Understanding Value Co-creation (definition, process, and stakeholder analysis); The changing role of the customer as a co-creator and advocate.
- Defining Customer Experience (CX): CX vs. Customer Service vs. CRM; The CX Construct (Cognitive, Affective, Social, Physical components); Brand Experience and its role in overall CX.
- Digital Transformation and CX: The impact of digital integration on customer touchpoints; The need for Seamless Omnichannel Experience.

Module 2: CX Research and Customer Journey Mapping **(10 Hours)**

- Understanding the Customer: Qualitative Research for CX (Ethnography, Contextual Inquiry); Empathy Mapping and creating detailed Customer Personas; Identifying customer needs and expectations (stated vs. unstated).
- The Customer Journey Map (CJM): Step-by-step process of CJM creation (pre-purchase, purchase, post-purchase); Identifying and analyzing Touchpoints across online and offline channels.
- Moments of Truth (MoT): Identifying Critical Moments of Truth (MoTs) or Pain Points along the journey; The concept of the Zero Moment of Truth (ZMOT) in the digital age.
- Blueprinting the Service Experience: Introduction to Service Blueprinting (aligning front-stage actions with back-stage processes); Identifying internal organizational friction points.

Module 3: Digital CX, Design, and Engagement Platforms **(8 Hours)**

- Designing the Digital Interface: Principles of User Experience (UX) and User Interface (UI) design for CX; Creating intuitive and friction-less digital journeys (website, app, mobile).
- Personalization and Proactive CX: Leveraging data for Personalized Experiences; The role of AI and Bots in real-time customer interaction (chatbots, voice assistants); Moving from reactive service to Proactive CX.
- Engagement Platforms: Building the Experiential Platform; Creating customer communities and forums for co-creation and support; Designing effective self-service options.
- Managing the Total Customer Experience (TCE): Integrating Product Experience, Shopping Experience, Service Experience, and Consumption Experience into a cohesive whole; Building an Experiential Strategy.

Module 4: CX Measurement and Governance **(7 Hours)**

- Key CX Metrics: Deep dive into primary CX measurement systems: Net Promoter Score (NPS), Customer Satisfaction (CSAT), and Customer Effort Score (CES); Calculating and interpreting results.
- Financial Impact of CX: Linking CX metrics to business outcomes: Customer Lifetime Value (CLV), Loyalty, Retention, and Advocacy; Justifying CX investment (Return on Experience - ROX).
- Data and Analytics for CEM: CX Analytics (speech analytics, sentiment analysis, text mining); Integrating Customer Data Platforms (CDPs) with CRM for a unified 360° customer view.
- Governance and Alignment: Establishing a CX Governance Framework (CX Leadership, cross-functional teams); Developing Customer-Centric KPIs (Key Performance Indicators) for non-marketing functions.

Module 5: Internal Alignment and CX Transformation **(5 Hours)**

- Employee Experience (EX) as the CX Driver: The critical link between EX and CX; Fostering an Employee-First Culture; Internal branding and training for customer-facing employees.
- Organizational Requirements for CEM: Overcoming Silos and promoting cross-functional collaboration; Building an organizational culture committed to customer obsession.

- CX Transformation Strategy: Developing a strategic roadmap for CX improvement; Analyzing best practices across diverse sectors (e.g., Indian Banking, Telecom, E-commerce, Hospitality).
- Future Trends in CX: The rise of Metaverse/AR/VR in experiential marketing; Ethical CX (Data privacy, transparent AI); Designing CX for different customer segments (e.g., Gen Z, Senior Citizens).

Pedagogy:

- Class Room Discussion
- Project Based Learning
- Workshop & Seminar from Industry practitioners
- Role play and Simulations
- Field visits
- Case Based Teaching- Text & Multimedia cases
- Flip Classroom

Teaching Learning Resources:

Recommended Books

- B. Joseph Pine II, & James H. Gilmore. (2019)- The Experience Economy, with a New Preface by the Authors: Competing for Customer Time, Attention, and Money. [N.P.]: Harvard Business Review Press.
- Batat, W. (2019). Experiential Marketing: Consumer Behavior, Customer Experience and the 7Es. Abingdon, Oxon: Routledge.
- Prahalad, C. K., & Ramaswamy, V. (2004). The Future of Competition: Co-Creating Unique Value with Customers (Vol. [Academic Subscription]). Boston, Massachusetts: Harvard Business Review Press.
- Bernd H. Schmitt -Customer Experience Management: A Revolutionary Approach to connecting with Your Customers by (2003-01-31)

Reference Books

- Hamed AL-Rubaiee, Khalid Alomar, Renxi Qiu, & Dayou Li. (2018). Tuning of Customer Relationship Management (CRM) via Customer Experience Management (CEM) using Sentiment Analysis on Aspects Level.
- Daffy, C. (2019). Creating Customer Loyalty: Build Lasting Loyalty Using Customer Experience Management. London Kogan Page. Retrieved from http://search.ebscohost.com/login.aspx?direct=true&site=eds-live&db=edsebk&AN=20920
- Understanding Customer Experience Throughout the customer Journey (2016)- Journal of Marketing, 80(6)-96.

Supplementary Resources

- Michael Thompson-Branding and Customer Experience course of IE University in Corusera
- Udemy-Manas Filippou 2021-Customer Experience Management (CX): Master class2021.https://www.udemy.com/course/customer-experience-management-course-client-service-success-strategy/#instructor-1
- Udemy- Janne Ohtonen – Customer Experience Management blueprint: https://www.udemy.com/course/customer-experience-management-blueprint/
- Coursera course- Customer Service Fundamentals- by Keith Gibson https://www.coursera.org/learn/customer-service-fundamentals

MODULE 3: Media Planning, Event Marketing & Image Marketing Hours: 8
Principles of media planning: reach, frequency, GRPs
Media mix selection, scheduling and budgeting
Traditional vs. digital media integration
Event Marketing: brand activations, experiential campaigns, evaluation
Image Marketing: building brand/corporate image, repositioning strategies
Sponsorships, endorsements & experiential branding

Coursera Courses

Course Name	Offered By	Instructor Name
Branding and Customer Experience	IE Business School	Michael Thompson

CO-PO Mapping:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	-	-	-	1	-	2
CO2	-	-	1	-	2	-	-	-
CO3	-	-	-	-	-	3	-	-
CO4	1	-	-	-	3	-	-	1
CO5	-	-	-	-	-	-	-	

LEVEL 3-Substantial 2-Moderate 1-Slight - - No Contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

ENTREPRENEURSHIP AND FAMILY ENTERPRISE MANAGEMENT	
26MBA243	**Entrepreneurship Ecosystem in India**
26MBA244	**Entrepreneurship in Action - II**
26MBA245	**Managing and Growing Family Enterprises**
26MBA246	**Financial Management for Entrepreneurs**

Course Title	ENTREPRENEURSHIP ECOSYSTEM IN INDIA
Term / Semester	IV
Course ID	26MBA243
Credits	3

Introduction:

Fostering entrepreneurship has increasingly become a strategic priority for national and regional economic development around the world. The dominant approach adopted by policymakers, academia, and industry leaders involves building robust entrepreneurship ecosystems. Interconnected networks of institutions, people, policies, and resources that enable entrepreneurial ventures to emerge and scale.

In India, the startup landscape has expanded rapidly in the last decade, driven by digital transformation, policy reforms, increased funding availability, and rising entrepreneurial aspirations. The Indian startup ecosystem is now among the world's fastest-growing, supported by government initiatives, private institutions, and global investors.

Course Outcomes (COs):

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

CO1: Comprehend the structure, importance, and functioning of entrepreneurship ecosystems at national and regional levels.
CO2: Identify and evaluate the key stakeholders that foster and support entrepreneurial growth.
CO3: Analyse the evolution and current status of the Indian entrepreneurship ecosystem, including institutional, regulatory, and cultural aspects.
CO4: Examine major support systems policy, financial, infrastructural, and mentoring, that facilitate startup formation and scale-up in India.
CO5: Gain awareness of the major public, private, and international institutions that drive entrepreneurship development in India.

Course Content and Structure: **(36 hrs.)**

Module 1: Introduction to Ecosystem **(6 hours)**

- What is ecosystem; role of ecosystem in fostering entrepreneurship in any country
- Dimensions of Ecosystem; Technical skills; Entrepreneurial Culture; regulatory Environment; Mentoring support; Availability of Capital; Visible success
- World Bank Report, Ease of Doing Business (EoDB), Global Innovation Index, State-level EoDB ranking, UNDP Human Development Report indicators related to entrepreneurship, Global Innovation Index (GII) rankings relevant to India.

Module 2: Players in the Ecosystem **04 Hours**

- Role of the Government (Central and State)
- Role of Investors, Mentors, Advisors and networks
- Role of Corporate Innovation Hubs and CSR-funded entrepreneurship support

- Role of International Development Agencies (UNDP, USAID, GIZ)
- Higher Education Institutions and Research Labs (IISc, IITs, IIMs) and other important bodies and associations

Module 3: Entrepreneurship Ecosystem in India **10 Hours**

- Central government institutions and agencies supporting entrepreneurship: SIDBI, NABARD, NSIC, MSME DFO (Micro, Small and Medium Enterprises Development & Facilitation Office), EDII (Entrepreneurship Development Institute of India), CII, ASSOCHAM, etc.
- State government institutions and agencies: DIC, CEDOK, KIADB, KSFC, KASSIA, FKCCI, etc.
- Other supporting agencies; RUDSETI, TiE, NEN, etc.
- Startup Karnataka, Kerala Startup Mission, T-Hub, B-Hub
- Digital Public Infrastructure (UPI, India Stack, ONDC)

Module 4: Elements of Startup Support **08 hours**

- Office space and Infrastructure
- Business Support and Mediation
- Funding and Assistance with Fundraising
- Incubators, Accelerators, Innovation Labs, TBIs, Makerspaces; National & International platforms promoting entrepreneurship (Startup Genome, Global Entrepreneurship Congress, G20 Startup20, etc.)
- Government schemes like SEED Fund, MeitY Startup Hub
- Atal Incubation Centre, Atal Innovation Mission, Angel Investing

Module 5: The State of the Indian Startup Ecosystem **08 hours**

- Evolution of the Indian Startup Ecosystem
- Geography of Startup Support, India's Unicorn and Soonicorn landscape overview, Deep Tech and AI startup policies (2023–2025)
- Role of ONDC in shaping retail entrepreneurship, Core Ecosystem Actors
- and their Provided Support, EV ecosystem and Agri tech ecosystem emphasis
- Institutional Missions and Targeted Startups
- Specific initiatives to promote entrepreneurship: Startup India, stand up India, MUDRA; Make in India; Atmanirbhar Bharath, etc.,

Pedagogy

- Classroom Discussion
- Interaction with the experts
- Activity based learning
- Case study based teaching
- Visiting various state and central government agencies, incubation Centers, makers' labs, etc.
- Participating in various events and discussions.

RECOMMENDED BOOKS (Latest Editions)

- Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
- New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall

- New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffry.A.timmous, Stephen spinelli, Tata McGraw hill, edition2018 - 19 Page 32
- Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)
- Bangalore Business ethics, ethical decision making and cases 6th edition a.O.C Ferrell, Jhon peel fraedrich, Linda Ferrel Houghton mifflinco, USA
- 'Effectuation'- Saras Saraswathi
- '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications

REFERENCE BOOKS (Latest Editions)

- Reddy, "Entrepreneurship: Text & Cases", Cengage Learning
- David H. Holt, "Entrepreneurship: New Venture Creation", Prentice-Hall of India
- K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
- Brigitte Berger , "The Culture of Entrepreneurship", ICS Press
- Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication

Supplementary Resources:

- Ecosystems; https://www.springer.com/journal/10021
- Ebsco: Journal of Entrepreneurship Development.
- https://elibrary.in.pearson.com/login
- https://jgateplus.com/home/
- https://capitaline.com/
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	1	-	-	1	3	1	-
CO2	-	1	1	2	1	1	1	-
CO3	2	-	3	-	-	-	3	2
CO4	1	-	1	1	-	2	1	1
CO5	1	2	3	1	2	1	3	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Recommended Courses

Title	Portal / Platform	Duration / Hours	University / Institute	Instructor(s) / Coordinator(s)
Introduction to Tech Entrepreneurship	Coursera	2 weeks (20 hours if (10 hrs./week)	IIT Bombay	Anuradha Narasimhan
Understanding Incubation and Entrepreneurship	NPTEL (via SWAYAM/ online)	12 weeks	IIT Bombay	B.K. Chakravarthy

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual/Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	ENTREPRENEURSHIP IN ACTION PART- II
Term / Semester	IV
Course ID	26MBA244
Credits	3

Introduction:
Growing a small business takes work and vision. It takes innovation, brainstorming, iteration, and advice. In this course we introduce the concept of design thinking and a tool called the Business Model Canvas to help aspiring student entrepreneurs to accelerate their business. Students will learn the nine components of the Business Model Canvas as well as how to identify the most relevant components to iterate through brainstorming with a variety of stakeholders in your business, current customers, potential customers, and advisors of your choosing. Working through their own Business Model Canvas and presenting their acceleration plan at the end of this course.
This course is introduced by a venture capital investor with decades of experience working with entrepreneurs and is taught by someone who has written business plans and taught entrepreneurs business planning at several universities.
This course is a follow-on course from Entrepreneurship in Action Part - I. The student entrepreneurs will be diving even deeper into developing a plan to accelerate your business, doing some research to pull together facts and figures to develop a more complete acceleration plan to help you understand the more intricate details of how to iterate certain parts of your business model to grow your business.

Course Outcomes (COs):
After the successful completion of this course, the students should be able to
CO1: Develop the Business Plan and Business Pitches for their business.
CO2: Build a core team and develop an organisation charter for the organisation. Identify and align the requirement for registration, licensing, IPR process and other incorporation requirements.
CO3: Structure and source the Preliminary Funding options and raise the funds.
CO4: Marshalling the required resources and running the business.
CO5: Develop the growth and expansion plan.

Course Content and Structure: (36 hrs.)

Module 1: Business Planning, Presentation and Pitching (08 hours)

- Preparing Business Plan
- Financial Plan: Develop a profit and loss statement with projections; Develop a form of cash flow statement; Define the Cash management tools and techniques to be used; Define the important Financial ratios; Review and refine after discussion with a Charted Accountant
- Marketing Plan:
- Operations Plan:
- HR Plan
- Crafting Startup Pitches; Competition Pitch, Funding Pitch, Core team pitching, Sales Pitch, Investor Pitch, Elevator Pitch

Module 2: Core Team Formation (08 Hours)

- Build an entrepreneurial team; create organisation charter (Objectives, mission, vision and values)
- Chart and Organisation Structure; create designations, assign job roles and

compensations
- Conduct preliminary selection for in charge of functional areas
- Consult and create registration and incorporation plan with a Legal Advisor
- Conduct due diligence and initiate IPR process
- Identify and apply for the required Licenses and schemes.

Module 3: Raising funds for the Business (06 Hours)

- Create funding plan based on the Cash Map and Cash Flow Cycle of the Business; Estimate the investment and return on that investment expected to execute on the acceleration plan.
- Identify ways to finance the business.
- Prospecting the investors and funding agencies to raise funds for the business

Module 4: Acquiring the required resources (08 Hours)

- Negotiating & Partnering with various potential resource providers
- Acquire resources; Financial; HR; Technological; Physical
- Building Strategic Alliances; Building Crazy Quilt; Building Collaborations R
- Start revenue generation process

Module 5: Business Growth and Expansion (06 Hours)

- Developing various strategies to grow and expand
- Implementation of the strategies to grow and expand
- Evaluation of the strategies
- Preparing a road map for future

Pedagogy

- Participation in B-Plan competition and Pitch Desk Competition
- Classroom Discussion
- Interaction with the Advisory
- Experiential Learning
- Practice Based
- Interaction with customers and other stakeholders

RECOMMENDED BOOKS (Latest Editions)

- Preparing Effective Business Plans: An Entrepreneurial Approach, 2nd Edition, Bruce R. Barringer, Texas A&M University, Pearson Publications.
- Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
- New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
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- K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
- Brigitte Berger, "The Culture of Entrepreneurship", ICS Press
- Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication

Supplementary Resources:

- Design Thinking for Business Innovation, by University of Virginia, platform: Coursera https://www.coursera.org/learn/uva-darden-design-thinking-innovation/
- http://journals.smsvaranasi.com/index.php/smsjei
- Ebsco: Academy of Entrepreneurship Journal
- https://elibrary.in.pearson.com/login
- https://jgateplus.com/home/
- https://capitaline.com/
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d- 4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	1	-	1	1	1	1	2
CO2	1	2	1	2	-	-	2	3
CO3	2	-	2	2	-	-	-	-
CO4	-	-	1	-	2	2	-	-
CO5	-	1	-	1	-	1	1	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Recommended Courses

Title	Portal / Platform	Duration / Hours	University / Institute	Instructor(s) / Coordinator(s)
Entrepreneurship II: Preparing for Launch	Coursera	2 weeks (20 hours)	Gies College of Business (University of Illinois)	Thomas E. Parkinson
Business Fundamentals for Entrepreneurs – Part 2: External Operation	NPTEL (IIT Bombay) / Indian-online course ecosystem	(Part of a 2-part series; self-paced/ semester-style)	IIT Bombay	Prof. Devdip Purkayastha

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	MANAGING AND GROWING FAMILY BUSINESS
Term/Semester	IV
Course ID	26MBA245
Credits	3

Introduction:

This course as part of the Entrepreneurship and Family Enterprise Management electives provides the students/learner's an understanding into the concepts of Family Enterprise, enable them to apply their family enterprise management ability to in nurturing, decision making and developing the scale and size of family enterprise operations.

This course engages the students in contributing to every type of family enterprises by ensuring performance-oriented growth for the enterprise.

Course Outcomes (COs):

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

CO1: Perceive the concept and dynamics of family enterprises, its importance and contribution.

CO2: Analyse and propose a relevant business idea, functional process that can be adopted for a family enterprise idea.

CO3: Appraise implementable business model, functional strategies, that allows scaling up of the family business operations.

CO4: Analyze and propose future plans and succession plan

CO5: Implement new advances in the family business.

Course content and Structure: (36 hours)

Module 1: Family Business Concept and theories. 08 Hours

- Defining Family Business: Distinction between Family and Non-Family Business., Defining Family Types, Family business theory Circle model of Family Influence. Family firm identity. Types of Family Business Models.
- Evolution of Family Business, Family Business models in India.
- Prevalence and Contribution of Family firms.
- Economic Contribution of Family Firms
- Institutional Setting and Prevalence of Family firms

Module 2: Governance in Family Business 05 Hours

- Strength and Weakness of Family Business
- Corporate Governance System in Family Business: The role and involvement of board of directors. The boards' involvement of strategy formulation. Family Governance: Family Constitution - Family charter, family assembly and council.
- Governance in Family Business: Typical governance system in Family Business: Untangling corporate, ownership, family and wealth governance.
- Ownership Governance: Family Governance: Family values and goals, family involvement in ownership, family involvement in new entrepreneurial activity.

Module 3: Strategic management in family business: Trans generational value creation 10 Hours

- Strategic decision making in family business: Socioemotional wealth, Distinctiveness and Impact of Socioemotional wealth -A framework for

strategic decision making.

- Conceptualizing the competitive advantage of family firms: The agency perspective Family members conflict with managers. The resource-based perspective: Family as resource provider. Turning families into business strategy. Generic strategy.
- Firm identity to corporate reputation. Corporate Responsibility in family firms. Branding in family firm: Family firm image drives financial performance.
- Transgenerational value creation: Upholding entrepreneurial change, creating family firm in changing environment. Focus on overall performance of family wealth.
- Evolution of Investment Management: Integrated business and Business management for large fortunes.

Module 4: Finance in Family Business and Succession Plan in family business 07 Hours

- Financing for family business: Difference of financing for family business, Family equity as a distinct asset. Performance in family firms. Risk taking in family firms.
- Financing -Debt and Equity financing, Leveraging, Monitoring key financial indicators, Value management.
- Financial management systems: Growth vs. Liquidity, Profitability vs Security. Responsibility of shareholders in family firm. Role of CFO in family firm
- Succession options: Opportunity and challenges in succession options, Significance of succession options.
- Structuring the succession plan: Source of complexity in family business succession, Succession frame work: Clarifying goals and priority, Successor's willingness and ability, review firm's strategy,
- Planning the transition responsibility: Succession road map-entry path of successor. Valuing the firm: Combining varied valuation for a fuller perspective, from valuation to price. Defining legal and tax setup. Private equity, re-capitalization, leveraged buyout.

Module 5: Contemporary Developments in Family Business 06 Hours

- E-commerce strategy adapting to family business.
- Trends in family Business: Professionalizing family business
- Internationalization of Family Business: Means to enter new markets.
- Disruptions in technology: take advantage by adopting digitalization and innovation.
- Career in Family Business.

Pedagogy:

- Class Discussion
- Expert Workshops and Seminars
- Expert's Video lecture Class
- Case Discussions
- Simulations
- Activity -Based Teaching
- Project -Based Learning

Recommended Books:

- Managing the Family Business: Theory and Practice by T. Zellweger, EE publishing, 2017, 1st Edition.
- Innovation, Growth, and Succession in Asian Family Enterprises, EE Publishing, 2021, 1st Edition.
- Understanding the Family Business (Entrepreneurship & Small Business Management Collection) by Keanon J. Alderson, March 15, 2011, Business Expert Press.1st Edition.
- Family Enterprise: Understanding Families in Business and Families of Wealth, + Online Assessment Tool, The Family Firm Institute, Inc, 2013, 1st Edition. Wiley Publication.
- Family business: Methods and Essentials of Building Business Families by Mohan Krishnan Raman, 1st Edition, 2020, Notion Press.
- Management, Succession and Internationalization by Léo-Paul Dana Veland Ramadan, Springer International Publishing, 2017, 1st Edition.
- Ten Commandments of Family Business, Kavi Ramachandra, Sage Publishers.
- The 5'G's of Family Business –Walter Wye and Mitra Dixita, Sage Publishers.

Reference Books:

- Family Business, By Carole Howorth, Nick Robinson, 2020, 1st edition, Published by Routledge.
- Family Business by Poza, Cengage Learning, 4Th Edition, 2015.
- Entrepreneurs in Family Business Dynasties by Laura Hougaz, Springer International Publishing, 2017, 1st Edition.
- Entrepreneurs in Every Generation: How Successful Family Businesses Develop Their Next Leaders by Allan Cohen, Pramodita Sharma, 2016, 1st Edition, Berrett-Koehler Publishers.
- Indian Family Business Mantras by Peter Leach, Tatwamasi Dixit, 2015, 1st edition, Rupa Publications India.

SUPPLEMENTARY RESOURCES:

- https://www.coursera.org/learn/leadership-in-the-family-business (By Tecnológico de Monterrey).
- EBSCO: Academic Journal 0894-4865, Family Business Review, Sage Publications.
- Magazine -Family Business Advisor Family Business Institute.
- Online Cases: https://www.iidmglobal.com/case_studies/case-study-categories/cs-personal-success/family/id44463.html
- https://elibrary.in.pearson.com/login
- https://jgateplus.com/home/
- https://capitaline.com/
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	-	-	1	-	1	1	2
CO2	1	-	2	1	2	1	-	-
CO3	-	1	2	2	1	-	2	1
CO4	-	2	1	-	1	-	1	2
CO5	2	1	-	-	-	3	-	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Recommended Courses

Title	Portal / Platform	Duration / Hours	University / Institute	Instructor(s) / Coordinator(s)
Post Graduate Programme in Management for Family Business (PGP-MFAB)	Indian School of Business (ISB)	15 months (modular format)	ISB — Hyderabad / Mohali	Multiple ISB faculty & industry-experts (as per course brochure)
Global Family-Managed	SP Jain School of Global	12 months (tri-city format —	SP Jain (Global Family	Lead by Dr. Parimal Merchant + SP Jain faculty
Business (GFMB)	Management (SP Jain)	Mumbai, Dubai, Singapore)	Business programme)	& industry mentors)

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	FINANCIAL MANAGEMENT FOR ENTREPRENEURS
Term / Semester	IV
Course ID	26MBA246
Credits	3

Introduction:
Owning and operating one's own business can be a dream come true, but every entrepreneur will have to stay firmly grounded in reality if you want to make a success of it.
After all, businesses need to make money, which means entrepreneurs need to know how to manage their finances effectively. No matter what kind of company the entrepreneur runs, control of their finances will help them to avoid losses and grow their business faster.
Thus, the course prepares the students to be competent in entrepreneurship and corporate finance management skills. The course focuses on specific financial planning and financial decision-making needs of entrepreneurial ventures, including start up and development phase financial and management problems.

Course Outcomes (COs):
After the successful completion of this course, the students should be able to

CO1: Analyse the financial statements and interpret the financial ratios.
CO2: Decode the financial health of the business with the help financial Analysis.
CO3: Evaluate and describe the financial status of the Startups.
CO4: Develop proforma statements and predict the future financial status.
CO5: Formulate decisions, both as entrepreneurs and venture capitalists.

Course Content and Structure: (36 hrs.)

Module 1: Introduction to Entrepreneurial Finance 06 Hours

- Introduction- Meaning; Definitions, Concepts, Importance & Applications to the Entrepreneurial Finance.
- Corporate Finance V/S. Entrepreneurship Finance, Sequence of New Venture financing
- Regulatory considerations, financial distress affecting financing choices.

Module 2: Business Evaluation and Valuation 08 Hours

- Introduction- Financial Plan Development, Checklist of Finance Information
- Business Plan Development Sources- Government Schemes
- Key factors of Valuation- Methods of Asset Valuation (Simple Problems).

Module 3: Venture Capital Financing of Startups 06 Hours

- Introduction to Venture Capital Industry
- Venture Capital Partnerships, Types of Funds
- Investment Characteristics, Credible Finance Proposals, Amount and Staging of Investment, Financial Projection, Investment Expectations.

Module 4: Financing Start-ups and Small Firms **08 Hours**

- Introduction- Changing Landscape of Small Firm Finance, Time Series Perspective on Credit Availability and Cost; Start -up Financing, On Going Financing of Small Firms, Bank Consolidation and Small Firm Finance.

Module 5: Financial Analysis for Start-ups **08 Hours**

- Financial Ratio Analysis-,Liquidity Ratio, Leverage Ratio, Efficiency Ratio, Profitability Ratio, Market Value Ratio
- Long term financial planning- Simple Financial Planning Model, Percentage of Sales Approach. Proforma Statements- Free Cash Flow, EFN and growth rate review, Proforma Income statement, proforma balance Sheets.
-

Pedagogical Tools

- Classroom Discussion
- Practice based teaching using Excel
- Interaction with the Experts
- Experiential Learning
- Project Based Learning
- Case Study (Success and Failure Stories)

RECOMMENDED BOOKS (Latest Editions)

- The FT Essential Guide to Writing a Business Plan: How to win backing to start up or grow your business, 2nd Edition, Vaughan Evans, Pearson Publications
- Rassoul Yazdipour: Advances in Entrepreneurial Finance, Springer Publication
- Gary Gibbons: Entrepreneurial Finance: A Global Perspective, Sage Publication
- Steven Rogers: Entrepreneurial Finance, McGraw Hill Publication

REFERENCE BOOKS

- John B Vinturella & Suzanne Erikson; Raising Entrepreneurship Capital
- Janet Kiholm Smith, Richard L. Smith, Richard T. Bliss: Entrepreneurial Finance, Stanford University Press
- Luisa Alemany, Job J. Andreoli: Entrepreneurial Finance: The Art and Science of Growing Ventures, Cambridge University Press.

Supplementary Resources:

- Entrepreneurship: Do your venture; https://onlinecourses.swayam2.ac.in/imb19_mg03/preview
- Identifying entrepreneurial Opportunities; https://www.classcentral.com/course/edx-identifying-entrepreneurial-opportunities-12828
- Start-up: How to build a successful business? https://www.coursera.org/learn/startup-english.
- Journal of Small Business; https://www.tandfonline.com/toc/ujbm20/59/5?nav=tocList&utm_source=

google&utm_medium=sem&utm_campaign=JQI23394&gclid=CjwKCAjw2P-KBhByEiwADBYWCv2I5x7mJfPINjBbhRLD4XjkkbAt7YY8_jnsRuuLrZuwcDQ0-t8HNhoC6Z0QAvD_BwE.

- JEB- Journal of Entrepreneurship and Business: https://jeb.umk.edu.my/
- https://elibrary.in.pearson.com/login
- https://jgateplus.com/home/
- https://capitaline.com/
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	-	2	-	3	1	-	2
CO2	-	2	-	1	-	1	-	-
CO3	2	-	2	2	1	-	2	1
CO4	-	-	-	-	2	2	1	-
CO5	-	1	1	-	1	-	-	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Recommended Courses

Title	Portal / Platform	Duration / Hours	University / Institute	Instructor(s) / Coordinator(s)
Entrepreneurial Finance and Accounting Toolbox	SWAYAM / online	10 weeks	Manipal University Jaipur	Dr. Mredu Goyal
Entrepreneurial Finance (as offered by a degree course)	On-campus / academic curriculum	Semester-based (credit: 3)	Amrita Vishwa Vidyapeetham	(as per course catalogue)

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

FINANCE		
1	26MBA341	Risk Management and Derivatives
2	26MBA342	International Financial Management
3	26MBA343	Banking and Insurance
4	26MBA344	Behavioral Finance

Course Title	RISK MANAGEMENT AND DERIVATIVES
Term/Semester	IV
Course ID	26MBA341
Credits	3

Introduction

The course will focus on the application of financial derivatives in financial risk management. The course concentrates on introduction and pricing of derivative securities such as forwards, futures, and options. It focuses on the application of these derivative securities for financial risk management which include introduction to derivatives markets, pricing futures and forwards, Binomial model and Black and Scholes model for pricing options. The course will also cover real world case studies to illustrate practical application of financial derivatives to solve complex risk management problems

Course Outcomes (COs):

At the successful completion of this course the students should be able to;

CO1: Demonstrate risk identification and showcase comprehensive knowledge about the types and functions of the derivatives market

CO2: Analyse the trading and settlement of forward and future contracts and apply valuation techniques of futures

CO3: Develop and construct an option trading strategies for real life in different market conditions

CO4: Estimate the option pricing using different models and analyze the factors affecting option pricing

CO5: Examine the various credit risk derivatives for managing liquidity and credit risk.

Course content and Structure: (36 hours)

Module 1: Introduction to Derivatives 04 Hours

- Definition and managing risk, types of risk, approaches to risk management, Derivatives market - Meaning, benefits, types (both exchange traded and OTC traded) and features of financial derivatives- functions of derivatives Market- Derivative market players (Hedgers, speculators and arbitragers), Trading, . Recent developments in derivative markets- ESG derivatives, Crypto-linked derivatives (Theory).

Module -2 Hedging with Futures and Forwards 08 hours

- Futures and Forwards: Meaning, features -Futures vs Forwards-Mechanics of buying and selling futures/Forwards-Hedging through futures/Forwards-Marking-to-market process- contract specifications of stock, index and commodity futures–valuation of futures/forwards using cost of carry model, Arbitrage Process- (Numerical problems on MTM and valuation of futures/forwards). (Theory and Problems).
-

Module -3 Hedging Using Options 10 Hours

- Option Contracts: Meaning, features and types of option Contracts-Options vs futures/forwards-Mechanics of buying and selling option contracts-contract specifications of stock, index and commodity options- Option Trading strategies – Spreads: Bull spread, bear spread and Butterfly spread using call

and put option. Combinations: Straddle, Strangle, Strips and Straps.

Module 4: Valuation of option contracts **8 Hours**

- Option pricing-factors affecting option Pricing-Valuation of option contracts using Black Scholes model (No dividend, with dividend and dividend yield) and Binomial Model-Put-call parity theory-Option Greeks--Interest rate options-Exotic options. (Numerical problems on all aspects except exotic options).

Module -5 Credit Derivatives and VaR **6 Hours**

- Credit Derivatives-Total Return Swap (TRS)-Credit Default Swap (CDS)-Types of CDS-Asset Backed Securities (ABS)-Collateralized Debt Obligation (CDO) Credit Spread Options——Value-at-Risk-Meaning, one stage/two stage and multistage VaR Models; stress testing and back testing (Theory only) AI in Derivative Valuation

Pedagogy

- Lectures
- Case study
- Trading simulation
- Capstone project
- Expert lecture

Teaching Learning Resources:

Essential Readings

- Futures and Option Markets, John C. Hull, Pearson Education, 11th Edition
- Derivatives Markets (3rd edition), by Robert L McDonald, Pearson Publication.
- Derivatives & Risk Management, Rajiv Srivastava, 4th Edition, Oxford Publication House.
- Options & Futures Vohra & Bagri TMH 2/e

References

1. Risk Management & Derivative, Rene M. Stulz, Cengage
2. Sheldon Natenberg, Option Volatility and Pricing: Advanced Trading Strategies and Techniques (2nd Edition).
3. Kerry Back, A Course in Derivative Securities: Introduction to Theory and Computation.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	-	1	1	1	1
CO2	2	2	1	1	1	1	-	1
CO3	1	1	-	-	1	2	2	-
CO4	2	1	1	1	1	1	1	-
CO5	1	-	-	-	1	-	1	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera courses

SL.No	Course title	Instructor	No. of hours	Link
1	Equity Derivatives – Analyze , Apply & Evaluate Markets	EDUCBA	7	https://www.coursera.org/learn/equity-derivatives-analyze-apply-evaluate-markets
2	Credit Derivatives: Analyze, Price & Apply	EDUCBA	8	https://www.coursera.org/learn/credit-derivatives-analyze-price-apply
3	Hedge Accounting for Derivatives: Apply & Evaluate	EDUCBA	6	https://www.coursera.org/learn/hedge-accounting-derivatives-apply-evaluate

Course Evaluation Plan:

SL.No.	Evaluation Item	Unit of Evaluation	Marks Allotted
1	End Term Exam	Individual	50
2	Mid – Term Test	Individual	15
3	Attendance and Class Participation	Individual	5
4	Competition - Stock Market Derivatives Simulation	Team	20
5	Certificate Course on Coursera -	Individual	5
6	Quiz	Individual	5

Course Title	INTERNATIONAL FINANCIAL MANAGEMENT
Term/Semester	IV
Course ID	26MBA342
Credits	3

Introduction:

"As for Foreign Exchange, it is almost as romantic as young love and quite as resistant to formulae". H.L. Mencken

Knowledge of international finance can help a financial manager decide how international events will affect a firm. It is helpful to understand the flow of funds in international markets, foreign exchange rate behavior, and the associated risk exposures. This subject also discusses various financing tools available to corporations while operating in the global market. Students equipped with knowledge of currency derivatives can leverage and optimize international investment decisions. They will also learn strategies to manage the exchange rate risk while financing globally.

Course Objectives (COs):

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

CO1: Comprehend International Finance Fundamentals

CO2: Master nuances of Foreign Exchange Rates

CO3: Analyze Parity Theories and Manage Forex Exposures

CO4: Apply risk management techniques and hedging in forex.

CO5: Explore modern global finance.

Course Content and Structure: (36 hours)

Module 1: Introduction to International Finance 4 Hours

- Scope, Importance of International Finance- Balance of Payments (Components and structure, Importance, Economic Relevance), Demand and Supply aspects of Currency Market. International Monetary System: Evolution, Gold Standard, Bretton Woods system, and the current exchange rate arrangements (fixed, floating, and managed float).

Module 2: Exchange Rate Management Hours 8 Hours

- Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants - Forecasting FOREX rates. Determination of Exchange rates in Spot and Forward markets. Exchange rate Behavior-Cross Rates- Bid – Ask – Spread, Cross rates (Theory & Numerical Problems).

Module 3: Analyzing Parity Theories and Exchange Rate Exposure 8 Hours

- International Parity Relationships, Interest Rate Parity, Purchasing Power Parity, and International Fisher Effects. - Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage. Management of Transaction exposure, Management of Translation exposure, and Management of Economic exposure. International Capital Budgeting: Concept, Evaluation of a Project. (Theory & Problems)

Module 4: Foreign Exchange Risk Management 8 Hours

- Currency Futures & Options Strategies Hedging against foreign exchange exposure Forward Market- Futures Market- Options Market- Currency

Swaps-Interest Rate Swaps

Module 5: Contemporary Issues in Global Finance 8 Hours

- Euro Currency Markets - Depository Receipts –Frontier Market Finance
- Money Laundering and Anti-Money Laundering / Compliance measures
- Global Green Finance- ESG Linked Bonds- Carbon Credits Trading
- Global Digital Finance
- Blockchain & Cryptocurrencies Trading, AI in forex trading (Only Theory)

Pedagogy:

- Classroom Discussions
- Currency Trading Simulations (Investopedia Simulator)
- Real-world currency trading on Trading Apps (Trading View Paper Trading)
- Creating hedging models using Excel.
- Case Study Analysis Workshop
- Expert Talk / Guest Lectures (Non-financial workshop)

Teaching Learning Resources:

- International Financial Management by P G Apte and Sanjeevan Kapshe, 8th Edition,2020: Tata McGraw-Hill
- International Financial Management, Text and Cases by Madhu VIJ, 4th Edition, 2021, Publisher: Taxmann

Reference Books

1. International Financial Management by Cheol Eun, Bruce G. Resnick, and Tuugi Chuluun, 10th Edition, Publisher: Tata McGraw-Hill
2. Multinational Business Finance by David Eiteman, Arthur Stonehill, Michael Moffett, 16th & Global Edition, Aug,2023 – Pearson

Supplementary Reading

- Foreign Exchange and Risk Management by C. Jeevanandam Publisher: Sultan Chand & Sons.
- International Finance: Theory and Practice by Siddaiah, T.N. Publisher: Pearson India.
- International Economics by Krugman & Obstfeld Publisher: Pearson
- Options, Futures and Other Derivatives by John Hull - Publisher: Pearson
- International Financial Management by Bhalla, V.K. Publisher: S. Chand Publishing
- Financial Markets and Services by Gordon & Natarajan Publisher: Cengage Learning India

Digital Resources & Journals

RBI Bulletins and Annual Reports

- Source: Reserve Bank of India -website
- Use: Current policies, regulations, and market developments
- Focus: Contemporary issues and real data

Digital Supplementary Resources:

- https://jgateplus.com/home/
- https://capitaline.com/

- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d- 4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06
- https://elibrary.in.pearson.com/login

Recommended Reading Strategy:

- Primary Text: Apte (for Indian context) + Eiteman (for global perspective)
- Problem Practice: Jeevanandam (for numerical problems)
- Current Affairs: RBI publications and financial newspapers
- Advanced Concepts: Hull (for derivatives depth)

Supplementary Resources:

- https://jgateplus.com/home/
- https://capitaline.com/
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d- 4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06
- https://elibrary.in.pearson.com/login

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1	1	3	2	1
CO2	2	3	2	2	1	3	2	-
CO3	3	2	1	2	1	2	1	1
CO4	3	3	1	1	1	2	2	1
CO5	1	2	2	2	3	3	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Recommended Certification Courses

SL.No.	Title of the Course/Guided Project	Course Offering Institution	Course Rating
1.	Hedging using Forex	RVIM Faculty Curated Course (Dr.Sumera and Dr.P.Srikanth)	4.5
2.	Investment Banking: Financial Analysis and Valuation	Interactive Brokers	4.3
3.	Globalization, Economic Growth and Stability Specialization	IE University	4.8

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	BANKING AND INSURANCE
Term/Semester	IV
Course ID	26MBA343
Credits	3

Introduction:

"Banking is not about money; it is about trust." — Herman G. Abs

"You don't buy life insurance because you are going to die, but because those you love are going to live." — Suze Orman

The Banking, Financial Services, and Insurance (BFSI) sector in India has become a cornerstone of inclusive development, shaped by regulatory reforms, technological innovation, and rising customer awareness. With the rapid expansion of digital banking, FinTech, Insurtech, and sustainable finance, the sector is undergoing a transformation that demands both technical knowledge and ethical responsibility. This course introduces students to the principles, practices, and evolving dynamics of banking and insurance. It covers the Indian financial system, regulators, and markets, explores the structure and operations of banks, examines the principles and products of insurance, and analyzes financial services such as factoring, securitization, and credit rating. Special emphasis is placed on risk management, asset-liability strategies, digital innovations, and governance frameworks.

Course Outcomes (COs):

After the Course completion, Students will be able to:

CO1: Analyze the Indian financial system, its regulators, markets, and reforms in the context of sustainable finance.

CO2: Evaluate banking principles, operations, and technological innovations with emphasis on risk management and digital transformation.

CO3: Apply insurance principles to business and management through actuarial concepts, product innovation, and customer-focused practices.

CO4: Evaluate financial services and institutions to support strategic decision-making, inclusive growth, and market efficiency.

CO5: Evaluate contemporary issues and emerging technologies in BFSI, including AI, FinTech, Insurtech, ESG, and ethical challenges.

Course content and Structure: **(36 hours)**

Module 1 – Indian Banking System & Operations **(7 Hours)**

- Structure of Indian Banking: Scheduled vs. Non-Scheduled; Public, Private, Cooperative, Small Finance & Payments Banks
- Banking Models: Retail, Wholesale, Merchant, International & Universal Banking
- Banker–Customer Relationship & Consumer Rights
- RBI: Objectives, Functions & Regulatory Role
- Central Banking Operations: CRR, SLR, Repo, Reverse Repo, Open Market Operations
- Banking Operations: Types of Deposits, Lending Products, Loan Documentation, Negotiable Instruments
- Payment Mechanisms: Cheques, Cards, Digital Payments, ECS, NACH
- Core Banking Systems (CBS), Branch vs. Digital Delivery, Customer Service Standards

Module 2 – Banking Risk Management & Digital Transformation (9 Hours)

- Risk Management: ALM, ALCO, Basel Approach
- NPAs: Classification, Provisioning, SARFAESI Act, IBC, Recovery & Resolution
- Digital Banking Technologies: UPI, NEFT, RTGS, IMPS, RuPay, Mobile Banking, API Banking, Blockchain basics
- Credit Assessment: Scorecards, Data Analytics, Alternate Credit Scoring, MSME Financing
- AI & Automation: Chatbots, Biometric KYC, Digital Onboarding & Fraud Detection
- Cybersecurity: CERT-In, RBI Norms, Data Privacy, Digital Trust
- Financial Inclusion: Jan-Dhan, BC Model, e-KYC, DSAs/DSPs
- Sustainable & Ethical Banking: Green Banking & Financial Literacy Initiatives

Module 3 – Life Insurance Concepts & Practices (8 Hours)

- Role of Insurance in Economic Stability: Risk Transfer, Resource Mobilization, Financial Planning
- Regulatory & Legal Framework: IRDAI, Contract Essentials, Insurable Interest, Disclosure, Nomination & Assignment
- Key Concepts: Risk, Premium Pricing, Actuarial Practices & Underwriting
- Life Insurance Products: Term, Endowment, ULIP, Pension/Annuity, Riders, Micro-insurance
- Distribution: Agents, Bancassurance, Digital Channels, Insurtech Platforms
- Intermediaries & Compliance: Brokers, TPAs, Corporate Agents
- Careers: Agent, Underwriter, Actuary, Claims Manager
- Contemporary Practices: Digital Servicing, Pandemic Covers, Hybrid Plans, Regulatory Sandboxes

Module 4 – General Insurance & Emerging Trends (8 Hours)

- Types of General Insurance: Fire, Marine, Crop/Agri, Health, Liability, Personal Accident, Engineering
- Commercial vs. Retail Insurance: Scope, Challenges & Market Landscape
- Importance of Non-Life Insurance in Risk Management
- IRDAI: Reforms, Solvency, Digital Claims, Grievance Redress
- Claims Processing: Digital Survey, Video-based Assessment, CX-Focused Systems
- ESG & Climate Risk: Disaster & Pandemic Covers, Sustainable Insurance
- Microinsurance, Usage-Based & Parametric Models
- Distribution Innovations: POSP, Marketplaces, WhatsApp Insurance, Telematics
- Global & Contemporary Influences: Bima Sugam, Reinsurance Trends, Data Protection & Ethical Selling

Module 5: AI and Contemporary Issues in BFSI (4 Hours)

- AI in banking: fraud detection, credit scoring, robo-advisory
- AI in insurance: underwriting, claims, predictive analytics
- Emerging technologies: blockchain, big data, cloud, cybersecurity
- Contemporary issues: ESG, financial inclusion, ethical AI
- Case studies: FinTech and InsurTech innovations

Pedagogy:

- Classroom discussions and interactive case studies
- Webinars, MOOCs, Coursera, edX, NPTEL, SWAYAM, SDPs
- Multimedia cases, simulations, and digital illustrations
- Industry expert lectures and practitioner talks
- Group and Individual projects
- Research assignments and presentation seminars
- Use of AI tools, fintech/insurtech case repositories, and digital platforms

Teaching Learning Resources:

Essential Readings

- Principles and Practices of Banking – IIBF, 2/e, Macmillan, New Delhi. ISBN: 978-9350597293
- Financial Services – Khan M.Y., 6/e, McGraw Hill. ISBN: 978-0070585850

References

- Management of Banking and Financial Services – Pearson, 4th Edition. ISBN: 978-9352861873
- Banking Theory and Practice – K.C. Shekar & Lakshmi Shekhar, Vikas Publishing House, 2011. ISBN: 978-9325969056
- Banking and Insurance – O.P. Agarwal, Himalaya Publishing House. ISBN: 978-8184884883
- Elements of Banking and Insurance – Jyotsna Sethi & Nishwan Bhatia, PHI Learning. ISBN: 978-8120346574
- Essentials of Banking and Insurance – Sunil Kumar, JSR Publishing House LLP. ISBN: 978-9387684614
- FinTech Innovation: From Robo-Advisors to Goal Based Investing and Gamification – Paolo Sironi, Wiley. ISBN: 978-1119226987
- Sustainable Finance and ESG Investing – Cary Krosinsky & Nick Robins, Routledge. ISBN: 978-0367331890

Supplementary Resources

- https://www.rbi.org.in/Scripts/BS_ViewSpeeches.aspx
- https://nptel.ac.in/courses/110/106/110106040/
- https://nptel.ac.in/courses/110/105/110105121/
- https://www.coursera.org/learn/fintech-transformation-financial-services
- https://www.coursera.org/lecture/financial-markets-global/insurance-fundamentals- X6HV1
- (https://onlinecourses.swayam2.ac.in/cec20_mg08/preview)-
- https://www.edx.org/school/state-bank-of-india
- https://www.coursera.org/lecture/financial-markets-global/insurance-fundamentals- X6HV1
- https://www.youtube.com/watch?v=Ce3A8l7LHMc&ab_channel=HitBullsEyeHitBullsE
- https:// www.youtube.com/watch?v=uPqNNshSA9I&ab_channel=CARachanaPhadkeRanadCARachanaPhadkeRanadeVerified
- https://www.youtube.com/watch?v=YyWOnt15CYE&ab_channel=TheLogicalLearning The Logical Learning

CO-PO Mapping:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	–	1	2	–	–
CO2	2	2	1	2	1	2	–	2
CO3	2	2	1	2	2	–	1	1
CO4	2	2	–	2	2	1	–	1
CO5	2	2	2	2	2	2	1	–

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Suggested Coursera Courses

Course Name	University / Provider	Instructor / Offered By	Rating	Duration (Approx.)
Banking and Financial Institutions	University of Illinois Urbana-Champaign	Prof. Rustom Manouchehri Irani	4.7	20 hours
Insurance Fundamentals	Yale University (Financial Markets Global MOOC)	Prof. Robert Shiller	4.6	6–8 hours
Inside BFSI: Structure, Challenges, and Technology	Board Infinity (Coursera BFSI Essentials Series)	Industry Experts, BFSI Practitioners	4.5	8–10 hours

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	BEHAVIORAL FINANCE
Term/Semester	IV
Course ID	26MBA344
Credits	3

Introduction:

The course is designed to equip students with the psychological underpinnings of financial decision-making and market behaviour. Moving beyond the traditional assumption of fully rational investors and perfectly efficient markets, the course explores how cognitive biases, emotions and heuristics systematically influence individual and institutional investment decisions and lead to observable market anomalies. This course provides a comprehensive understanding of how such behavioural factors shape financial decision-making, influence market outcomes, and contribute to anomalies unexplained by conventional theories. Through a systematic exploration of heuristics, biases, prospect theory, market anomalies, and behavioural models, students will gain deeper insights into the complexities of investor behaviour in contemporary financial markets.

Course Outcomes (COs):

At the successful completion of this course the students should be able to;

CO1: Explain the foundational concepts and scope of behavioral finance, including key psychological biases influencing investor behavior.

CO2: Analyze the Efficient Market Hypothesis and alternative market theories using behavioral finance perspectives.

CO3: Apply behavioral finance theories such as prospect theory and heuristics to real-world investment decision-making scenarios.

CO4: Evaluate empirical evidence on common investor biases and develop strategies to mitigate their impact on financial decision-making.

CO5: Explore contemporary issues in behavioral finance including neurofinance, managerial irrationality, and goal-based investing, to enhance practical financial decision skills.

Course content and Structure: **(36 hours)**

Module 1: Introduction to Behavioral Finance **06 Hours**

- Behavioural finance: An overview, Nature and Scope
- Characteristics of Behavioural Finance & Different Biases
- Rational Investors Vs Irrational Investors
- Influence of behavioural biases on investment decision making

Module 2: Dimensions of Behavioural Finance and Market Anomalies 8 Hours

- Efficient market hypothesis & alternate market hypothesis
- Prospect Theory, Mental accounting, Loss Aversion
- Expected Utility Theory , Nudge theory
- Calculation based on probability approach
- Market Anomalies: Causes & Effects, Evidences of Calendar Effects, January effect, Weekend effect • Turn-of-the year effect, Fundamental Anomalies, Technical Anomalies

Module 3: Heuristics & Behavioral Biases **8 Hours**

- Psychological foundations of behavioural finance
- Concept of Heuristics, Familiarity & Related Heuristics
- Representativeness & Related biases
- Prospect theory, Ambiguity aversion, loss aversion
- Anchoring, Irrationality and adaptation as a bias, Emotional Bias
- Implications of biases

Module 4: Understanding Investor's Behaviour **8 Hours**

- Portrait of an Individual Investor & Institutional Investors
- Implications of biases
- Influence of Emotions
- Behavioral Portfolio Theory
- Models of Behavioral Finance- Barnewell Two-Way Model
- BBK Five-way model (Big Five Personality Tests) Simulation

Module 5: Contemporary Issues in Behavioural finance **6 Hours**

- Financial behaviour stemming from familiarity and repetitiveness, the disposition effect, Overconfidence and optimism, Underreaction and overreaction
- Neurofinance
- Behavioural corporate finance, managerial irrationality, Goal based investing
- AI models to identify and quantify investor biases

Pedagogy:

- Classroom Discussions
- Case based teaching
- Simulations
- Master class

Teaching Learning Resources:

Essential readings

- Behavioral Finance Paperback – 1 Jul 2017 by Chandra published by McGraw–Hill Education
- Behavioral finance by Williams Forbes– 2011, Published by Wiley
- Behavioral Finance Paperback – 2014 by Sulphey M.M. Publisher: Prentice Hall India Learning Private Limited

Supplementary Resources

- Inefficient Markets: An Introduction to Behavioral Finance by Andrei Shleifer (Oxford University Press)
- Advances in Behavioral Finance, Volume - II, Edited by Richard Thaler (Princeton University Press)
- Irrational Exuberance by Robert J. Shiller (Princeton University Press)
- A Behavioral Approach to Asset Pricing by Hersh Shefrin (Academic Press)

- Behavioral Risk Management by Hersh Shefrin (Palgrave Macmilan)

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1	1	2	1	3
CO2	3	2	-	1	1	1	1	1
CO3	2	2	1	-	2	2	1	-
CO4	3	2	-	-	2	-	1	1
CO5	2	2	1	1	1	1	1	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera courses

SL.No	Title of the course	Course instructor	No. of hours	Link
1	Behavioural finance	Emma Rasiel	5	https://www.coursera.org/learn/duke-behavioral-finance
2	Biases and Portfolio Selection	Arzu Ozoguz	10	https://www.coursera.org/learn/biases-portfolio-selection
3	Introduction to Personal Finance	Brian Walsh	10	https://www.coursera.org/learn/personal-finance-introduction

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

OPERATIONS AND SUPPLY CHAIN MANAGEMENT		
1	26MBA441	Strategic Sourcing and SRM
2	26MBA442	E-Commerce And Digital Supply Chain Management
3	26MBA443	Quality Management and Lean Six Sigma
4	26MBA444	Cross-Functional Integration for SCM

Course Title	STRATEGIC SOURCING AND SUPPLIER RELATIONSHIP MANAGEMENT
Term/Semester	IV
Course ID	26MBA441
Credits	3

Introduction

Sourcing and Procurement is a specialization course focused the critical aspect of sourcing goods and services for the supply chain. This course distinguishes between transactional purchasing and strategic sourcing, guiding students through the detailed, seven-step process, from spend analysis and market profiling to contract execution. Critical emphasis is placed on Total Cost of Ownership (TCO) analysis for make-or-buy decisions, advanced negotiation strategies, and effective contract lifecycle management. The course also introduces the topics of global sourcing, ethical procurement, and supply chain risk in the age of AI.

Course Outcomes (COs):

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

CO1: Compare and contrast purchasing, procurement, and strategic sourcing, and classify suppliers based on strategic importance

CO2: Apply the concept of Total Cost of Ownership (TCO) to make-or-buy and vendor selection decisions.

CO3: Develop effective negotiation strategies for procurement and identify the critical financial and risk clauses in supply contracts.

CO4: Analyze the major risks and benefits associated with global sourcing, as part of the overall sourcing strategy.

CO5: Assess how new technologies are being applied in sourcing and identify their potential benefits

Course Content and Structure: **(36 Hours)**

Module 1: Introduction and Supplier Relationship Management **(7 hours)**

- Introduction to Sourcing and Procurement: Difference between purchasing, procurement, and strategic sourcing, the procurement cycle- from needs identification to payment, evolving role of procurement from a cost centre to a value driver
- Spend Analysis: Techniques for analyzing organizational spend data to identify opportunities for cost savings and efficiency improvements, Categorizing spend into direct, indirect, and capital categories
- Supplier Relationship Management (SRM): Importance of building strategic supplier relationships and supplier collaboration, the supplier segmentation matrix (e.g., the Kraljic Matrix) to manage different types of suppliers, key components of SRM

Module 2: Strategic Sourcing Process **(8 hours)**

- The Strategic Sourcing Process: Profiling, market analysis, strategy development, supplier identification, negotiation, contracting, and performance management
- Supplier Selection and Evaluation: Establishing criteria for supplier evaluation, tools for supplier assessment, Request for Information, Request for Proposals, and Request for Quotations

- Make-or-Buy Decisions: Factors that influence the decision to produce internally or purchase from an external supplier, Total Cost of Ownership (TCO) analysis, basics of value engineering

Module 3: Negotiation and Contract Management **(8 hours)**

- Procurement Negotiation: Fundamentals of effective negotiation, types of negotiations, techniques for negotiations
- Contract Management: Types of contracts, Contract lifecycle, key clauses in a procurement contract, including terms of payment, liability, and dispute resolution

Module 4: Global and Ethical Sourcing **(8 hours)**

- Global Sourcing: Advantages and disadvantages of sourcing from international markets, currency risks, cultural differences, and trade regulations
- Ethical and Sustainable Procurement: Business considerations for sustainable procurement, addressing issues like fair labour practices, human rights, and supply chain transparency, Introduction to circular economy principles in sourcing
- Risk Management in Sourcing: Identifying and mitigating various supply chain risks, developing a resilient supply base

Module 5: Emerging Trends and AI in Procurement **(5 hours)**

- Digital Procurement Transformation: E- procurement systems, cloud-based procurement platforms, use of Blockchain in sourcing
- AI and Machine Learning Applications: Spend Analytics, Risk Prediction, Robotic Process Automation, Generative AI in Procurement
- Emerging Trends: Supplier Diversity and Inclusion initiatives, supply chain resilience

Pedagogy:

- Classroom discussion
- Project-based learning
- Workshop from practitioners
- Case-based teaching
- Experiential learning
- Coursera Platform
- Field Visits
- Master Classes

Teaching-Learning Resources:

Recommended Books:

- Purchasing and Supply Management by P. Fraser Johnson, Michiel R. Leenders, Anna E. Flynn (15th Edition, McGraw Hill)
- World Class Supply Management – Burt, Dobler, Starling, (TMGH, Latest Edition)
- Supply Chain Management: Text and Cases – Vinod Sople (Latest Edition, Pearson)
- Negotiation for Procurement and Supply Chain Professionals: A Proven Approach for Negotiations with Suppliers by Jonathan O'Brien (Kogan Page, Latest Edition)

Reference Books:

- The Strategic Procurement Practice Guide: Know-how, Tools and Techniques for Global Buyers by Ulrich Weigel and Marco Ruecker (Springer, Latest Edition)
- Logistics and Supply Chain Management by Satish C. Ailawadi, P. Rakesh Singh(Latest Edition)
- Ethical Supply Chain Management in India by N. Chandrasekaran, M. Rama Subramaniam
- Negotiation by Himanshu Rai

Coursera courses:

Course Name	Trainer/Organization	Hours
Global Procurement and Sourcing Specialization	Rutgers University	38 hours

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	-	-	-	3	2	-
CO2	2	3	-	2	-	3	-	-
CO3	2	-	3	-	-	3	2	2
CO4	2	-	-	2	-	3	-	2
CO5	-	2	-	3	3	3	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	E-Commerce And Digital Supply Chain Management
Term/Semester	IV
Course ID	26MBA442
Credits	3

Introduction:
Ecommerce supply chain and operations to upskill students and thereby make them become effective supply chain management professionals in the e-commerce domain. The course also imparts the tools and techniques used for improving the performance of the e-commerce supply chain.

Course Outcomes (COs):
On successful completion of this course, the student will be able to:
CO1: Explain and compare various e-commerce business models and their corresponding supply chain structures, logistics flows, and operational implications.
CO2: Analyze key components of e-commerce supply chain operations such as inventory, warehouse management, last-mile delivery, and returns, and evaluate their impact on service performance.
CO3: Assess and apply the use of emerging technologies—AI, ML, IoT, blockchain, drones, robotics, and automation—to enhance visibility, resilience, and efficiency of e-commerce supply chains.
CO4: Evaluate cyber-security risks, digital vulnerabilities, and information security threats in e-commerce supply chains, and recommend appropriate mitigation strategies and controls.
CO5: Compare, design, and recommend suitable e-SCM technology architectures, digital platforms, and ecosystem integrations to support scalable e-commerce operations.

Course content and Structure: **36 hours**

Module 1: Introduction to e-Commerce supply chain and its business models (6 Hrs.)

- Define e-commerce and describe how it differs from traditional-commerce.
- Discuss the origins and growth of e-commerce, Stages in e-commerce supply chain, Unique features of e commerce technology and discuss their business significance.
- Major types of e-commerce business models, key components of e- commerce business models, B2C and B2B models and their corresponding supply chain configurations, Major B2C and B2B business models,
- Cross border e-commerce: Understanding the cross-border e-commerce and why it is important.

Module 2: E-SCM Hosting and Managing the Platform (8 Hrs.)

- Web technologies & e-SCM applications,
- Understanding Risk & Cyber-attacks in supply chain, Security Controls and Information Security Posture,
- Cryptographic Algorithms and hashing systems,
- Analysing and assessing the risks, Application of Geospatial Technology and GIS for cyber secured Supply chain.

Module 3: Supplier Relationships and Sourcing Logistics (6 Hrs.)

- Building and maintaining strong supplier relationships
- Global sourcing strategies
- Negotiation techniques and vendor management
- Ethical sourcing and sustainability in e-commerce
- In-house fulfilment vs. third-party logistics (3PL)
- Drop-shipping and its pros/cons
- Multi-channel fulfilment: Omni-channel vs. multi-channel
- Fulfilment centers and warehouses

Module 4: Last-Mile Delivery, Quick commerce and Customer Experience (8 Hrs.)

- The importance of last-mile delivery in customer satisfaction
- Solutions for last-mile delivery: drones, autonomous vehicles, crowdsourced delivery
- Tracking and real-time delivery updates
- Managing returns and reverse logistics
- International shipping challenges: tariffs, duties, customs
- Partnering with global fulfilment centers
- Localizing your supply chain for different markets
- Key performance indicators (KPIs) in e-commerce supply chains
- Measuring efficiency: lead times, order accuracy, fulfilment rates

Module 5: Digital Transformation (8 Hrs.)

- Emerging technologies for Digital Transformation of supply chain,
- Application of AI, ML, IOT, Block chain, Robotics & Automation, and Drone technologies,
- Platform Economy and Eco-Systems, Product life cycle management for supply chain, Technology life cycle for supply chain management.
- Dark Patterns/Web

Pedagogy:

- Class room discussion
- Project based learning
- Workshop from Practioners
- Case based teaching
- Experiential learning
- Inquiry based teaching

Teaching Learning Resources:

Recommended Books

- S. Carnovale, and S. Yeniyurt, (Eds.)., Cyber Security and Supply Chain Management: Risks, Challenges, And Solutions (Vol. 1).
- World Scientific, 2021. 2. S. Chopra and D. V. Kalra, Supply Chain Management: Strategy, Planning and Operations. 7th Edn.; Pearson Education (Singapore) Pte. Ltd., 2019.
- A. M. Pagano and M. Liotine, Technology in supply chain management and logistics: Current practice and future applications. 1st Edn., Elsevier, 2019

Reference Books

- E-logistics and E-supply chain management applications for evolving business: By Derin Graham, Loaniss Manikkas, Dimitris Folinas- 2013.
- E-commerce operations and supply chain management: By Sruthi S, Biswadip Basu Mallik, Dr. M. Jayalakshmi, M. Mahalingam
- Ong, J. M., & Zhao, Y. (2022). Supply chain coordination for e-commerce: Risk penalty vs. flat rate. Manufacturing & Service Operations Management, 24(2), 1110-1127.
- Rai, H. B., Touami, S., & Dablanc, L. (2022). Autonomous e-commerce delivery in ordinary and exceptional circumstances. The French case. Research in Transportation Business & Management, 100774

Supplementary reading

- Supply chain brain.com: http://www.supplychainbrain.com/
- Managing the Digital Enterprise: http://digitalenterprise.org
- https://elibrary.in.pearson.com/bookshelfDashboard
- EBSCO : https://www.ebsco.com/search?search=supplychainmodel
- Jgate: https://jgateplus.com/home/resources/
- Capitaline: https://www.capitaline.com/SiteFrame.aspx?id=1

Suggested Coursera Courses :

Course Name	Offered by	Instructor
Supply Chain Management for E-commerce	Star Weaver	Jairo Sanchez
Retail Digital Supply Chain	Penn University	Santiago Gallino
Supply Chain Analytics Specialization	Rutgers University	Yao Zhao

CO-PO Mapping:

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

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	QUALITY MANAGEMENT AND LEAN SIX SIGMA
Term/Semester	IV
Course ID	26MBA443
Credits	3

Introduction

This advanced course focuses on systematic process transformation, building on foundational Lean and Six Sigma knowledge. The curriculum is split into two core pillars: Deep Process Improvement (Advanced DMAIC and Statistical Control) and Process Innovation (Business Process Re-engineering and Design for Six Sigma). Students will gain the technical and strategic skills to act as change agents, capable of driving radical operational redesigns and developing new, high-quality processes that deliver a competitive advantage.

Course Outcomes (COs):

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

CO1: Apply advanced statistical tools of the Six Sigma DMAIC framework to solve complex, cross-functional business problems.

CO2: Master specialized Lean techniques, such as Value Stream Mapping (VSM) and Kaizen event facilitation, to optimize process flow and radically eliminate waste in operational settings.

CO3: Formulate and execute a comprehensive Business Process Re-engineering (BPR) strategy, utilizing process Modeling and simulation to achieve radical performance gains.

CO4: Implement the Design for Six Sigma (DFSS) methodology (DMADV), including Quality Function Deployment (QFD), to develop and verify new products and services for higher quality

CO5: Design effective process management systems that integrate technology and measure performance using advanced metrics

Course Content and Structure: **(36 hours)**

Module 1: Advanced Six Sigma and Statistical Control **(8 hours)**

- 1.1 Deep Dive into the Analyze Phase with Use Cases
  - Hypothesis Testing (t-tests, ANOVA, Chi-Squared) for identifying significant process factors.
  - Regression Analysis for understanding correlation and prediction in process outcomes.
  - Non-Normal Data Analysis and advanced measurement system analysis (Gage R&R).
- 1.2 Advanced Statistical Process Control (SPC)
  - Control Charts for variables (X-bar and R/S) and attributes (P, NP, C, U).
  - Process Capability Analysis (Cp, Cpk, Pp, Ppk) and calculating Sigma levels for complex systems.
- 1.3 Design of Experiments (DOE)
  - Introduction to experimental design principles (randomization, replication).
  - Using Full and Fractional Factorial designs to efficiently determine optimal process settings.

Module 2: Advanced Lean Tools and Flow Optimization **(7 hours)**

- 2.1 Value Stream Mapping (VSM) Mastery
  - Creating current-state and future-state VSMs for end-to-end supply chain processes.
  - Analyzing total cycle time, lead time, and identifying major waste points (Muda).
- 2.2 Lean in the Service Environment
  - Applying Lean principles to transactional processes (e.g., administrative, financial services).
  - Kanban and Pull Systems in MRO (Maintenance, Repair, and Operations) and office environments.
- 2.3 Kaizen and Rapid Improvement Events
  - Techniques for facilitating successful rapid improvement events (Kaizen Blitz).
  - Standard Work creation and visual management systems (Andon, 5S) to maintain gains.

Module 3: Business Process Re-engineering (BPR) **(8 hours)**

- 3.1 BPR Strategy and Methodologies
  - The concept of the "Clean Slate" approach (Hammer & Champy).
  - Identifying core processes for radical redesign versus incremental improvement.
  - Linking BPR outcomes to breakthrough performance metrics (cost, quality, speed).
- 3.2 Process Modeling and Simulation
  - Developing As-Is and To-Be process models using BPMN (Business Process Modeling Notation).
  - Using computer simulation tools to test redesigned processes before implementation.
- 3.3 Enabling Technologies for BPR
  - The role of ERP (Enterprise Resource Planning), RPA (Robotic Process Automation), and AI in automating and enabling radical new process designs.
  - Managing the organizational and cultural barriers to BPR.

Module 4: Design for Six Sigma (DFSS) and Innovation **(9 hours)**

- 4.1 Introduction to Design for Six Sigma (DFSS)
  - When to use DFSS (DMADV) instead of DMAIC (Improvement).
  - Overview of the DMADV roadmap: Define, Measure, Analyze, Design, Verify.
- 4.2 Quality Function Deployment (QFD) – The House of Quality
  - Translating the Voice of the Customer (VOC) into technical process requirements.
  - Using the QFD matrix to prioritize design elements and minimize quality risks early in the process.
- 4.3 Robust Design and Failure Mode and Effects Analysis (FMEA)
  - Applying Taguchi's Loss Function to minimize variation costs.
  - Conducting detailed FMEA to proactively identify and mitigate potential process or product failures before launch.

Module 5: Process Governance and Sustained Excellence **(4 hours)**

- 5.1 Process Metrics and Dashboards
  - Developing a control plan (the "C" in DMAIC/DMADV).
  - Designing performance dashboards and integrating process metrics with organizational KPIs.
- 5.2 Organizational Change Management for Process Transformation
  - Tools and techniques for managing resistance to radical process change.
  - Creating a culture of continuous improvement (e.g., governance, certification programs).
- 5.3 Ethical and Global Considerations in Process Design
  - Designing processes that adhere to regulatory compliance and ethical standards.
  - The impact of global outsourcing and process standardization across international operations.

Pedagogy:

- Classroom discussion
- Project-based learning
- Workshop from practitioners
- Case-based teaching
- Experiential learning
- Coursera Platform
- Field Visits
- Master Classes

Teaching-Learning Resources:

Recommended Books:

- Introduction to Statistical Quality Control by Douglas C. Montgomery
- Lean Thinking: Banish Waste and Create Wealth in Your Corporation by James Womack and Daniel Jones
- Total Quality Management – H.A. Niyogi

Reference Books:

- Total Quality Management by Besterfield et al
- Business Process Re-engineering: Breakpoint Strategies for Market Dominance by H. James Harrington and John S. Harrington

Coursera courses:

Course Name	Offered by	Hours
Data Analytics for Lean Six Sigma	University of Amsterdam	10 Hours
Six Sigma Advanced Improve and Control Phases	Georgia Institute of Technology	11 Hours

Value Stream Mapping (VSM): A Practical Approach to Lean Transformation	University System of Georgia	08 Hours

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	-	-	-	3	-	-
CO2	-	2	2	2	-	3	2	2
CO3	2	-	2	3	-	3	2	-
CO4	2	-	-	3	-	3	2	-
CO5	-	2	-	2	3	3	2	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	CROSS-FUNCTIONAL INTEGRATION FOR SCM
Term/Semester	IV
Course ID	26MBA444
Credits	3

Introduction

This final course examines the critical interdependencies between Operations/SCM and the three primary value-driving functions: Finance, HR, and Marketing. Designed for future leaders, the curriculum teaches students how to use cross-functional frameworks, common metrics, and shared processes to break down organizational silos, align operational capabilities with market strategy, and maximize overall shareholder value.

Course Outcomes (COs):

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

CO1: Analyze the strategic misalignment between functional goals (e.g., sales volume vs. inventory cost) and design integrated strategies to resolve conflicts

CO2: Quantify the financial impact of operational decisions on key financial statements and corporate metrics like Working Capital, EVA, and ROA

CO3: Align operational flexibility and delivery speed with the market strategy defined by the Marketing function using frameworks like Order-Winner and Order-Qualifier

CO4: Explain effective workforce and talent management strategies that directly support operational capabilities

CO5: Master the Integrated Business Planning (IBP) process as a formal mechanism for achieving dynamic, cross-functional consensus and managing organizational change

Course Content and Structure: (36 hours)

Module 1: The Foundations of Functional Alignment (7 hours)

- 1.1 The Silo Effect and Strategic Conflict
  - Identifying common goal conflicts (e.g., Marketing's desire for variety vs. Operations' need for standardization).
  - Understanding the concept of Trade-offs vs. Focus in operations strategy.
- 1.2 Operations as a Strategic Capability
  - Review of the Order-Winner and Order-Qualifier criteria.
  - Defining the Operations Mission and Competitive Priorities (Cost, Quality, Speed, Flexibility).
- 1.3 Bridging the Gaps: Shared Metrics and Systems
  - The need for enterprise-wide data visibility (ERP).
  - Developing common KPIs that reward cross-functional performance (e.g., Perfect Order Fulfilment, Cash-to-Cash Cycle Time).

Module 2: The SCM-Finance Interface (9 hours)

- 2.1 SCM's Impact on the Balance Sheet and Income Statement
  - Analyzing the direct effects of inventory management, asset utilization (ROA), and logistics costs.
  - The financial implications of sourcing and procurement decisions.
- 2.2 Working Capital Management

    - Optimizing the three components of Working Capital: Accounts Payable, Accounts Receivable, and Inventory.
    - Strategies for reducing the Cash-to-Cash (C2C) cycle time through operational efficiency.
- 2.3 Investment Analysis for Operational Projects
    - Evaluating capital expenditures (CapEx) for new facilities or technology (e.g., WMS, factory automation).
    - Calculating Economic Value Added (EVA) and Weighted Average Cost of Capital (WACC) in the context of SCM assets.

Module 3: The SCM-Marketing Interface **(7 hours)**

- 3.1 Translating Market Needs to Operational Requirements
    - Using Quality Function Deployment (QFD) to link customer expectations to process design (covered foundationally in Course 8, applied here).
    - Designing product/service structures for manufacturability/serviceability.
- 3.2 Operations and the Four P's of Marketing
    - Product: Managing product proliferation, complexity, and end-of-life cycles.
    - Price: Impact of production/delivery costs on pricing strategies.
    - Place: Fulfilment strategy, channel mix, and delivery speed promises (last-mile logistics).
    - Promotion: Aligning promotions with inventory and capacity (e.g., flash sale readiness).
- 3.3 Managing Customer Service Levels
    - Defining, measuring, and funding different service level promises (e.g., 95% fill rate vs. 99% fill rate).
    - The cost of stockouts and the financial consequence of service failures.

Module 4: The SCM-Human Resources Interface **(8 hours)**

- 4.1 Labor Productivity and Workforce Planning
    - Forecasting and scheduling labour for high-variability operations (e.g., warehouse, service centres).
    - Managing shift patterns, overtime costs, and temporary labor deployment.
- 4.2 Talent Management in Operations
    - Identifying core competencies (e.g., data analytics, systems thinking, negotiation) required for modern SCM roles.
    - Strategies for hiring, training, and retaining critical operational talent.
- 4.3 Culture, Engagement, and Safety
    - The impact of organizational culture on quality (TQM) and efficiency (Lean).
    - Developing robust safety programs and managing ergonomic risks in logistics and manufacturing settings.

Module 5: Integrated Business Planning (IBP) and Change **(5 hours)**

- 5.1 Sales and Operations Planning (S&OP) to Integrated Business Planning (IBP)
    - Evolving from basic S&OP to a fully integrated financial and commercial consensus process.
    - The five key steps of IBP: Product Review, Demand Review, Supply Review, Integrated Reconciliation, and Management Business Review.
- 5.2 IBP as a Decision-Making Forum
    - Using IBP to proactively resolve trade-offs between functions (e.g., inventory investment vs. service level risk).

- Measuring IBP effectiveness and process maturity.

- 5.3 Managing Cross-Functional Change
  - Overcoming resistance when implementing IBP or new systems that affect multiple functional boundaries.
  - Final Case Study: Analyzing a company that successfully integrated its functional planning cycles.

Pedagogy:

- Classroom discussion
- Project-based learning
- Workshop from practitioners
- Case-based teaching
- Experiential learning
- Coursera Platform
- Field Visits
- Master Classes

Teaching-Learning Resources:

Recommended Books:

- Sales and Operations Planning: How to Run an Integrated Business by Thomas F. Wallace and Robert A. Stahl
- The Discipline of Market Leaders: Choose Your Customers, Narrow Your Focus, Dominate Your Market by Michael Treacy and Fred Wiersema
- Financial Analysis and Working Capital Management by C. Prasanna Kumar, et al.

Reference Books:

- Strategic Management and Business Policy: Text and Indian Cases by Azhar Kazmi
- The Human Element: Overcoming the Resistance That Stalls Change

Coursera courses:

Course Name	Offered by	Hours
Business Strategy: Achieving Competitive Advantage	University of Virginia – Darden School of Business	07 Hours
Financial Acumen for Non-Financial Managers	University of Illinois	09 Hours
Integrated Business Planning (IBP) & S&OP: Aligning Operations with Strategy	Rutgers University	12 Hours

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	3	-	2
CO2	2	3	-	-	-	3	2	-
CO3	2	3	1	2	-	3	-	-
CO4	2	-	1	2	2	3	2	-
CO5	3	-	3	3	3	3	2	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

AI & BUSINESS ANALYTICS		
1	26MBA541	Machine Learning using Python
2	26MBA542	Emerging technologies
3	26MBA543	Cybersecurity Fundamentals: Risk, Governance & Privacy
4	26MBA544	Analytics for E-Commerce and Retail

Course Title	MACHINE LEARING USING PYTHON
Term/Semester	IV
Course ID	26MBA541
Credits	3

Introduction:
Machine learning refers to a set of popular methods and algorithms used for analyzing data and creating models. Business decision making is modern times is heavily dependent on machine learning and managers require to know the basics of machine learning so that they can analyze and make sense of the reports and data presented to them. Python is an arguably the most popular programming language that is used to solve machine learning problems. In this course, we introduce different machine learning algorithms and then create models on different datasets. The students will learn how to read different types of data (structured and unstructured) from different sources (excel or csv files), summarize the data, clean the data, select which model to build and finally build and analyze the built model.

Course Outcomes (COs):
On successfully completion of the course, the students will be able to:

CO1: Understand different categories of machine learning methods and evaluate the performance and suitability of predictive models.
CO2: Apply appropriate supervised learning techniques to build, interpret, and validate models based on the nature of the data and problem
CO3: Perform dimensionality reduction, identify underlying data patterns, and group similar observations using unsupervised learning approaches.
CO4: Detect meaningful associations within datasets, extract insights from text, and analyze sentiment and linguistic patterns for deeper interpretation.
CO5: Explain the foundational components of advanced neural models and apply suitable time-based analytical approaches for forecasting and volatility assessment.

Course Content and Structure: (36 hours)

Module 1: Introduction to Machine learning and Python 7 hours

- Recap of Python – Reading data from files, data summary generation, cleaning of data
- Basics – Hypothesis testing, different plots - Construction and their usage
- Types of Machine learning – Classification of three major types of machine learning (supervised, unsupervised and reinforcement)
- Evaluation of machine learning models: – Accuracy, Precision, Recall, ROC Curve and contingency matrix
- Basic difference between classification and regression problems – applications to different industries
- Types of Dependent and independent variables, different types of data, concept of bias and variance

Module 2: Supervised Learning Algorithms 8 hours

- Linear Regression (Single and Multiple)
- Naïve Bayes method
- Decision Tree

- Applications of supervised learning methods for business decision making

Module 3: Unsupervised Learning Methods 6 hours

- Concept of unstructured data
- Clustering – K-Means and KNN methods
- Factor analysis – PCA and Common Factor Analysis
- Applications of unsupervised methods for business decision making

Module 4: Association Mining and Text Mining 7 hours

- Introduction to association mining
- Market Basket Analysis (Apriori Algorithm)
- Introduction to Text Mining – Definitions of Document, Corpus, Dictionary
- Basic text operations – Tokenization, lemmatization and removal of stop words
- Sentiment Score Calculation and part of speech identification
- TF-IDF calculation

Module 5: Neural Network and Time Series Analysis 8 hours

- Introduction to neural network
- Theoretical background of Basic neural network types (CNN and RNN)
- Implementation of Vanilla neural network using Dense layer
- Concept of time series data and volatility
- Time series analysis using python – Lasso and Ridge regression, ARIMA, ARCH and GARCH (only theory)

Pedagogy:

- Case based teaching
- Classroom discussion
- Activity based teaching
- Talk by the industry experts
- Software based learning – Python
- Master class

Teaching Learning Resources:

Essential Readings

- Machine learning using Python, Manaranjan Pradhan and U Dinesh Kumar, Wiley.
- Machine Learning using Python – A practical guide, Binit Patel, Blue Rose Publishers.

References Books

- Introduction to Machine learning using Python – A guide for data scientists, Andreas C Miller and Sarah Guido, O'Reilly

Supplementary resources-

- https://www.kaggle.com/
- https://www.analyticsvidhya.com/blog/2016/01/complete-tutorial-learn-data- science-python-scratch-2/
- https://www.w3schools.com/python/python_ml_getting_started.asp

- https://scikit-learn.org/stable/user_guide.html
- https://scikit-learn.org/stable/modules/decomposition.html
- http://rasbt.github.io/mlxtend/user_guide/frequent_patterns/apriori/
- https://www.nltk.org/book/
- https://scikit-learn.org/stable/modules/feature_extraction.html#text-feature-extraction
- https://github.com/cjhutto/vaderSentiment
- https://keras.io/guides/
- https://www.statsmodels.org/stable/tsa.html
- https://arch.readthedocs.io/en/latest/

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	3	-	-	3	2	1	-
CO2	1	3	-	1	3	3	-	-
CO3	1	3	-	1	3	3	-	-
CO4	1	3	-	1	3	2	-	-
CO5	1	3	-	1	3	3	1	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Suggested Coursera Courses:

Course Name	University / Institution	Instructor(s)
Machine Learning with Python	IBM Skills Network	Rav Ahuja, Saeed Aghabozorgi
Applied Machine Learning in Python	University of Michigan	Kevyn Collins-Thompson
Applied Text Mining in Python	University of Michigan	V.G. Vinod Vydiswaran

Guided Projects:

Project Name	University / Institution	Instructor(s)
Machine Learning with Python: Linear Regression Model	Coursera Project Network	Rhyme Instructor Team
Classification with Python: Build a Logistic Model	Coursera Project Network	Rhyme Instructor Team
Image Classification with Python: Building a CNN	Coursera Project Network	Amrinder Singh

Predictive Modelling with Python	Coursera Project Network	Rhyme Instructor Team
K-Means Clustering with Python for Data Science	Coursera Project Network	Rhyme Instructor Team

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	Lab Journal : 10 marks Viva-Voce : 10 marks Section A : Attempt one question out of two questions – 15 marks Section B : Attempt one question out of two questions – 15 marks	Individual	50	At the end of the semester
2	Class Test : 10 Marks Preparatory exam : 10 Marks	Individual	20	After completion of 3 modules All modules
3	Attendance and Class Participation	Individual	5	At the end of the semester
4	Certification Course (Coursera) : 10 Guided project(Class room activity) : 05 Capstone project : 10	Individual	25	Full Semester

Course Title	EMERGING TECHNOLOGIES
Term/Semester	IV
Course ID	26MBA542
Credits	3

Introduction:

This course provides a foundational understanding of key emerging technologies shaping the modern business landscape. It explores how technological innovations evolve, are adopted by organizations, and transform industries through digitalization, automation, and intelligent systems. Students will gain both conceptual clarity and practical awareness of technologies such as Cloud Computing, IIoT, AI, Blockchain, VR/AR, Sensors, Actuators, Digital Twin, Drones, 3D Printing and Cybersecurity.

Course Outcomes (COs):

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

CO1: Understand the foundations, capabilities, and evolution of Generative AI in modern business environments.
CO2: Analyze how GenAI-driven digital transformation influences organizational processes, strategy, and decision-making.
CO3: Explore practical applications of GenAI across domains such as marketing, operations, HR, finance, and customer experience.
CO4: Evaluate the ethical, legal, privacy, and security considerations related to deploying GenAI solutions.
CO5: Examine real-world case studies to assess how organizations leverage GenAI for innovation, automation, and competitive advantage.

Course content and Structure: **(36 hours)**

Module 1: Overview of Basic Principles of Emerging Technologies 8 Hours

- Introduction to IT Risk; Definitions of IT Risk; Four "A"s(Availability, access, accuracy, agility) ; IT Risk Disciplines; Cause of IT Risk. Digital Forensics fundamentals and the role of incident response teams.
- Types of Cyber / Digital Frauds - Phishing Fraud, Vishing & Smishing, Identity Theft, Online Banking Fraud, Ransomware Fraud, Malware-Based Fraud, E-commerce Fraud, Social Engineering Fraud, etc.
- Network Security Threats – Spyware, Search, Denial of Services, Misrepresentation, Playback & Session Hijacking, Redirections, Viruses, Trojan Horses, Worms
- Cyber Security: Evolution; Principles; CIA – Confidentiality, Integrity, Availability
- Vulnerabilities: People-Process-Technology based vulnerabilities; Zero-Day Vulnerability
- Threats : Actors ; Tools (Types of cyber-attacks (viruses, worms, Trojan, RAT, etc.) phishing, social engineering, ransom ware).
- Counter measures: Cryptography, hashing, authentication, authorization, accountability
- Introduction to Secure Software Development Life Cycle (SSDLC) concepts.

Module 2: Virtual, Mixed, and Augmented Reality (VR, MR & AR) **6 Hours**

- Overview and differences between Virtual, Mixed, and Augmented Reality.
- Applications of AR, VR, and XR (Extended Reality) in business.
- Communication Technologies: Evolution of wireless technologies (2G to 5G), foundational standards (GSM, CDMA, TDMA, FDMA, OFDM), and implications for connectivity.

Module 3: Cloud Computing and Internet of Things (IoT) **8 Hours**

- Cloud Computing: Overview, architectures, security and performance considerations, applications, and cloud service models (IaaS, PaaS, SaaS, BPaaS). MSFT AZURE
- Internet of Things (IoT): Definition, market trends, real-world applications, and impact on marketing and customer service.
- Industrial Internet of Things (IIoT), Big Data in manufacturing, and software tooling.
- Concept of Data Science, Artificial Intelligence (AI), and Machine Learning (ML).
- Problem spaces, search, knowledge, and rationality.
- Differences between AI, ML, and Deep Learning; their processes and applications. Image Classification-Cancer Prediction Problem, Image Segmentation

Module 4: Artificial Intelligence and Data Science **6 Hours**

- Natural Language Processing (NLP) and real-world use cases and Sentiment Analysis
- Applications: AI agents in location analytics, personalization, social networking, and content analytics (sentiment and opinion analysis).
- Blockchain: Key concepts, applications, blockchain and decentralization, use in financial systems and digital governance.
- Cryptocurrency: Legal aspects, applications in traditional finance, and blockchain-enabled innovations.
- Robotics: Types, components, classification, industrial applications, and performance metrics (accuracy and repeatability).
- Quantum Computing: Fundamental principles and emerging business implications.
- Cybersecurity and Data Privacy: Threats, methodologies, frameworks, and applications across infrastructure, network, IoT, and cloud; includes malware and threat detection.
-

Module 5: Emerging Technologies and Contemporary Issues **8 Hours**

- Introduction to Drones – Business applications
- The rise of UAVs: from hobby gadgets to powerful industrial automation tools
- Core technologies – GPS, Sensors, AI navigation and high resolution imaging
- Mission critical applications: agriculture, logistics, construction and surveillance
- Data-driven operations: mapping, 3D modeling, inspections and real-time analytics.
- Safety, regulations, airspace rules and India's DGCA Drone 2021 framework
- Future trends: autonomous drone swarms, drone taxis, and AI-powered decision systems
- 3D printing: Applications in prosthetic limbs, customized products, the

evolution of additive manufacturing from prototyping
- Key technologies – FDM, SLA, SLS and metal 3D printing that power modern innovation
- Material that shape the
- Design – to –production workflow: CAD modeling, slicing, printing and post-processing
- Industry impact – health care implants, aerospace parts, rapid manufacturing and construction
- Seven future trends: 4D printing, sustainable materials, and large-scale automated fabrications.

Pedagogy:

- Case-based teaching
- Classroom discussion
- Activity-based teaching
- Master class

Teaching Learning Resources:

Essential readings-

- Stuart Russell and Peter Norvig, "Artificial Intelligence: A Modern Approach", 3rd Edition, Prentice- Hall. ISBN: 9781537600314
- Elaine Rich and Kevin Knight, "Artificial Intelligence", Tata McGraw Hill. ISBN:9780070087705
- Vijay Madisetti, Arshdeep Bahga, "Internet of Things: A Hands-on Approach", University Press. ISBN:9780996025515
- Jai Singh Arun, Jerry Cuomo, Nitin Gaur, "Blockchain for Business", Pearson publications, ISBN: 9789389588880
- Thomas Erl, Zaigham Mahood, Ricardo Puttini, "Cloud Computing, Concept, Technology & Architecture", Prentice-Hall, 2013. ISBN: 9789332535923
- Sinan Kufelglu, " Emerging Technologies Value Creation for Sustainable Development", Springer

Reference Books

- Trivedi, M.C., "A Classical Approach to Artificial Intelligence", Khanna Publishing
- House, Delhi. ISBN: 9788190698894
  Pethuru Raj and Anupama C. Raman, "The Internet of Things: Enabling Technologies,
- Platforms, and Use Cases", CRC Press. ISBN: 9781351981927
- Barrie Sosinsky, "Cloud Computing Bible", Wiley India, 2011. ISBN: 9780470903568
  Journal of Business Analytics – Taylor & Francis Online Journal ISSN : 2573-2358
- Sucet Jimena Martinez Vergara, "Business Strategies and Disruptive Technologies: An
- Overview within Disruptive Innovation Theory"
- http://nifm.ac.in/business-analytics-and-statistics
- https://cloud.gov.in/services_da.php
- https://dst.gov.in/data-science-research-initiative

Supplementary resources-

https://jgateplus.com/home/
https://search.ebscohost.com/
https://www.coursera.org/specializations/emerging-technologies
https://elibrary.in.pearson.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	-	1	1	1	-	-
CO2	1	2	-	1	2	-	1	-
CO3	2	2	2	2	2	1	1	-
CO4	1	2	1	2	2	2	1	-
CO5	1	-	1	2	2	2	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight -No Contribution

Suggested Coursera Courses:

Course Name	University Offered	Course Instructors
Emerging Technologies & Digital Business	OP Jindal Global University	Harit Joshi
Emerging Technologies: From Smartphones to IoT to Big Data Specialization	Yonsei University	Jong Moon Chung
Exploring Emerging Technologies for Lifelong Learning and Success	The State University of New York	Roberta Sullivan Cherie Van Putten
IoT Wireless & Cloud Computing Emerging Technologies	Yonsei University	Jong Moon Chung
Big Data Emerging Technologies	Yonsei University	Jong Moon Chung

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments (Quiz, Individual assignment, Cap- Stone project, Major or minor project, Group assignments etc.)	Individual	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	CYBERSECURITY FUNDAMENTALS: RISK, GOVERNANCE & PRIVACY
Term/Semester	IV
Course ID	26MBA543
Credits	3

Introduction:
The purpose of this course is to equip students with a comprehensive understanding of IT risk management and cybersecurity within modern, interconnected computing environments. The course provides a strong foundation in the fundamental concepts, principles, and frameworks of IT risk, cyber threats, vulnerabilities, data security, and privacy. Students will learn how risk is identified, assessed, mitigated, and governed, while gaining exposure to internationally recognized standards such as ISO 31000, COBIT, ITIL, and ISO 27001. Additionally, the course introduces practical techniques for securing systems—from endpoint devices to enterprise infrastructures—and explores emerging challenges related to cloud computing, big data, and evolving cyber threats.

Course Outcomes (COs):
On successful completion of the course, the students will be able to:

CO1: Demonstrate a comprehensive understanding of foundational concepts in cyber security and IT risk, including vulnerabilities, threats, and core principles of system protection.
CO2: Critically analyze and evaluate an organization's cyber security requirements by assessing risk scenarios, identifying potential weaknesses, and determining appropriate controls.
CO3: Examine software and system-level vulnerabilities and recommend suitable security solutions and counter measures to minimize the likelihood and impact of exploitation.
CO4: Design and formulate a structured security framework for organizational environments by integrating risk management techniques, standards, and mitigation strategies.
CO5: Examine and interpret key aspects of IT security management, data protection mechanisms, and security operations to support effective governance and compliance across technological ecosystems.

Course Content and Structure: **(36 hours)**

Module 1: Fundamentals of IT Risk and Cyber Security (CS) **10 Hours**

- Introduction to IT Risk; Definitions of IT Risk; Four "A"s(availability, access, accuracy, agility) ; IT Risk Disciplines; Cause of IT Risk; Digital Forensics fundamentals and the role of incident response teams.
- Types of Cyber / Digital Frauds - Phishing Fraud, Vishing & Smishing, Identity Theft, Online Banking Fraud, Ransomware Fraud, Malware-Based Fraud, E-commerce Fraud, Social Engineering Fraud, etc.
- Network Security Threats – Spyware, Search, Denial of Services, Misrepresentation, Playback & Session Hijacking, Redirections, Viruses, Trojan Horses, Worms
- Cyber Security: Evolution; Principles; CIA – Confidentiality, Integrity, Availability
- Vulnerabilities: People-Process-Technology based vulnerabilities; Zero-Day Vulnerability

- Threats: Actors; Tools (Types of cyber-attacks (viruses, worms, Trojan, RAT, etc.) phishing, social engineering, ransom ware).
- Counter measures: Cryptography, hashing, authentication, authorization, accountability
- Introduction to Secure Software Development Life Cycle (SSDLC) concepts.

Module 2: Fundamentals of IT Risk Management **6 Hours**

- IT Risk Management & Issues; Failure of Risk Management in IT; Effective IT Risk Management
- General Risk Scenarios: Business-specific, industry-specific, region/location-specific scenarios – case
- Process of IT Risk Management - Identify; Access; Remediate IT Risks; Manage; Qualitative vs. Quantitative Risk Assessment methodologies (OCTAVE, FAIR, NIST).

Module 3: Risk Management Tools and Techniques **8 Hours**

- IT Risk Management Cycle
- Technology and business drivers
- Risk Terms – Asset, Threat, Threat Agent, Threat Event, Vulnerability, Countermeasure, Risk, Residual Risk
- ISO 31000:2009 Overview
- IT Risk Management Initiative
- Integrating risk management concepts into cyber security risk assessments
- Use of Automation and AI-driven tools for threat detection and risk scoring. – Use Case.
- Introduction to GRC (Governance, Risk, and Compliance) tools and platforms.
- Macro Threat Landscape – Global cyber threat trends, Large-scale ransomware operations, Supply chain attacks, Critical infrastructure threats, Use Cases.

Module 4: IT Risk Mitigation **5 Hours**

- IT Risk Mitigation Options & Strategies
- Controls' Identification and Analysis
- Calculating Residual Risk
- Applying ISO 31000 and Risk IT for Risk Mitigation
- Evaluation IT Risk Management Cycle: Project Evaluation; Learning from Selection and Execution techniques
- IT Risk Audit - Audit planning and scoping, Risk-based audit approach, Controls evaluation and testing, Audit reporting and documentation, Continuous monitoring and follow-up, Integrating IT Risk Management with various frameworks and standards – BASEL II, ISO 20000, ITIL, COSO, COBIT, ISO 27001, BS 25999 – use cases
- Role and Structure of the Chief IT Compliance Officer (CITCO) - Organizational units under the CITCO and their role in maintaining secure and compliant IT operations.
- Risk Governance: Stages; advantages; challenges
- Complexity of cyber risk management: Legal; Political; Technical; Economic; Social

Module 5: Emerging Technologies and Issues **7 Hours**

- Data security: Control at the level of management: data control, data administration.
- Network security threats: spyware, search, denial of services, misrepresentation, playback and session hijacking, redirections, viruses, Trojan horses, and worms.
- Dark Net - Dark Web structure, Illicit marketplaces, Hidden communication channels, Threat actors and anonymity tools.
- Deepfake Technology - Synthetic media generation, AI-based manipulation tools, Misuse for fraud and identity attacks, Detection challenges.
- Defining Privacy; Legislative Privacy
- Privacy and Data Collection
- Privacy Frameworks and policies - GDPR Laws and Framework: Key principles and requirements, Data subject rights, Compliance obligations for organizations, Penalties and enforcement
- Privacy-aware Access Control
- Privacy in Cloud infrastructure and Big Data
- Security issues in DevOps and DevSecOps environments.

Pedagogy:

- Classroom discussion
- Case based teaching
- Interaction with Industry experts
- Seminar Based Teaching
- Master Class

Teaching Learning Resources:

Essential Readings

- Information Security Principles and Practices By Mark S. Merkow, Jim Breithaupt · published by Pearson Education 978-0133589634
- Data Privacy and Security, David Salomon published by Springer New York. ISBN : 978- 0387217079
- Data Privacy, Protection, and Security Law, Raymond T Nimmer, Holly K Towle, Published by LexisNexis. ISBN: 978-0769889245
- Information Technology Risk Management in Enterprise Environments A Review of Industry Practices and a Practical Guide to Risk Management Teams By Jake Kouns, Daniel Minoli, Published by Wiley, ISBN: 978-1118211618

References Books

- Michael T. Goodrich and Roberto Tamassia, Introduction to Computer Security, Addison Wesley, 2011.
- Anderson, James P., "Computer Security Threat Monitoring and Surveillance," Washing, PA, James P. Anderson Co., 1980.
- B. Raghunathan, The Complete Book of Data Anonymization: From Planning to Implementation, Auerbach Pub, 2013.
- L. Sweeney, Computational Disclosure Control: A Primer on Data Privacy Protection, MIT Computer Science, 2002.

Supplementary Resources

- https://jgateplus.com/home/

- https://search.ebscohost.com/
- https://elearning.tableau.com/tableau-fundamentals
- https://www.coursera.org/learn/privacy-law-data-protection
- https://www.coursera.org/learn/detect-mitigate-ethical-risks
- https://elibrary.in.pearson.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	-	1	1	1	-	-
CO2	1	2	-	1	2	-	1	-
CO3	-	2	1	2	2	1	1	-
CO4	1	2	1	2	2	2	1	-
CO5	1	-	1	2	2	3	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Contribution

Suggested Coursera Courses:

Course Name	Duration (approx)	University / Provider	Description / Link
Introduction to Cybersecurity & Risk Management (Specialization)	~ 40–60 hours (3 courses × ~10 h/week for 4–6 weeks) Coursera+1	University of California, Irvine via Coursera	Covers security governance, risk management, threat modeling, and practical risk techniques. Coursera
			Link: Coursera – Introduction to Cybersecurity & Risk Management Coursera
NIST Cybersecurity & Risk Management Frameworks (Specialization)	~ 30 hours (3 courses: 11h + 9h + 10h) Coursera	Packt via Coursera	Teaches NIST CSF and RMF, incident response, continuous monitoring, and control frameworks. Coursera
			Link: Coursera – NIST Cybersecurity & Risk Management Frameworks Coursera
Managing Cybersecurity (Specialization)	~ 50–60 hours (5 courses, ~10–12 h/course + final project) Coursera	University System of Georgia via Coursera	Focuses on managing cybersecurity in organizations, governance, risk, and operational leadership. Coursera
			Link: Coursera – Managing Cybersecurity Specialization Coursera
Google Cybersecurity Professional Certificate	~ 170 hours Coursera	Google via Coursera	Covers a broad cybersecurity foundation: risk management, incident response, SIEM, forensics, and security tools. Great for practical, job-relevant skills. Coursera
			Link: Coursera – Google Cybersecurity Professional Certificate Cours

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End-term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments (Quiz, Individual assignment, Cap- Stone project, Major or minor project, Group assignments etc.)	Individual	15	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	ANALYTICS FOR E-COMMERCE AND RETAIL
Term/Semester	IV
Course ID	26MBA544
Credits	3

Introduction:

E-commerce analytics refers to a systematic, data-driven approach used to understand and interpret user behaviour across digital platforms. While many analytical tools primarily focus on on-site interactions, modern e-commerce analytics extends well beyond website behaviour, integrating data from multiple touch points across the customer journey. In today's dynamic business environment, organizations often rely on trial-and-error tactics; however, sustainable success is achieved through structured processes, identifiable trends, and evidence-based insights. This is where e-commerce analytics becomes indispensable. High-quality data functions as a strategic compass—it enhances situational understanding, supports precise decision-making, and guides business growth, particularly within the digital commerce ecosystem. E-commerce analytics provides comprehensive insights such as customer acquisition sources, product-level engagement, navigation patterns, and time spent on specific pages, and behavioural pathways. This course equips students with in-depth knowledge of Google Analytics and its application in deriving actionable intelligence from website data. Learners will gain analytical competencies in evaluating market and retail datasets, enabling them to contribute to improved retail strategies and operational efficiency. Additionally, students will develop the ability to generate advanced Google Analytics reports related to shopping behaviour, conversion funnels, and purchasing patterns, ultimately empowering them to make data-driven recommendations that enhance sales performance and overall business outcomes.

Course Outcomes (COs):

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

CO1: Demonstrate a clear understanding of the fundamental concepts, principles, and scope of e-commerce analytics and its role in data-driven decision-making.

CO2: Apply appropriate analytical techniques and configurations within different analytical tools to track, measure, and evaluate user behaviour across e-commerce platforms.

CO3: Interpret and derive meaningful insights from key e-commerce reports in different analytical tools, including user acquisition, behaviour, shopping patterns, and conversion metrics.

CO4: Critically analyze the influence of analytics-driven insights on retail strategies, consumer engagement, and operational effectiveness.

CO5: Utilize relevant analytical tools, techniques, and algorithms to address practical problems in retail analytics and support strategic decision-making.

Course Content and Structure: **(36 hours)**

Module 1: Fundamentals of E-commerce Analytics **4 Hours**

- What is E-commerce Analytics
- Why do you need it?
- AARRR for Ecommerce: Acquisition; Activation; Revenue; Retention; Referral
- Omni-channel impact on e-biz and vice-versa
- A/B testing
- Introduction to Google analytics. - Users, Sessions, Pageviews, Average Session Duration, Bounce Rate, Pages per Session, Traffic Sources/Channels,

Conversion Rate, Goal Completions, New vs Returning Users
- Introduction to Google Tag Manager (GTM) for event tracking, enhanced e-commerce tagging, and custom data collection.

Module 2: Introduction to Google Analytics **12 Hours**

- How to set up Google Analytics
- Google Analytics views; ecommerce tracking
- Google Analytics settings : latest code; Ad Words time zone; View Settings; Ad Words Linking; Importing other paid traffic sources; Integrating Search Console; demographics and interests reporting; Create custom alerts
- What is UTM (Urchin Tracking Module) tagging for e-commerce and its important
- How to track competitors' prices and stock availability.

Module 3: Customer Experience and analytics **6 Hours**

- Buyer personas
- Audience Reports in Google Analytics
- GDPR laws; how they shape ad targeting; limitations
- How to use geographic and demographic data to optimize campaigns
- How to Use Facebook data Insights for Better Targeting; segmentation; retention; customer satisfaction
- Analytics through Ads: Google Ads Analytics; Facebook Ads Analytics; Display Ads Analytics
- Understanding Web Cookies, Tracking Pixels, and User Attribution Models (First-click, Last-click, Multi-touch attribution)

Module 4: Overview of Retailing Analytics **4 Hours**

- Retailer Goodwill,
- The Inside Scoop: Retail Power Brokers, Retail Organization, Real Estate Marketing, Creative Advertising Marketing, Operations Marketing (Research), Direct Marketing, Strategic Marketing,
- Advanced Inventory Management - Automated replenishment systems, Real-time stock visibility and alerts, Multi-location inventory balancing, Predictive analytics for stockouts and overstock prevention
- Point of Sale versus Market Basket Data, Market Basket Analysis, Churn Analysis, CLTV – Analysis
- Quick Commerce (Q-Commerce) Analytics - Real-Time Demand Forecasting, Micro-fulfillment optimization, Dark store efficiency metrics, Instant delivery route optimization
- Data Monetization: The Price of Retail Data.
- POS data and its use cases
- Use cases on video analytics, shelf analytics

Module 5: Retail & Data Analytics **10 Hours**

- Data Terms, Market Basket, Data Storage, Data without Use Is Overhead,
- Case Studies and Practical Examples of Data-Related Retail Projects,
- Competitor Threat Analytics,
- Combining Multiple Data Sources,
- E-Business: Clicks and Mortar,

- Merchandise Cross-Sell Case Study
- Recommendation Engine.

Pedagogy:

- Practice based teaching using Google Analytics
- Classroom discussion
- Case based teaching
- Project based teaching.
- Interaction with Industry experts
- Master Class

Teaching Learning Resources:

Essential Readings:

- Retail Analytics – The Secret Weapon, Emmett Cox. Wiley publications, ISBN-13: 9781118148327
- The Ridiculously Simple Guide to Google Analytics, Scott La Counte. Diana La Counte Publications ISBN-13 : 978-1629178042
- Introduction to Google Analytics, Todd Kelsey. A press publications ISBN-13 : 978- 1484228289
- Consumer Behavior, Leon G. Schiffman, Joe Wisenblit, S. Ramesh Kumar, Pearson Education India. ISBN: 9789353943806
- https://www.conversific.com/blog/ecommerce-analytics/

Reference Books:

- Google Analytics Breakthrough, Feras Alhlou. Wiley publications, ISBN-13: 9781119231691
- Advanced Web Metrics with Google Analytics, Brian Clifton, Third edition. Wiley publications, ISBN-13: 9781118168448
- Web Analytics 2.0, Avinash Kaushik, Wiley publications, ISBN-13: 9780470596449
- B.king, A. (2008). Website Optimization. O'Reilly publication. ISBN-13:9780596515089
- Sachs, A-L. (2014) Retail Analytics: Integrated Forecasting and Inventory Management for Perishable Products in Retailing, Springer. ISBN: ISBN 978-3-319-13305-8

Supplementary Resources:

- https://jgateplus.com/home/
- https://search.ebscohost.com/
- https://www.coursera.org/professional-certificates/google-data-analytics
- https://elibrary.in.pearson.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	-	1	1	2	1	-
CO2	-	2	-	-	2	2	1	-
CO3	2	1	2	3	2	2	1	-
CO4	1	2	1	3	2	1	2	-
CO5	1	2	-	2	2	2	2	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera Courses:

Course / Specialization	Approx Duration	Provider / University	Relevance to Your Module Syllabus
Google Digital Marketing & E-Commerce Professional Certificate	~ 166 hours (entire certificate) Coursera+2Coursera Blog+2	Google on Coursera	Very relevant: includes marketing analytics, e-commerce store setup, use of Google Analytics, attribution, and e-commerce strategies. Coursera
Google Analytics Course: Track, Analyze & Grow	~ 8 hours Coursera	Learn Karts via Coursera	Specifically covers GA4 setup, e-commerce event tracking, user behavior, and building custom reports—aligns well with your Modules 1, 2 and 3. Coursera
Assess for Success: Marketing Analytics and Measurement	~ 11 hours approx. (part of the Google Professional Certificate) MOOC List	Google via Coursera	Focused on analytics: A/B testing, metrics, campaign measurement, attribution — very useful for understanding and applying techniques in your Module 1 (A/B testing) and Module 3 (ads analytics). MOOC List
Foundations of Digital Marketing and E-commerce	~ 35 hours (in the certificate program) MOOC List	Google via Coursera	Good foundational course. Covers digital marketing, marketing funnels, customer journey, which aligns with your Module 1 (AARRR) and Module 3

			(customer personas, acquisition).

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments (Quiz, Individual assignment, Cap- Stone project, Major or minor project, Group assignments etc.)	Individual	15	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

HUMAN RESOURCE MANAGEMENT		
1	26MBA641	Leadership and Change Management
2	26MBA642	Learning Organizations and Knowledge Management
3	26MBA643	Managing Teams
4	26MBA644	Learning and Development

Course Title	LEADERSHIP AND CHANGE MANAGEMENT
Term/Semester	IV
Course ID	26MBA641
Credits	3

Introduction:

Leadership and change are inseparable in today's dynamic business landscape. Effective leaders are agents of transformation who influence people, shape culture, and enable organizational success during change.

This course enables students to understand leadership perspectives, analyse change forces, apply change models, and design organizational development interventions through practical tools and industry insights.

Course Outcomes (COs):

At the end of the course, students will be able to-

CO1: Explain the foundational concepts, roles, competencies, and styles of leadership along with leadership ethics.

CO2: Compare and contrast various leadership theories and evaluate evolving leadership perspectives in modern organizations.

CO3: Examine the dynamics of organizational change including forces, types, levels of change, and human reactions to change.

CO4: Apply appropriate change management models and leadership strategies to implement and sustain organizational change.

CO5: Design and execute suitable OD interventions by utilizing OD processes and tools for organizational transformation.

Course content and Structure: **(36 hours)**

Module 1: Foundations of Leadership **(4 Hours)**

- Definition and Meaning
- Leadership roles, responsibilities, and competencies
- Leadership Styles
- Leadership ethics and Values-based leadership
- Technical Leadership vs Adaptive Leadership

Module 2: Theories of Leadership **(8 Hours)**

- Early & Classical: Great Man Theory of Leadership and Trait Theory of Leadership
- Behavioral Theory of Leadership; Managerial Grid Model;
- Contingency theory of Leadership; Fiedler's Contingency Theory; Hersey-Blanchard Situational Leadership Theory
- Contemporary theories of Leadership; Transactional and Transformational Leadership Theories
- Evolving trends: Digital leadership, DEI - Inclusive leadership

Module 3: Organizational Change – Concepts & Dynamics **(10 Hours)**

- Meaning and Significance; Managing Change
- Internal & external forces driving change
- Organisational Change- Types of Change: Incremental vs. Radical change, Adaptive, Transformational, Technology-led Change
- Levels of Change: Knowledge; Attitudinal; Individual Behavior and

Organizational Performance.
- Agile Change Management & Business Model Transformation
- Human side of change: resistance, communication & cultural alignment

Module 4: Leading & Implementing Change **(5 Hours)**

- Leadership roles in change execution
- Steps in initiating and driving change
- Change management models: Kurt Lewin's 3-Stage Model; Kotter's 8-Step Change Model; McKinsey 7S Framework; Nadler–Tushman Congruence Model
- Change teams and governance
- Removing structural & behavioural barriers
- Institutionalising & sustaining change

Module 5: Organisational Development & OD Interventions **(9 Hours)**

- OD process:
- Entry & Contracting
- Diagnosis (Levels of diagnosis – individual, group, organization)
- Data collection & analysis
- Feedback mechanisms
- Human process interventions: Process consultation, T-Group / Sensitivity Training, Conflict Resolution and team building.
- Techno structural interventions: Job Redesign / Job Enrichment, Business Process Reengineering and Work Design / Work Simplification.
- Human Resource Interventions: Performance Management, Training & Development, Career Planning & Succession Planning, Coaching & Mentoring
- Strategic Interventions: Organizational Transformation / Culture Change, Strategic Planning, Mergers & Acquisitions, Balanced Scorecard
- Challenges in OD implementation

Pedagogy

- Experiential Learning
- Activity Based Teaching
- Case based Teaching
- Project Based Teaching
- Class room discussions
- Seminars
- Masterclass

Teaching Learning Resources:

Essential Readings

- Nilakant,V. Ramnaryan,S., Managing Organisational Change, Response Books, New Delhi.
- Beckhanrd Richard and Harris, ReubenT., Organisational Transitions: Managing Complex Change, Addision,-Wesley, Mass

References:

- Kanter, R.M., Stein, B.A and Jick,T.D., The Challenge of Organizational Change, Free Press, New York.
- Hammer, Michael and Champy, James, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, and New York.
- Hurst, David K.,Crisis and Renewal: Meeting the Challenge of Organisational Change, Harvard University Press, Mass
- Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi.
- Morgan, Gareth ,Imagination, Response Books, New Delhi.
- Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi.
- Storey,John, International Cases in Human Resources Management, Beacon Books, New Delhi.
- Venkataratnam C.S.,Verma, Anil (Ed):Challenge of Change: Industrial Relations in Indian Industry: Allied Pub. Ltd., New Delhi.
- Kavitha Singh Organizational change and Development, ExcelBooksNewDelhi,2010

Supplementary Resources

- https://www.coursera.org/learn/removing-barriers-to-change offered by University of Pennsylvania
- https:// www.coursera.org/projects/change-gap-analysis
- EBSCO: https://www.ebsco.com/academic-libraries,
- JGATE : https://jgateplus.com
- Pearson E library : https://elibrary.in.pearson.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	-	-	-	-	-	-	2
CO2	2	-	3	-	-	-	-	1
CO3	1	2	2	-	2	-	-	-
CO4	2	1	-	1	2	-	-	2
CO5	-	2	1	1	3	2	1	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Coursera Course

Title of the Course	University	Instructor Name
Leadership and Change Management for Sustainability Success	University of Leeds	Dr Qin Zhou

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group , Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	LEARNING ORGANISATIONS AND KNOWLEDGE MANAGEMENT
Term	IV
Course ID	26MBA642
Credits	3

Introduction:

Managing knowledge effectively has become central to the performance, sustainability, and competitive advantage of organizations in the knowledge-driven global economy. A Learning Organisation is one that continuously transforms itself by facilitating learning at all levels and effectively utilizing information, insights, and innovation. This course introduces students to concepts and dynamics of organizational learning, principles that enable creation of a learning culture, and strategies for fostering creativity, adaptability, and innovation within organizations. The course also explores Knowledge Management (KM) as a strategic capability and examines how organizations create, capture, codify, store, share, and apply knowledge for problem-solving and improved decision-making. Students will develop an understanding of various KM tools, techniques, and systems that support collaboration, learning, and knowledge transfer. Using cases, discussions and practical examples, students will gain the skills needed to analyze organizational learning processes and design mechanisms for effective knowledge-sharing, retention and application in real-world contexts.

Course Outcomes (COs):

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

CO1: Explain the concept and characteristics of a Learning Organisation.
CO2: Formulate strategies to build and manage Learning Organisations.
CO3: Explain the concept of knowledge and align Knowledge Management strategies with business needs.
CO4: Capture and codify knowledge to support decision-making.
CO5: Design and apply mechanisms for meaningful knowledge transfer among organizational stakeholders.

Course content and Structure: **(36 hours)**

Module 1: Introduction to Learning Organisation **(6 Hours)**

- Meaning, definition, need and importance of Learning Organisation
- Characteristics and cultural dimensions of Learning Organisations
- Process and stages of organizational learning
- The organisational learning cycle (individual, group and organizational learning)
- Traditional organizations vs. learning organizations
- Barriers to organizational learning

Module 2: Creating and Managing Learning Organisation **(6 Hours)**

- Building blocks of Learning Organisation
- Principles and disciplines of Learning Organisation (including Senge's Five Disciplines)
- Strategies and frameworks to transform into a learning organization
- Leadership role in enabling learning culture
- Challenges in building and sustaining Learning Organisations

- Mechanisms for continuous learning and knowledge renewal
- Role of Technology and AI in building Learning Organisations

Module 3: Knowledge Management **(6 Hours)**

- Introduction to Knowledge Management (KM): concept, need and relevance
- Types of knowledge: tacit vs. explicit; embedded & embodied knowledge
- Knowledge Management Systems (KMS) and challenges in implementation
- KMS Life Cycle and infrastructure
- Knowledge Management models and frameworks (e.g., Nonaka & Takeuchi SECI Model, Wiig Model, Bukowitz & Williams Model, Zack Model)
- Aligning Knowledge Management with business strategy
- Organizational culture and technology in KM

Module 4: Knowledge Capture and Codification **(10 Hours)**

- Meaning and significance of knowledge capture
- Tacit knowledge capture – tools & techniques (observation, storytelling, interviews, CoP, lessons learned reviews, expert profiling)
- Expertise evaluation and developing relationships with subject matter experts
- Explicit knowledge codification – methods and processes
- Codification systems and KM tools (knowledge repositories, intranet portals, decision support systems)
- Cognitive mapping and knowledge visualization
- Strategic and practical implications for decision-making
- Knowledge metrics, testing, audits & KM performance measurement
- Tacit knowledge capture at individual, group, and organizational levels

Module 5: Knowledge Sharing/Transfer **(8 Hours)**

- Knowledge transfer methods – formal & informal mechanisms
- Knowledge sharing strategies and channels
- Knowledge transfer in digital environments
- Knowledge-sharing Communities and Communities of Practice – types and structure
- Obstacles and enablers of knowledge sharing
- Cultural, behavioural and technological issues in knowledge transfer
- Strategic implications of knowledge sharing
- Data management basics – data mining, analytics and business intelligence tools
- Role of Technology and AI in KM

Pedagogy

- Active Co-operative Learning Methods
- Classroom discussion
- Case based teaching (Text and Multimedia)
- Activity based teaching
- Practice based teaching
- Workshop, Webinars & Student Development Programs
- Project based teaching

Teaching Learning Resources:

Essential Readings

- Dalkir, K. (2025). Knowledge Management in Theory and Practice (4th ed.). MIT
- Uden, L., & Ting, I-H. (Eds.). (2024). Knowledge Management in Organisations: 18th International Conference, KMO 2024, Kaohsiung, Taiwan, July 29–August 1, 2024, Proceedings. Springer.
- Del Giudice, M., Scuotto, V., & Papa, A. (Eds.). (2025). Knowledge Management and AI in Society 5.0. Routledge.
- Chakraborty, S., Awan, A., Kamran Tripathi, S. (Eds.). (2023). Organizational Knowledge Management: Strategies and Tools for Higher Education and Other Sectors. Routledge.
- Argote, L. (2012). Organizational learning and knowledge management. In S. Kozlowski (Ed.) Oxford Handbook of Industrial and Organizational Psychology.
- Argote, L. (2013). Organizational learning: Creating, retaining and transferring knowledge. Springer
- Peter M. Senge, The Fifth Discipline (New York: Doubleday, 1990), p. 1
- Groff, T.R., and T.P. Jones. (2003). Introduction to Knowledge Management. Burlington, MA: Butterworth-Heinemann.
- Marquardt, M. (1996). Building the Learning Organization. New York: McGraw-Hill.
- Atwood, C.G. (2009). Knowledge Management Basics. Alexandria, VA: ASTD Press
- Knowledge Management and Organizational Learning, King, W.R. (Ed.) 2009, XII, 396p. illus., softcover.

Supplementary Resources

- Sen, A. (2024). Organizational knowledge and knowledge management – A new framework. American Journal of Management Science and Engineering, 9(1), 1–12.
- Zieba, M., et al. (2025). Sustainable knowledge management in the digital era: (special issue / thematic collection). Journal of Knowledge Management.
- NPTEL Course- Knowledge Management- https://nptel.ac.in/courses/110/105/110105076/#
- Coursera- Introduction to Learning Transfer and Life Long Learning (3L)- https://www.coursera.org/learn/intro-learning-transfer
- https://jgateplus.com/home/
- https://capitaline.com/
- http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a- 843e-3b13e9156a4a%40pdc-v-sessmgr06
- https://elibrary.in.pearson.com/login

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	2	-	-	1	1	-
CO2	-	3	2	3	1	2	3	-
CO3	2	-	-	-	-	-	-	-
CO4	-	3	-	2	3	2	2	-
CO5	-	-	-	1	2		2	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group, Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	MANAGING TEAMS
Term/Semester	IV
Course ID	26MBA643
Credits	3

Introduction:

Modern organizations increasingly depend on collaborative team structures to accomplish complex tasks that require diverse expertise, rapid innovation, and continuous adaptation. As businesses expand geographically and digitally, teams today operate across multiple locations, time zones, and cultures, using technology-driven collaboration platforms. The effectiveness of an organization now significantly depends on how well teams are formed, managed, motivated, and aligned with strategic goals. Effective team management enhances productivity, employee engagement, and organizational performance.

Due to the dynamic nature of work environments, managers must possess strong competencies in leading teams, resolving conflicts, and negotiating outcomes that balance personal interests with organizational priorities. Managing conflicts and developing strong negotiation abilities are fundamental aspects of leading teams, since disagreements and diverse viewpoints are inevitable in collaborative settings. This course provides a comprehensive understanding of team dynamics, tools and techniques for team leadership, conflict resolution, negotiation strategies, and the creation of high-performance teams.

Course Outcomes (COs):

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

CO1: Examine the various facets of team management including the team effectiveness models.
CO2: Analyse how teams are formed and managed within the organization
CO3: Explain workplace conflict and develop strategic approaches to conflict resolution.
CO4: Develop negotiation skills for professional and organizational contexts.
CO5: Design strategies for building, leading and managing high-performance teams.

Course content and Structure: **(36 hours)**

Module 1: Introduction to Team Management **(6 Hours)**

- Overview and Definition of teams, Characteristics of teams
- Importance of teams in modern organizations; Reasons why teams succeed and fail
- Contextual issues affecting team performance (structure, culture, environment, leadership)
- Types of teams: Cross-functional, self-managed, project teams, virtual teams, multicultural teams
- Team Effectiveness Models- FSNPA 5 stage model, The GRPI Model, The Katzenbach and Smith Model, The Lencioni Model, The T7 Model
- Ethical and value-based behaviour in team

Module 2: Forming, Leading and Developing Teams **(10 Hours)**

- Environmental and organizational determinants of team formation
- Theories of group formation: Homan's Theory, Propinquity Theory, Balance

Theory, Exchange Theory
- Selecting & developing team members – skills criteria, competency alignment, diversity considerations
- Motivating teams – contemporary approaches and practical applications
- Team decision-making tools and creative problem-solving methods
- Performance assessment: 360-degree feedback, assessment techniques
- Leading multicultural & virtual teams; technology-enabled collaborations

Module 3: Conflict Management in Organizations **(8 Hours)**

- Introduction and evolution of perspectives on conflict
- Sources and types of workplace conflict
- Functional vs. dysfunctional conflict
- Impact of conflict on individuals, teams & organizational performance
- Preventive strategies; conflict assessment approaches
- Competencies required for conflict management
- Conflict resolution techniques (collaboration, mediation, arbitration, avoidance, compromise, accommodation)

Module 4: Negotiation Skills **(6 Hours)**

- Concept and importance of negotiation in team and organizational setting
- Negotiation process, stages and preparation techniques
- Types, strategies & styles of negotiation
- Important Terminologies of Negotiation – BATNA, WATNA, ZOPA
- Skills and behaviour of effective negotiators
- Influence tactics and negotiation traps to avoid
- Approaches to negotiation – distributive vs. integrative negotiation

Module 5: High-Performance Teams **(6 Hours)**

- Concept, features and advantages of high-performance teams
- Roles and responsibilities within high-performance teams
- The Three Pillars of High-Performance Teams (Alignment, Communication, Trust)
- Building blocks of high-performance teams
- Strategies for building and leading high-performance teams
- Motivating and managing high-performing team members
- Tracking and managing team process and performance metrics

Pedagogy:

- Classroom discussion
- Case based teaching (Text and Multimedia)
- Role play
- Activity based teaching
- Workshop, Webinars & Student Development Programs
- Experiential learning
- Learning through Movies
- Storytelling

Teaching Learning Resources:

Essential Readings

- Managing Teams- Larry Holpp. Managing Teams (McGraw-Hill Education: New York, Chicago, San Francisco, Athens, London, Madrid, Mexico City, Milan, New Delhi, Singapore, Sydney, Toronto, 1999). https://www.accessengineeringlibrary.com/content/book/9780070718654
- Hackman R, "Leading Teams- Setting the stage for Great Performers", Harvard Business Review Press, 2002.
- Proksch, S. (2016). Conflict Management.
- Steven P. Cohen. Negotiating Skills for Managers (McGraw-Hill Education: New York, Chicago, San Francisco, Athens, London, Madrid, Mexico City, Milan, New Delhi, Singapore, Sydney, Toronto, 2002).
- https://www.accessengineeringlibrary.com/content/book/9780071387576
- Fred Luthans, "Organizational Behaviour", 12th Edition, McGraw Hill International
- Edition
- 1st Edition, Creating High Performance Teams- Applied Strategies and Tools for Managers and Team Members, by Ray Aldag, Loren Kuzuhara, 2015, ISBN 9780415538411
- Robbins, S.P. (2003). Organizational Behavior (10th ed.). New York, NY: Prentice Hall.

Supplementary Resources

- MOOC Course: Leading People and Teams- https://www.coursera.org/specializations/leading-teams?
- LinkedIn Learning: Managing teams- https://www.linkedin.com/learning/managing- teams-3
- LinkedIn Learning: Managing Team Conflict https://www.linkedin.com/learning/man aging-team-conflict

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	2	-	-	1	-	2
CO2	1	-	2	-	-	-	2	3
CO3	3	2	3	-	2	1	-	-
CO4	2	2	3	-	2	-	-	-
CO5	2	-	3	-	2	2	2	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No contribution

Suggested Coursera Courses

Title of the Course	University	Instructor Name
Managing Professional Work Teams	University of Illinois Urbana-Champaign	David Michael Rosch
Leading People and Teams	University of Michigan	Scott DeRue, Ph.D.

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group, Cap-Stone project- Individual /Group, Major or minor project - Individual /Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester

Course Title	LEARNING AND DEVELOPMENT
Term/Semester	IV
Course ID	26MBA644
Credits	3

Introduction

Learning and Development (L&D) is a strategic function that focuses on enhancing individual and organizational capabilities through continuous learning, skill development, and performance improvement. In today's dynamic and competitive business environment, organizations must invest in structured learning interventions to strengthen talent, improve productivity, and build a culture of innovation and adaptability. L&D has evolved from traditional training systems to modern learning ecosystems that empower employees to acquire new skills, upgrade competencies, and align personal growth with organizational goals. It plays a vital role in shaping employee experience, driving engagement, and building agile and future-ready workforces.

This course provides a comprehensive understanding of the philosophy, processes, and strategic importance of Learning and Development. It covers key aspects such as learning theories, training design, need assessment, evaluation models, ROI measurement, and contemporary learning technologies. With a strong emphasis on practical implementation, the course introduces learners to modern tools such as LMS, simulation, gamification, AI-driven learning platforms, AR/VR, and learning analytics. By integrating concepts of career development, talent mobility, and continuous learning culture, the course prepares students to effectively manage L&D initiatives that support organizational excellence and individual career advancement.

Course Outcomes (COs):

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

CO1: Understand and appreciate the fundamental concepts, evolution, and strategic role of Learning and Development in enhancing individual and organizational performance

CO2: Design and implement effective training programs using systematic training processes including Training Need Analysis, competency mapping, and appropriate training methods.

CO3: Evaluate training effectiveness using established evaluation models and feedback mechanisms to improve training outcomes.

CO4: Apply modern learning principles, technology-enabled learning solutions, and adult learning theories to develop engaging and impactful learning experiences.

CO5: Discuss and apply contemporary trends in Learning and Development within organizations.

Course content and Structure: **(36 hours)**

Module 1: Introduction to Learning and Development **(5 Hours)**

- Meaning, nature and objectives of Learning & Development
- Strategic role of L&D in organizational performance and talent strategy
- Evolution of L&D and shift from training-centric to learning-centric ecosystems
- Learning Culture and Learning Organisation concepts
- Roles and competencies of L&D professionals

- Ethics and values in workplace learning

Module 2: Training, Training Design & Training Methods **9 Hours**

- Concept of Training, Learning and Development; Distinctions
- Importance and strategic role of Training & Development
- Benefits of Training for individuals and organizations
- Training & Development Process and life cycle
- Training Need Analysis (TNA)
- Techniques and tools for Training Needs Assessment
- Competency and skill mapping
- Designing and organizing training Programmes
- On-the-Job & Off-the-Job Training methods

Module 3: Training Evaluation and ROI **8 Hours**

- Meaning and purpose of training evaluation
- Evaluation types: Formative & Summative
- Evaluation models:
- Kirkpatrick's Four-Level Model
- Phillips' Model & ROI
- Approaches to measuring training effectiveness
- Net Effectiveness Score and feedback mechanisms
- Guidelines for improving training effectiveness

Module 4: Learning and Career Development **10 Hours**

- Principles of adult learning (Andragogy)
- Learning Pyramid and Learning Styles
- Kolb's Experiential Learning Model
- Learning Management Systems (LMS): purpose & components
- Out Bound Learning
- Continuous learning culture; up-skilling and re-skilling
- Career development concepts
- Career stages and career anchors
- Career planning process; benefits to employees & organizations
- Horizontal & lateral career movement and talent mobility

Module 5: Contemporary Trends in Learning and Development **4 Hours**

- Simulation-based training
- Artificial Intelligence in L&D
- AR/VR-enabled learning environments
- Gamification & immersive learning experiences
- Micro-learning and nano-learning
- Mobile learning platforms and apps
- Learning analytics (brief overview)

Pedagogy:

- Classroom Discussion
- Activity based Teaching
- Theatre based Teaching (Role Play, Skit)
- Case Based Teaching (Text Case, Multimedia Case Discussion)
- Project Based Teaching

- Experiential Learning
- Simulations
- Masterclass

Teaching Learning Resources:

Essential readings

- Noe, R. A., & Kodwani, A. D. (2023). Employee Training and Development (9th ed.). McGraw Hill.
- Robbins, S. P., & Hunsaker, P. L. Training in Interpersonal Skills (6th ed.). Pearson.
- Naik, G, Training and Development. Excel Books.
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Supplementary Resources:

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- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=1341

70403&site=e host-live

- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=6652656&site=ehost-live
- http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=145973397&site=e host-live

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	-	-	-	-	-	-
CO2	2	3	2	1	-	2	1	
CO3	1	3	-	-	3	-	-	-
CO4	-	1	-	1	-	2	-	-
CO5	-	2	-	1	1	-	2	1

LEVEL 3-Substantial 2-Moderate 1-Slight "-" No contribution

Suggested Coursera Courses

Title of the Course	University	Instructor Name
Learning and Development	HRCI	Brad Boyson
Support Individual Growth and Development	Google	Google Career Certificates
Training and Learning Online	University of Leeds	Neil Morris
Introduction to Learning Transfer and Life Long Learning (3L)	University of California, Irvine	Mike Smith
Develop Talent and Coach for Success	Harvard Business Review	Harvard Business Review

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	15	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Assignments -Individual /Group, Cap-Stone project- Individual /Group, Major or minor project -Individual/Group	Individual/ Group	20	Full Semester
5	Completion of a recommended course/ guided project from Coursera /NTPEL /any other platforms	Individual	10	Full Semester