ACADEMIC REGULATIONS
AND
COURSE CONTENTS

GOVERNING MBA (DAY) AND MBA (EVENING) DEGREE OF BANGALORE UNIVERSITY (2026-2027 ONWARDS)

Under Choice-Based Credit System
(BU-PG-CBCS, 2026-27)
[Framed under Section 44(1) (C) of KSU Act, 2000]

CANARA BANK SCHOOL OF MANAGEMENT STUDIES,

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Dear Stakeholder, 13th June, 2026

Management Education in India and Karnataka is passing through an upheaval of crisis and uncertainty. Stakeholders are concerned on its quality and excellence. one such idea is to make the course contemporary and relevant to the times through stakeholder approach. MBA syllabus of 2026-27 is a humble step in these directions.

CBSMS of Bangalore University undertook a scientific process of overhauling the curriculum. The recommendations and opinions of all the stakeholder were collected before the commencement of this exercise.

A Stakeholder Review Committee was constituted by the Board of Studies to arrive at the course matrix. This was reviewed and deliberated by all the members of Board of Studies in a series of meetings. Further, the syllabus was approved by the BoS in its meeting held on 30th April, 2026 at Canara Bank School of Management Studies BUB. The approved syllabus was placed before the Faculty of Commerce for approval and same was approved with minor modifications on 06th June, 2026. Finally, the Academic Council of Bangalore University approved it on 12th June, 2026. All the stakeholders played key role in the process of developing the syllabus.

I thank them immensely for their wholehearted support.

In particular, I thank

- Dr. V. Rajesh Kumar, Professor, ICFAI Foundation for Higher Education, Bengaluru; Dr. Sridhara Murthy, President, NSB Academy, Bengaluru; Dr. Srinidhi K Parthasarathi, Director NSB Academy, Bengaluru; Dr. Venkatesh A. Arakere President, AIMS IBS Business School, Bengaluru; Dr. Geetha Rajaram Professor and Dean, Ramaiah Institute of Management, Bengaluru; Dr. Tabreez Pasha, Principal and Director, Global Institute of Management Sciences, Bangalore; Dr. Venkatesha S. Shastry, Chairman, Imperial Institute of Advanced Management, Bangalore; Dr. Janardhan G. Shetty, Dean and Director, East West Group of Institutions Bangalore; Dr. Nikitha Sreekanthaswamy, Principal, Dayananda Sagar Business Academy, Bangalore; Dr. Geevarathna Professor, Acharya, Bangalore, B-School, Bengaluru; Dr. Deepika. M. Director, GT Institute of Management Studies, Bengaluru; Dr. C. Usha Associate Professor, Department of Management, KSOU, Mysuru, and Dr. H.N. Ramesh Professor, Department of Management, Kuvempu University, Shimoga.
- Dr. K Nirmala, Professor, Dean Faculty of Commerce, Department of Commerce, Bangalore University, Bangalore
- Directors / Deans / Professors / Faculty Members / Students and Alumni of various MBA colleges, affiliated to Bangalore University
- Bindhu SK, Vinay Kumar B, Research Scholars, CBSMS, Bangalore University, Bangalore

- All others who have extended their support directly and indirectly, as well as those invisible, silent heads, hands, and hearts in and outside of CBSMS

The real challenges start now. I need your best wishes and support.

Yours truly,

Dr. Y Nagaraju

Director, CBSMS, BUB

Chairman of Board of Studies

TABLE OF CONTENTS

SI. NO.	PARTICULARS	PAGE NO.
1	Proceedings of BoS Meeting	i
2	Regulations Governing MBA (Day) Programme	ii - xiv
3	Regulations Governing MBA (Evening) Programme	xv - xxviii
4	Overview - CBSMS	xxix - xxx
5	Course Outlines	
	First Semester	1 - 25
	Second Semester	26 - 54
	Third Semester	55 - 186
	Fourth Semester	187 - 340

PROCEEDINGS OF BoS MEETING

Following are the Proceedings of the BoS Meeting for MBA (Day & Evening) - I, II, III & IV Semester under different MBA specializations namely; Finance, Marketing, Human Resource, Business Analytics, Artificial Intelligence & Digital Transformation, Innovation & Entrepreneurship, Logistics & Supply Chain Management, and Health Care, as per the Choice Based Credit System (CBCS) scheme for the Academic Year 2026-27, held on **30th April 2026** at Canara Bank School of Management Studies, Jnana Bharthi Campus, Bangalore University, Bengaluru- 560 056.

The Board has reviewed and approved the Course Matrix and Syllabus for I, II, III, & IV Semester MBA (Day) and MBA (Evening) programmes. The Board has authorized the chairman to make the necessary changes, if any, in due course.

MEMBERS OF BoS

Sl. No.	NAME	DESIGNATION & AFFILIATION	POSITION
01.	Dr. Y. Nagaraju	Professor and Director, Canara Bank School of Management Studies, Bangalore University, Bengaluru-560 056	Chairman
02.	Dr. Sridhara Murthy	Director & President, NSB Academy, Sy. No. 85 Singena Agrahara, Huskur Post, Anekal Tq, Bengaluru-560 099	Member
03.	Dr. Venkatesha S. Shastry	Director, Imperial Institute of Advanced Management, No. 224/2 Salahunase, Udayapura Post, Kanakapura Main Road – 560 082	Member
04.	Dr. Geetha Rajaram	Professor and Dean, Ramaiah Institute of Management (MSRIM) Gate No.8, 'C' Block, M S Ramaiah Nagar, MSRIT POST, Bengaluru-560054	Member
05.	Dr. Venkatesh A. Arakere	Director, AIMS IBS Business School, No.235, E1, Bommasandra Industrial Area 3rd Phase, KIADB, Bengaluru – 560 099	Member
06.	Dr. Janardhan G. Shetty	Dean and Director, East West Group of Institutions Bangalore - 560023	Member
07.	Dr. Deepika. M	Director, GT Institute of Management Studies, 10/15, Sukadakatte, Magadi Main Road, Vishwaneedam Post, Bengaluru- 560 091	Member
08.	Dr. Nikitha Sreekanthaswamy	Principal, Dayananda Sagar Business Academy, Opp. to Art of Living International Centre, Kanakpura Road, Udaypura Bangalore – 560 082	Member
09.	Dr. Geevarathna	Professor, Acharya, Bangalore, B-School, Andrahalli Main Road, Magadi Road, Bengaluru- 560 091.	Member
10.	Dr. Tabreez Pasha	Principal and Director, Global Institute of Management Sciences, #6, 3rd Cross, 'D' Road, Ideal Homes Township, 2nd Phase, Rajarajeshwari Nagar, Bangalore-560098.	Member
11.	Dr. V. Rajesh Kumar	Professor, ICFAI Foundation for Higher Education 231, Kengeri, Mysore Road, Bangalore 560060	Member
12.	Dr. H.N. Ramesh	Professor, Department of Management, Kuvempu University, Shankaraghatta, Shimoga – 577 451.	Member
13.	Dr. Ritika Sinha	Professor, Department of Management Studies, Bengaluru City University, Central College, Dr. Ambedkar Veedhi, Bengaluru – 560 001	Member
14.	Dr. C. Usha	Professor, Department of Management, KSOU, Muktha Gangotri, Mysure -570 006	Member

ACADEMIC REGULATIONS
GOVERNING
MBA (DAY) PROGRAMME

1. TITLE

These regulations shall be known as Academic Regulations governing the MBA Degree of Bangalore University, effective from Academic Year 2026 – 27 onwards, under Choice Based Credit System (BU-PG-CBCS, 2026-27) of the Faculty of Commerce and Management under Bangalore University.

2. EXTENT OF APPLICATION

These regulations shall apply to the Postgraduate Programme in Management offered at the Canara Bank School of Management Studies, as well as its affiliated colleges approved by Bangalore University and/or the All-India Council for Technical Education (AICTE), as applicable, for the following course:

MASTER OF BUSINESS ADMINISTRATION (CHOICE BASED CREDIT SYSTEM), [MBA-CBCS-2026-27 ONWARDS]

3. MINIMUM ELIGIBILITY FOR ADMISSIN AND ADMISSION PROCEDURE

- A graduate degree under **10+2+3** or **10+2+4** pattern under any discipline, securing at least 50% marks in aggregate, including languages, from a recognised University in India or abroad.
- Honours degree under **10+2+4** pattern from a recognised University under UGC Act having at least 50% marks in aggregate, including languages.
- Candidates who have obtained a Bachelor's or Master degree through the Correspondence or Open University system from Bangalore University or any other university recognised by law shall be exempted from the **10 + 2** pattern requirement, provided that the duration of the Bachelor and Master Degree programmes is not less than three years and two years respectively.
- Candidates who have obtained a Bachelor or Master degree under the single-sitting examination pattern from any university shall **not** be eligible for admission.
- In case of SC / ST / Category I candidates, there will be a relaxation of 5% in the aggregate of marks obtained.
- All admissions to CBSMS and affiliated colleges will be made through an entrance test conducted by appropriate body as approved by Government of Karnataka and State level counselling based on Rank Merit and the reservation rules based on the seat matrix as announced by the Government of Karnataka from time to time

4. DURATION OF THE PROGRAMME

The MBA programme shall extend over four semesters (two academic years). Each semester shall consist of at least 16 weeks with a minimum of 90 actual working days of instruction, followed by an examination period of 2-3 weeks.

5. MEDIUM OF INSTRUCTION

The medium of instruction for all course and examinations shall be English only.

6. MINIMUM AND MAXIMUM CREDITS

- There shall be four categories of courses viz., Core and Compulsory Courses, Specialisation Courses, Soft Core Courses and Open Elective Courses. The Open Electives are the University approved offered by other Departments of Bangalore University.
- The credit allocation for each compulsory course and specialisation course shall range from 2 to 4 credits. Each open elective course shall carry 3 credits. A student shall be required to opt for one open elective course in the third semester.

7. ATTENDANCE

- Each paper shall be considered separately for the purpose of calculating attendance.
- Students are required to attend not less than 75% of the classes in each course in order to be eligible to appear for the University examinations.
- The statement of attendance shall be displayed on the Notice Board by the institution at the end of every month for the information of students.
- A student who does not satisfy the requirement of percentage of attendance in any course shall not be permitted to take the examination of that course(s).

8. SEMESTER WISE CREDIT DISTRIBUTION

CATEGORY	CREDITS COVERED IN				TOTAL CREDITS
	SEM -1	SEM – 2	SEM – 3	SEM – 4	
Compulsory Core courses	24	24	4	4	56
Soft Core courses	2	2	*	*	4
Specialization courses	*	*	16	16	32
General Open Elective (Inter Disciplinary)	*	*	4	*	4
Project Work	*	*	3	*	3
In-Plant Training/ Dissertation	*	*	*	6	6
TOTAL	**26**	**26**	**27**	**26**	**105**

9. SCHEME OF EXAMINATION

- All courses shall comprise of two components of assessment viz., Continuous Internal Assessment and Semester-End Examination.
- Continuous Internal Assessment will have a weightage of 30% and Semester-End Examination will have a weightage of 70%. The duration of Semester-End Written Examination for each paper will be 3 hours.

A) Internal Assessment Test

a) The various components of Internal Assessment for 30 marks are as follows:

I and II Semester	Marks	III and IV Semester	Marks
Attendance	5	Attendance	5
Two Internal Tests (5 marks each)	10	One Internal Test	5
Assignment/s	5	Case Presentations	10
Presentations / Hands-on Exercises	5	Mini Project / Hands-on Exercises	10
MOOC Certificate or Course completion certificate of any prescribed online programme or Books / Journal Article Review	5		
Total	**30**	**Total**	**30**

b) Marks for attendance shall be allocated as follows:

% of Attendance	Marks
75 - 79 %	1
80 - 84 %	2
85 - 89 %	3
90 – 94%	4
95 +	5

c) Co-ordination Committee: in order to monitor IA tests there shall be Co-ordination Committee consisting of the following:
   - Chairman BoS: Chairman
   - Two Senior Faculty Members
   - Two members from affiliated colleges as recommended by the BoS.

d) The Departmental Council/College/ Centre may decide to give test/seminar to candidates who absent themselves for the above, only if the Council is convinced that the absence of the candidate is on valid grounds. However, the Council will allow the candidates to avail of this provision within the duration of that semester.

B) Semester End Examination

There shall be a University examination at the end of each semester for all the prescribed courses which carry 70 marks for each course. [Online examination might be introduced subject to approval of appropriate bodies of Bangalore University in the course of present Scheme]

10. TIME LIMIT FOR COMPLETION OF DEGREE

The student shall complete the programme within the period as prescribed in the regulation governing the maximum period for completing MBA programme from the date of admission. It is generally twice the number of years of the programme. The term completing the programme means passing all the prescribed examinations of the programme to be eligible for the award of the degree.

11. MINIMUM FOR A PASS

- A candidate should secure 35% of the maximum marks in each course and an aggregate of 40% in the Programme to be declared as Pass.
- A candidate shall be declared to have passed the PG Programme if he/she secures at least a CGPA of 4.0 (Course Alpha-sign Grade C) in the aggregate of both internal assessment and semester-end examination marks put together in each unit such as theory papers / practical / project work/dissertation/viva-voce.
- The candidates who pass all the semester examinations in the first attempts are eligible for ranks provided they secure at least CGPA of 6.0 (or 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 for the award of degree only after successfully completing (i.e., passing) 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 for ranking.
- There shall be no minimum in respect of internal assessment.
- A candidate who fails in any of the Unit / Project Work / Project Report / In-plant Training /Dissertation / Viva-Voce shall re-appear in that Unit / Project Work / Project Report /In-plant Training/ Dissertation / Viva-Voce and pass the examination subsequently.

12. CARRY-OVER PROVISION

Candidates who fail the lower semester examinations are permitted to take higher semester examinations.

13. REJECTION OF RESULTS

- A candidate who fails in one or more courses of a semester may be permitted to reject the result of the whole examination of that semester. Rejection of result course wise shall not be permitted. A candidate who rejects the results shall appear for the examination of that semester in the subsequent examination.
- Rejection shall be exercised only once in each semester and the rejection once exercised shall not be revoked.
- Application for rejection along with payment of the prescribed fee shall be submitted to the Registrar (Evaluation) through the department/college together with the original statement of marks within 30 days from the date of publication of the result.
- A candidate who rejects the result is eligible for only class and not for ranking.

14. IMPROVEMENT OF RESULTS

- A candidate who has passed in all the courses of a semester may be permitted to improve the result by reappearing for the whole examination of that semester.
- The reappearance could be permitted twice during double the period without restricting it to the subsequent examination only. The regulation governing the maximum period for completing various degree/ diploma programme notified by the University from time to time shall be applicable for the improvement of result also.
- The student could be permitted to apply for the improvement examination 45 days in advance of the pertinent semester examination whenever held.
- If the candidate passes in all the courses in reappearance, higher of the two aggregate marks secured by the candidate shall be awarded for that semester. In case the candidate fails in the reappearance, candidate shall retain the first appearance result.
- A Candidate who has appeared for improvement is eligible for class only and not for ranking. Internal assessment marks shall be shown separately in the marks card. A candidate who has rejected the result or who, having failed, takes the examination again or who has appeared for improvement shall retain the internal assessment marks already obtained.
- A candidate who fails in any of the semester examinations may be permitted to take the examination again at a subsequent appearance as per the syllabus and scheme of examination in vogue at the time the candidate took the examination for the first time. This facility shall be limited to the following two years.

15. PROJECT WORK

Each candidate should undertake a project work, under the guidance of a faculty, immediately after the second semester examination for a minimum duration of 30 days and submit a bound copy of the report within two weeks of commencement of the third semester. The project can be either a freelance research project on some social or business issues, or addressing concerns in a business or non-business entity. The purpose of the project is to develop larger life skills and positive attitude among students through a wider perspective on society/organisation. A faculty can guide not more than 15 students for the project-work and guidance of project work of 10 students by a faculty member will be equivalent to the teaching of one course per semester.

The duration of the project is minimum 30 days after the completion of second semester and before the commencement of third semester. There will be 25 marks for project report and 25 marks for viva voce. A minimum of 25 marks out of 50 marks is required for a pass in the project work. The viva and the project report will be evaluated by a member of the panel of examiners and the concerned faculty guide. Specific guidelines will be issued by Canara Bank School of Management Studies from time to time.

16. IN-PLANT TRAINING / DISSERTATION

Every student is required to complete an In-Plant Training / Dissertation project in a business organisation for a period not less than 45 days, preferably in his / her of specialisation, under the supervision of a faculty guide. A faculty can guide not more than 15 students for the In-plant training/ dissertation.

The dissertation guidance of 10 students by a faculty member will be equivalent to the teaching of one course per semester. The apprentice work must be duly certified by the concerned authority of the business entity. The report on In-Plant Training / Dissertation duly signed by the faculty guide and certified by the Head of the Institution (Principal / Director) must be submitted in a bound copy as well as soft copy to the University by the end of the fourth semester before commencement of the semester-end examination. The In-Plant Training / Dissertation shall be evaluated for 200 marks by two examiners (the faculty guide and the external examiner appointed by BoE). A minimum of 100 marks is required for a pass in the dissertation. There shall be a Viva-Voce examination for 50 marks on the In-plant training/ Dissertation. Viva-voce will be conducted by Board of Examiners or Examiners authorised by the Chairman of the BoE. A minimum of 25 marks is required for a pass in the Viva-Voce examination. Detailed guidelines for the same will be issued by Canara Bank School of Management Studies from time to time.

17. INDUSTRIAL TOUR

During the term of the MBA Programme, students of Canara Bank School of Management Studies and affiliated institutions must be mandatorily taken for an industrial tour of a minimum duration of 3 days, covering at least 4 companies. The purpose of the tour is to provide practical exposure to the functioning of various business entities, and understand the environmental factors affecting the business. The report submitted by students on the tour can be considered as a part of continuous internal assessment marks of the courses decided by the University or Institution head.

18. CLASSIFICATION OF SUCCESSFUL CANDIDATES SEMESTER-WISE

At the end of each semester, candidates will be given grades based on their Grade Point Average.

The following Eight-Point Alpha-Sign Grading Scale is prescribed by the University for classification of the candidates:

GRADE POINT AVERAGE	<4	4-<5	5-<5.5	5.5-<6	6-<7	7-<8	8-<9	9-10
ALPHA-SIGN GRADE	D	C	B	B+	A	A+	A++	O

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

A) Computation of Grade Point Average (GPA) for each Semester

The Grade Points (GP) for a course shall be assigned on the basis of actual marks **percentage** scored in that course, **divided by 10**. The GPA for a semester will be the Weighted Average Grade Points, with **number of credits** for each course taken as weights. Following table and calculation illustrates the calculation of Grade Points for each course and Grade Point Average for each Semester.

COURSES	P1	P2	P3	P4	P5	P6	P7	TOTAL
Max. Marks	100	100	100	100	100	100	100	**700**
% Marks obtained	77	73	58	76	64	66	82	**496**
Grade points earned GP) [percentage marks obtained divided by 10]	7.7	7.3	5.8	7.6	6.4	6.6	8.2	**-**
Credits for the course (C)	4	4	4	4	4	4	2	**26**
Total Weighted Grade Points (WGP) = GP x C	30.8	29.2	23.2	30.4	25.6	26.4	16.4	**182**

Semester Aggregate Marks: 496 out of 700 marks [**70.86%**]

Result: First Class with distinction

$$GPA = \frac{Total\ WGP}{Total\ Credits} = \frac{182}{26} = \mathbf{7.0}$$

Semester Alpha-Sign Grade: **A+**

B) Computation of Cumulative Grade Point Average (CGPA) for the Programme

The Cumulative Grade Point Average (CGPA) at the end of the MBA Programme shall be calculated as the **dividing** the Total Grade Points of all the four semesters by the Total Credits of the Programme. Following table and calculation illustrates the calculation of Cumulative Grade Point Average (CGPA) for the programme:

SEMESTER	I	II	III	IV	TOTAL
Total marks per semester	700	700	650	750	2800
Total marks secured	496	560	516	625	2197
Semester Alpha Sign Grade	A+	A++	A+	A++	-
Semester GPA (SGPA)	7.0	8.0	7.77	8.5	-
Semester Credits (SC)	26	26	27	26	105
Semester Weighted Grade Points (SWGP) = SGPA x SC	182	208	209.79	221	820.79

Aggregate Marks: 2197 out of 2800 marks [**78.46%**]

Result: First Class with distinction

$$CGPA = \frac{Total\ Semester\ WGP}{Total\ Credits} = \frac{820.79}{105} = \mathbf{7.817 = 7.82}$$

Programme Alpha-Sign Grade: **A+**

19. PATTERN OF QUESTION PAPER

The pattern of question papers for the semester-end University examinations will be decided by the Board of Studies from time to time. Canara Bank School of Management Studies will communicate all affiliated colleges about the pattern of the question paper as well as any changes therein.

20. OPEN ELECTIVE

One course is offered as open elective during the III Semester of the MBA programme, details of which will be decided by the Board of Studies.

21. SPECIALISATION TRACKS

The University is offering Eight Specialisation tracks in the MBA programme. Students have choice to opt either for single specialisation (32 credits) or dual specialisation (16 credits X 2). In case of dual specialisation students must opt for **any two** of the eight specialisation tracks - One in third semester and the other one in the fourth semester, and in each specialisation the student must choose elective papers having not less than 16 credits in total. In case of single specialisation, the total credits under the chosen tracks, must not be less than 32. The Statement of marks and the Degree Certificate will display the specialisation track/s pursued and completed by the student.

A minimum of 10 students must opt for a specialisation track to be offered by Canara Bank School of Management Studies and the affiliated colleges. However, the institutions can decide on the minimum number of students required to offer any specialisation depending on the needs of the students, availability of faculty and the necessary infrastructure.

22. FOUNDATION AND ADD-ON COURSES

The Board of Studies will decide the foundation courses to be designed and delivered by the Institutions to their students enrolled for the MBA Programme. It is recommended that each college organises a one-week to ten days of induction programme for I Semester and III Semester students, before the commencement of the respective semesters.

23. COURSE MATRIX

(A) First Semester

COURSES	PAPER	INSTRUCTION HRS/WEEK	DURATION OF EXAM (HOURS)	MARKS			CREDITS
				IA	EXAM	TOTAL	
A) I SEMESTER							
CORE COURSES: 1.1 ORGANISATIONAL BEHAVIOUR 1.2 ECONOMIC ANALYSIS FOR BUSINESS DECISIONS 1.3 FINANCIAL REPORTING AND ANALYSIS 1.4 QUANTITATIVE TOOLS FOR MANAGERIAL DECISIONS 1.5 BUSINESS REGULATIONS 1.6 ENTREPRENEURSHIP AND DESIGN THINKING	6T	6 X 4 hours = 24 hours	3 hours	30 marks	70 marks	100 marks	6 X 4 credits
SOFT CORE: 1.7 CORPORATE COMMUNICATION	1T	1 X 2 hours = 2 hours	3 hours	30 marks	70 marks	100 marks	1 X 2 credits
						TOTAL CREDITS	**26**

(B) Second Semester

COURSES	PAPER	INSTRUCTION HRS/WEEK	DURATION OF EXAM (HOURS)	MARKS			CREDITS
				IA	EXAM	TOTAL	
B) II SEMESTER							
CORE COURSES: 2.1 MARKETING MANAGEMENT 2.2 HUMAN RESOURCE MANAGEMENT 2.3 CORPORATE FINANCE 2.4 OPERATIONS MANAGEMENT 2.5 BUSINESS ANALYTICS 2.6 BUSINESS RESEARCH METHODS	6T	6 X 4 hours = 24 hours	3 hours	30 marks	70 marks	100 marks	6 X 4 credits
SOFT CORE: 2.7 AI FOR MANAGERS	1T	1 X 2 hours = 2 hours	3 hours	30 marks	70 marks	100 marks	1 X 2 credits
						TOTAL CREDITS	**26**

(C) Third Semester

COURSES	PAPER	INSTRUCTION HRS/WEEK	DURATION OF EXAM (HOURS)	MARKS			CREDITS
				IA	EXAM	TOTAL	
C) III SEMESTER							
CORE COURSE: 3.1 STRATEGIC MANAGEMENT **SPECIALISATION TRACKS** 3.2 FINANCE 3.3 MARKETING 3.4 HUMAN RESOURCES 3.5 BUSINESS ANALYTICS 3.6 ARTIFICIAL INTELLIGENCE AND DIGITAL TRANSFORMATION 3.7 INNOVATION AND ENTREPRENEURSHIP 3.8 LOGISTICS AND SUPPLY CHAIN MANAGEMENT 3.9 HEALTHCARE MANAGEMENT ***FOUR COURSES UNDER EACH SPECIALISATION TRACKS***	5T	5 X 4 hours = 20 hours	3 hours	30 marks	70 marks	100 marks	5 X 4 credits
3.10 OPEN ELECTIVE:	1T	1 X 3 hours = 3 hours	3 hours	30 marks	70 marks	100 marks	1 X 4 credits
3.11 PROJECT WORK				50 marks	-	50 marks	1 X 3 credits
						TOTAL CREDITS	**27**

(D) Fourth Semester

COURSES	PAPER	INSTRUCTION HRS/WEEK	DURATION OF EXAM (HOURS)	MARKS			CREDITS
				IA	EXAM	TOTAL	
D) IV SEMESTER							
CORE COURSE: 4.1 INTERNATIONAL BUSINESS **SPECIALISATION TRACKS** 4.2 FINANCE 4.3 MARKETING 4.4 HUMAN RESOURCES 4.5 BUSINESS ANALYTICS 4.6 ARTIFICIAL INTELLIGENCE AND DIGITAL TRANSFORMATION 4.7 INNOVATION AND ENTREPRENEURSHIP 4.8 LOGISTICS AND SUPPLY CHAIN MANAGEMENT 4.9 HEALTHCARE MANAGEMENT ***FOUR COURSES UNDER EACH SPECIALIZATION TRACKS***	5T	5 X 4 hours = 20 hours	3 hours	30 marks	70 marks	100 marks	5 X 4 credits
4.10 IN-PLANT TRAINING/DISSERTATION	-	4 hours	REPORT EVALUATION & VIVA-VOCE	50 marks	200 marks	250 marks	1 X 6 credits
						TOTAL CREDITS	**26**
						TOTAL CREDITS OF THE PROGRAMME	**105**

24. SPECIALISATION TRACKS AND LIST OF COURSES UNDER EACH TRACK

III SEMESTER	IV SEMESTER
3.2 FINANCE	**4.2 FINANCE**
3.2.1 Corporate Valuation and Restructuring	4.2.1 Risk Management and Derivatives
3.2.2 Financial Institutions and Fintech	4.2.2 International Financial Management
3.2.3 Investment Analysis and Portfolio Management	4.2.3 Behavioural Finance
3.2.4 Financial Analytics and Modelling	4.2.4 Sustainable Finance and ESG
3.3 MARKETING	**4.3 MARKETING**
3.3.1 Consumer Behaviour	4.3.1 Global Marketing
3.3.2 Product and Brand Management	4.3.2 Digital Marketing
3.3.3 Integrated Marketing Communication	4.3.3 Marketing Analytics
3.3.4 Sales and Customer Relationship Management	4.3.4 Industrial and Services Marketing
3.4 HUMAN RESOURCES	**4.4 HUMAN RESOURCES**
3.4.1 Learning and Development	4.4.1 Talent and Knowledge Management
3.4.2 Industrial Relations and Labour Codes	4.4.2 Strategic Human Resource Management
3.4.3 Performance Management Systems	4.4.3 HR Analytics and AI Applications
3.4.4 Emotional Intelligence for Managers	4.4.4 International Human Resource Management
3.5 BUSINESS ANALYTICS	**4.5 BUSINESS ANALYTICS**
3.5.1 Big Data and Web Analytics	4.5.1 Financial Analytics and Modelling
3.5.2 Database Management System	4.5.2 Analytics in Marketing
3.5.3 Machine Learning for Business Applications	4.5.3 HR Analytics
3.5.4 Data Ethics, Privacy and Governance	4.5.4 Supply Chain Analytics
3.6 ARTIFICIAL INTELLIGENCE AND DIGITAL TRANSFORMATION	**4.6 ARTIFICIAL INTELLIGENCE AND DIGITAL TRANSFORMATION**
3.6.1 Digital Economy and Business Transformation	4.6.1 Digital Strategy Competitive Advantage
3.6.2 Data Driven Decision Making and Business Analytics	4.6.2 Functional Applications of AI
3.6.3 Technology Management for Digital Transformation	4.6.3 Digital Transformation Leadership and Change Management
3.6.4 Digital Business Models and Platform Management	4.6.4 Legal and Ethical use of Technology

3.7 INNOVATION AND ENTREPRENEURSHIP	**4.7 INNOVATION AND ENTREPRENEURSHIP**
3.7.1 Fundamentals of Innovation and Entrepreneurship	4.7.1 Business Model Innovation and Strategic Entrepreneurship
3.7.2 Creativity, Design Thinking and Problem Solving	4.7.2 Management of Start-ups and MSMEs
3.7.3 Technology and Innovation Management	4.7.3 Family Business Management
3.7.4. New Venture Creation and Development	4.7.4 Social Entrepreneurship
3.8 LOGISTICS AND SUPPLY CHAIN MANAGEMENT	**4.8 LOGISTICS AND SUPPLY CHAIN MANAGEMENT**
3.8.1 Principles of Logistics and Supply Chain Management	4.8.1 Vendor Management and Strategic Sourcing
3.8.2 Operations Management for Supply Chains	4.8.2 Digital Supply Chains and Technology in Logistics
3.8.3 Transportation and Distribution Management	4.8.3 Global Logistics and Supply Chain
3.8.4 Procurement and Warehousing Management	4.8.4 Sustainable Logistics, Ethics and Policy
3.9 HEALTHCARE MANAGEMENT	**4.9 HEALTHCARE MANAGEMENT**
3.9.1 Perspectives on Health Care Sector	4.9.1 Basic Management Aspects of Health Care
3.9.2 Management of Public Health Systems	4.9.2 Strategic Management in Health Care Settings
3.9.3 Health Economics	4.9.3 Management of Hospital Services
3.9.4 Environment and Occupational Health	4.9.4 Health Information Management System (HIMS)
3.10 OPEN ELECTIVE	

*Open Elective offered by CBSMS – **Management Perspectives**

ACADEMIC REGULATIONS
GOVERNING
MBA (EVE) PROGRAMME

1. TITLE

These regulations shall be known as Academic Regulations governing the MBA Degree of Bangalore University, effective from Academic Year 2026 – 27 onwards, under Choice Based Credit System (BU-PG-CBCS, 2026-27) of Faculty of Commerce and Management under Bangalore University.

2. EXTENT OF APPLICATION

These regulations shall apply to the Postgraduate Programme in Management offered at the Canara Bank School of Management Studies.

MASTER OF BUSINESS ADMINISTRATION (CHOICE BASED CREDIT SYSTEM), [MBA-CBCS-2026-27 ONWARDS]

3. MINIMUM ELIGIBILITY FOR ADMISSIN AND ADMISSION PROCEDURE

- A graduate degree under **10+2+3** or **10+2+4** pattern under any discipline securing at least 50% marks in aggregate, including languages, from a recognised University in India or abroad.
- Honours degree under **10+2+4** pattern from a recognised University under UGC Act having at least 50% marks in aggregate, including languages.
- Candidates who have obtained a Bachelor or Master degree through the Correspondence or Open University system from Bangalore University or any other university recognised by law shall be exempted from the **10 + 2** pattern requirement, provided that the duration of the Bachelor and Master Degree programmes is not less than three years and two years respectively.
- A minimum of one year work experience after graduation in any organisation is essential to seek admission for this Programme.
- In case of teaching / non-teaching staff working in University or any affiliated college, a minimum of two years full-time teaching / administrative experience is essential for seeking admission for this Programme.
- Candidates who have obtained a Bachelor or Master degree under the single-sitting examination pattern from any university shall **not** be eligible for admission.
- In case of SC / ST / Category I candidates, there will be a relaxation of 5% in the aggregate of marks obtained.
- All admissions to CBSMS will be made through an entrance test conducted by appropriate body as approved by Government of Karnataka and State level counselling based on Rank Merit and the reservation rules based on the seat matrix as announced by the Government of Karnataka from time to time.

4. INTAKE FOR THE PROGRAMME

- The number of seats shall be limited to a maximum of 60 in a batch.
- Reservation of seats for admission will be as per the Government and University Orders from time to time.

5. DURATION OF THE PROGRAMME

The MBA programme shall extend over four semesters (two academic years). Each semester shall consist of at least 16 weeks with a minimum of 90 actual working days of instruction, followed by an examination period of 2-3 weeks.

6. WORKING HOURS

Monday to Saturday	:	6.00 pm to 9.00 pm
Sunday and General Holidays	:	9.00 am to 4.00 pm

7. MEDIUM OF INSTRUCTION

The medium of instruction for all course and examinations shall be English only.

8. MINIMUM AND MAXIMUM CREDITS

- There shall be four categories of courses viz., Core and Compulsory Courses, Specialisation Courses, Soft Core Courses and Open Elective Courses. The Open Electives are the University approved offered by other Departments of Bangalore University.
- The credit allocation for each compulsory course and specialisation course shall range from 2 to 4 credits. Each open elective course shall carry 3 credits. A student shall be required to opt for one open elective course in the third semester.

9. ATTENDANCE

- Each paper shall be considered separately for the purpose of calculating attendance.
- Students are required to attend for not less than 75% of the classes in each course in order to be eligible to appear for the University examinations.
- The statement of attendance shall be displayed on the Notice Board by the institution at end of every month for information of students.
- A student who does not satisfy the requirement of percentage of attendance in any course shall not be permitted to take the examination of that course(s).

10. SEMESTER WISE CREDIT DISTRIBUTION

CATEGORY	CREDITS COVERED IN				TOTAL CREDITS
	SEM - 1	SEM - 2	SEM - 3	SEM - 4	
Compulsory Core Courses	24	24	4	4	56
Soft Core Courses	2	2	*	*	4
Specialization Courses	*	*	16	16	32
General Open Elective (Inter Disciplinary)	*	*	4	*	4
Project Work	*	*	3	*	3
In-Plant Training / Dissertation	*	*	*	6	6
TOTAL	**26**	**26**	**27**	**26**	**105**

11. SCHEME OF EXAMINATION

- All courses shall comprise of two components of assessment viz., Continuous Internal Assessment and Semester-End Examination.
- Continuous Internal Assessment will have a weightage of 30% and Semester-End Examination will have a weightage of 70%. The duration of the Semester-End Written Examination for each paper will be 3 hours.

A) Internal Assessment Test

a) The various components of Internal Assessment for 30 marks are as follows:

I and II Semester	Marks	III and IV Semester	Marks
Attendance	5	Attendance	5
Two Internal Tests (5 marks each)	10	One Internal Test	5
Assignment/s	5	Case Presentations	10
Presentations / Hands-on Exercises	5	Mini Project / Hands-on Exercises	10
MOOC Certificate or Course completion certificate of any prescribed online programme or Books / Journal Article Review	5		
Total	**30**	**Total**	**30**

b) Marks for attendance shall be allocated as follows:

% of Attendance	Marks
75 - 79 %	1
80 - 84 %	2
85 - 89 %	3
90 – 94%	4
95 +	5

c) The Departmental Council may decide to give test/seminar to candidates who absent themselves for the above, only if the Council is convinced that the absence of the candidate is on valid grounds. However, the Council will allow the candidates to avail of this provision within the duration of that semester.

B) Semester End Examination

There shall be a University examination at the end of each semester for all the prescribed courses which carry 70 marks for each course. [Online examination might be introduced subject to approval of appropriate bodies of Bangalore University in the course of present Scheme]

12. TIME LIMIT FOR COMPLETION OF DEGREE

The student shall complete the programme within the period as prescribed in the regulation governing the maximum period for completing MBA programme from the date of admission. It is generally twice the number of years of the programme. The term completing the programme means passing all the prescribed examinations of the programme to be eligible for the award of the degree.

13. MINIMUM FOR A PASS

- A candidate should secure 35% of the maximum marks in each course and an aggregate of 40% in the programme to be declared as Pass.
- A candidate shall be declared to have passed the PG programme if he/she secures at least a CGPA of 4.0 (Course Alpha-sign Grade C) in the aggregate of both internal assessment and semester-end examination marks put together in each unit such as theory papers / practical / project work / dissertation / viva-voce.
- The candidates who pass all the semester examinations in the first attempts are eligible for ranks provided they secure at least CGPA of 6.0 (or 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 for the award of degree only after successfully completing (i.e., passing) 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 for ranking.
- There shall be no minimum in respect of internal assessment.
- A candidate who fails in any of the Unit / Project Work / Project Report /In-Plant Training/ Dissertation / Viva-Voce shall re-appear in that Unit / Project Work / Project Report / In-Plant Training/Dissertation / Viva-Voce and pass the examination subsequently.

14. CARRY-OVER PROVISION

Candidates who fail the lower semester examinations are permitted to take higher semester examinations.

15. REJECTION OF RESULTS

- A candidate who fails in one or more courses of a semester may be permitted to reject the result of the whole examination of that semester. Rejection of result course wise shall not be permitted. A candidate who rejects the results shall appear for the examination of that semester in the subsequent examination.
- Rejection shall be exercised only once in each semester and the rejection once exercised shall not be revoked.
- Application for rejection along with payment of the prescribed fee shall be submitted to the Registrar (Evaluation) through the department/college together with the original statement of marks within 30 days from the date of publication of the result.
- A candidate who rejects the result is eligible for only class and not for ranking.

16. IMPROVEMENT OF RESULTS

- A candidate who has passed in all the courses of a semester may be permitted to improve the result by reappearing for the whole examination of that semester.
- The reappearance could be permitted twice during double the period without restricting it to the subsequent examination only. The regulation governing the maximum period for completing various degree/ diploma programme notified by the University from time to time shall be applicable for the improvement of result also.
- The student could be permitted to apply for the improvement examination 45 days in advance of the pertinent semester examination whenever held.
- If the candidate passes in all the courses in reappearance, higher of the two aggregate marks secured by the candidate shall be awarded for that semester. In case the candidate fails in the reappearance, candidate shall retain the first appearance result.
- A Candidate who has appeared for improvement is eligible for class only and not for ranking. Internal assessment marks shall be shown separately in the marks card. A candidate who has rejected the result or who, having failed, takes the examination again or who has appeared for improvement shall retain the internal assessment marks already obtained.

  A candidate who fails in any of the semester examinations may be permitted to take the examination again at a subsequent appearance as per the syllabus and scheme of examination in vogue at the time the candidate took the examination for the first time. This facility shall be limited to the following two years.

17. PROJECT WORK

Each candidate should undertake a project work immediately after the second semester examination for a minimum duration of 30 days and submit a bound copy of the report within two weeks of commencement of the third semester. The project can be either a freelance research project on some social or business issues, or addressing concerns in a business or non-business entity. The purpose of the project is to develop larger life skills and a positive attitude among students through a wider perspective on society/organisation. A faculty can guide not more than 15 students for the project-work and the guidance of project work of 10 students by a faculty member will be equivalent to the teaching of one course per semester.

The duration of the project is a minimum of 30 days after the completion of the second semester and before the commencement of the third semester. There will be 25 marks for the project report and 25 marks for the viva voce. A minimum of 25 marks out of 50 marks is required for a pass in the project work. The viva and the project report will be evaluated by a member of the panel of examiners and the concerned faculty guide. Specific guidelines will be issued by Canara Bank School of Management Studies from time to time.

18. IN-PLANT TRAINING / DISSERTATION

Every student is required to complete an In-Plant Training / Dissertation project in a business organisation for a period not less than 45 days, preferably in his / her of specialisation, under the supervision of a faculty guide. A faculty can guide not more than 15 students for the In-plant training/ dissertation.

The dissertation guidance of 10 students by a faculty member will be equivalent to the teaching of one course per semester. The apprentice work must be duly certified by the concerned authority of the business entity. The report on In-Plant Training / Dissertation duly signed by the faculty guide and certified by the Head of the Institution (Principal / Director) must be submitted in a bound copy as well as soft copy to the University by the end of the fourth semester before commencement of the semester-end examination. The dissertation shall be evaluated for 200 marks by two examiners (the faculty guide and the external examiner appointed by BoE). A minimum of 100 marks is required for a pass in the dissertation. There shall be a Viva-Voce examination for 50 marks on the dissertation. Viva-voce will be conducted by the Board of Examiners or Examiners authorised by the Chairman of the BoE. A minimum of 25 marks is required for a pass in the Viva-Voce examination. Detailed guidelines for the same will be issued by Canara Bank School of Management Studies from time to time.

19. ALTERNATIVE FOR SOFT-CORE COURSES

The number of available contact hours per week for the evening MBA programme is only 24, against 26 hours available for the day programme. Hence, the soft-core courses offered in the day programme are replaced by Industry and Company Analysis report for the evening MBA programme.

20. INDUSTRY ANALYSIS REPORT AND COMPANY ANALYSIS REPORT

Candidates are required to submit an Industry Analysis report during the first semester of the programme and a Company Analysis report during the second semester. Each report carries 100 marks.

During the first semester, candidates must make a detailed report on the industry to which their organisation belongs to, using techniques like PESTLE Analysis, Porter's Five Forces Model etc.

During the second semester, candidates must make a detailed report on the company in which they are employed, consisting of SWOT Analysis, Financial Statement Analysis etc.

21. CLASSIFICATION OF SUCCESSFUL CANDIDATES SEMESTER-WISE

At the end of each semester, candidates will be given grades based on their Grade Point Average. The following Eight Point Alpha-Sign Grading Scale is prescribed by the University for the classification of the candidates:

GRADE POINT AVERAGE	<4	4-<5	5-<5.5	5.5-<6	6-<7	7-<8	8-<9	9-10
ALPHA-SIGN GRADE	D	C	B	B+	A	A+	A++	O

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

A) <u>Computation of Grade Point Average (GPA) for each Semester</u>

The Grade Points (GP) for a course shall be assigned on the basis of actual marks **percentage** scored in that course, **divided by 10**. The GPA for a semester will be the Weighted Average Grade Points, with **number of credits** for each course taken as weights. Following table and calculation illustrate the calculation of Grade Points for each course and Grade Point Average for each Semester.

COURSES	**P1**	**P2**	**P3**	**P4**	**P5**	**P6**	**P7**	**TOTAL**
Max. Marks	100	100	100	100	100	100	100	**700**
% Marks obtained	77	73	58	76	64	66	82	**496**
Grade points earned GP) [percentage marks obtained divided by 10]	7.7	7.3	5.8	7.6	6.4	6.6	8.2	**-**
Credits for the course (C)	4	4	4	4	4	4	2	**26**
Total Weighted Grade Points (WGP) = GP x C	30.8	29.2	23.2	30.4	25.6	26.4	16.4	**182**

Semester Aggregate Marks: 496 out of 700 marks [**70.86%**]

Result: First Class with distinction

$$GPA = \frac{Total\ WGP}{Total\ Credits} = \frac{182}{26} = \mathbf{7.0}$$

Semester Alpha-Sign Grade: **A+**

B) Computation of Cumulative Grade Point Average (CGPA) for the Programme

The Cumulative Grade Point Average (CGPA) at the end of the MBA programme shall be calculated as the **dividing** the Total Grade Points of all the four semesters by the Total Credits of the Programme. Following table and calculation illustrates the calculation of Cumulative Grade Point Average (CGPA) for the programme:

SEMESTER	I	II	III	IV	TOTAL
Total marks per semester	700	700	650	750	2800
Total marks secured	496	560	516	625	2197
Semester Alpha Sign Grade	A+	A++	A+	A++	-
Semester GPA (SGPA)	7.0	8.0	7.77	8.5	-
Semester Credits (SC)	26	26	27	26	105
Semester Weighted Grade Points (SWGP) = SGPA x SC	182	208	209.79	221	820.79

Aggregate Marks: 2197 out of 2800 marks [**78.46%**]

Result: First Class with distinction

$$CGPA = \frac{Total\ Semester\ WGP}{Total\ Credits} = \frac{820.79}{105} = \mathbf{7.817 = 7.82}$$

Programme Alpha-Sign Grade: **A+**

22. PATTERN OF QUESTION PAPER

The pattern of question papers for the semester-end University examinations will be decided by the Board of Studies from time to time. Canara Bank School of Management Studies will communicate all affiliated colleges about the pattern of the question paper as well as any changes therein.

23. OPEN ELECTIVE

One course is offered as an open elective during the III Semester of the MBA programme, details of which will be decided by the Board of Studies.

24. SPECIALISATION TRACKS

The University is offering Eight Specialisation track in the MBA programme. Students have choice to opt either for single specialisation (32 credits) or dual specialisation (16 credits X 2). In case of dual specialisation students must opt for **any two** of the eight specialisation tracks - One in third semester and the other one in the fourth semester, and in each specialisation, the student must choose elective papers having not less than 16 credits in total.

In case of single specialisation, the total credits under the chosen tracks, must not be less than 32. The Statement of marks and the Degree Certificate will display the specialisation tracks/s pursued and completed by the student.

A minimum of 10 students must opt for a specialisation track to be offered by Canara Bank School of Management Studies and the affiliated colleges. However, the institutions can decide

on the minimum number of students required to offer any specialisation depending on the needs of the students, availability of faculty and the necessary infrastructure.

25. FOUNDATION AND ADD-ON COURSES

The Board of Studies will decide the foundation courses to be designed and delivered by the Institutions to their students enrolled for the MBA programme. It is recommended that each college organises a one-week to ten days' of induction programme for I Semester and III Semester students, before the commencement of the respective semesters.

26. COURSE MATRIX

A) First Semester

COURSES	PAPER	INSTRUCTION HRS/WEEK	DURATION OF EXAM (HOURS)	MARKS			CREDITS
				IA	EXAM	TOTAL	
A) I SEMESTER							
CORE COURSES: 1.1 ORGANISATIONAL BEHAVIOUR 1.2 ECONOMIC ANALYSIS FOR BUSINESS DECISIONS 1.3 FINANCIAL REPORTING AND ANALYSIS 1.4 QUANTITATIVE TOOLS FOR MANAGERIAL DECISIONS 1.5 BUSINESS REGULATIONS 1.6 ENTREPRENEURSHIP AND DESIGN THINKING	6T	6 X 4 hours = 24 hours	3 hours	30 marks	70 marks	100 marks	6 X 4 credits
SOFT CORE: 1.7 INDUSTRY ANALYSIS REPORT	1T	1 X 2 hours = 2 hours	3 hours	30 marks	70 marks	100 marks	1 X 2 credits
						TOTAL CREDITS	**26**

B) Second Semester

COURSES	PAPER	INSTRUCTION HRS/WEEK	DURATION OF EXAM (HOURS)	MARKS			CREDITS
				IA	EXAM	TOTAL	
B) II SEMESTER							
CORE COURSES: 2.1 MARKETING MANAGEMENT 2.2 HUMAN RESOURCE MANAGEMENT 2.3 CORPORATE FINANCE 2.4 OPERATIONS MANAGEMENT 2.5 BUSINESS ANALYTICS 2.6 BUSINESS RESEARCH METHODS	6T	6 X 4 hours = 24 hours	3 hours	30 marks	70 marks	100 marks	6 X 4 credits
SOFT CORE: 2.7 COMPANY ANALYSIS REPORT	1T	1 X 2 hours = 2 hours	3 hours	30 marks	70 marks	100 marks	1 X 2 credits
						TOTAL CREDITS	**26**

C) Third Semester

COURSES	PAPER	INSTRUCTION HRS/WEEK	DURATION OF EXAM (HOURS)	MARKS			CREDITS
				IA	EXAM	TOTAL	
C) III SEMESTER							
CORE COURSE: 3.1 STRATEGIC MANAGEMENT **SPECIALISATION TRACKS** 3.2 FINANCE 3.3 MARKETING 3.4 HUMAN RESOURCES 3.5 BUSINESS ANALYTICS 3.6 ARTIFICIAL INTELLIGENCE AND DIGITAL TRANSFORMATION 3.7 INNOVATION AND ENTREPRENEURSHIP 3.8 LOGISTICS AND SUPPLY CHAIN MANAGEMENT 3.9 HEALTHCARE MANAGEMENT ***FOUR COURSES UNDER EACH SPECIALIZATION TRACKS***	5T	5 X 4 hours = 20 hours	3 hours	30 marks	70 marks	100 marks	5 X 4 credits
3.10 OPEN ELECTIVE	1T	1 X 4 hours = 4 hours	3 hours	30 marks	70 marks	100 marks	1 X 4 credits
3.11 PROJECT WORK				50 marks	-	50 marks	1 X 3 credits
						TOTAL CREDITS	**27**

D) Fourth Semester

COURSES	PAPER	INSTRUCTION HRS/WEEK	DURATION OF EXAM (HOURS)	MARKS			CREDITS
				IA	EXAM	TOTAL	
D) IV SEMESTER							
CORE COURSE: 4.1 INTERNATIONAL BUSINESS **SPECIALISATION TRACKS** 4.2 FINANCE 4.3 MARKETING 4.4 HUMAN RESOURCES 4.5 BUSINESS ANALYTICS 4.6 ARTIFICIAL INTELLIGENCE AND DIGITAL TRANSFORMATION 4.7 INNOVATION AND ENTREPRENEURSHIP 4.8 LOGISTICS AND SUPPLY CHAIN MANAGEMENT 4.9 HEALTHCARE MANAGEMENT ***FOUR COURSES UNDER EACH SPECIALIZATION TRACKS***	5T	5 X 4 hours = 20hours	3 hours	30 marks	70 marks	100 marks	5 X 4 credits
4.10 IN-PLANT TRAINING/DISSERTATION	-	4 hours	REPORT EVALUATION & VIVA-VOCE	50 marks	200 marks	250 marks	1 X 6 credits
						TOTAL CREDITS	**26**
						TOTAL CREDITS OF THE PROGRAMME	**105**

27. SPECIALISATION TRACKS AND LIST OF COURSES UNDER EACH TRACK

III SEMESTER	IV SEMESTER
3.2 FINANCE	**4.2 FINANCE**
3.2.1 Corporate Valuation and Restructuring	4.2.1 Risk Management and Derivatives
3.2.2 Financial Institutions and Fintech	4.2.2 International Financial Management
3.2.3 Investment Analysis and Portfolio Management	4.2.3 Behavioural Finance
3.2.4 Financial Analytics and Modelling	4.2.4 Sustainable Finance and ESG
3.3 MARKETING	**4.3 MARKETING**
3.3.1 Consumer Behaviour	4.3.1 Global Marketing
3.3.2 Product and Brand Management	4.3.2 Digital Marketing
3.3.3 Integrated Marketing Communication	4.3.3 Marketing Analytics
3.3.4 Sales and Customer Relationship Management	4.3.4 Industrial and Services Marketing
3.4 HUMAN RESOURCES	**4.4 HUMAN RESOURCES**
3.4.1 Learning and Development	4.4.1 Talent and Knowledge Management
3.4.2 Industrial Relations and Labour Codes	4.4.2 Strategic Human Resource Management
3.4.3 Performance Management Systems	4.4.3 HR Analytics and AI Applications
3.4.4 Emotional Intelligence for Managers	4.4.4 International Human Resource Management
3.5 BUSINESS ANALYTICS	**4.5 BUSINESS ANALYTICS**
3.5.1 Big Data and Web Analytics	4.5.1 Financial Analytics and Modelling
3.5.2 Database Management System	4.5.2 Analytics in Marketing
3.5.3 Machine Learning for Business Applications	4.5.3 HR Analytics
3.5.4 Data Ethics, Privacy and Governance	4.5.4 Supply Chain Analytics
3.6 ARTIFICIAL INTELLIGENCE AND DIGITAL TRANSFORMATION	**4.6 ARTIFICIAL INTELLIGENCE AND DIGITAL TRANSFORMATION**
3.6.1 Digital Economy and Business Transformation	4.6.1 Digital Strategy Competitive Advantage
3.6.2 Data Driven Decision Making and Business Analytics	4.6.2 Functional Applications of AI
3.6.3 Technology Management for Digital Transformation	4.6.3 Digital Transformation Leadership and Change Management
3.6.4 Digital Business Models and Platform Management	4.6.4 Legal and Ethical use of Technology

3.7 INNOVATION AND ENTREPRENEURSHIP	**4.7 INNOVATION AND ENTREPRENEURSHIP**
3.7.1 Fundamentals of Innovation and Entrepreneurship	4.7.1 Business Model Innovation and Strategic Entrepreneurship
3.7.2 Creativity, Design Thinking and Problem Solving	4.7.2 Management of Start-ups and MSMEs
3.7.3 Technology and Innovation Management	4.7.3 Family Business Management
3.7.4. New Venture Creation and Development	4.7.4 Social Entrepreneurship
3.8 LOGISTICS AND SUPPLY CHAIN MANAGEMENT	**4.8 LOGISTICS AND SUPPLY CHAIN MANAGEMENT**
3.8.1 Principles of Logistics and Supply Chain Management	4.8.1 Vendor Management and Strategic Sourcing
3.8.2 Operations Management for Supply Chains	4.8.2 Digital Supply Chains and Technology in Logistics
3.8.3 Transportation and Distribution Management	4.8.3 Global Logistics and Supply Chain
3.8.4 Procurement and Warehousing Management	4.8.4 Sustainable Logistics, Ethics and Policy
3.9 HEALTHCARE MANAGEMENT	**4.9 HEALTHCARE MANAGEMENT**
3.9.1 Perspectives on Health Care Sector	4.9.1 Basic Management Aspects of Health Care
3.9.2 Management of Public Health Systems	4.9.2 Strategic Management in Health Care Settings
3.9.3 Health Economics	4.9.3 Management of Hospital Services
3.9.4 Environment and Occupational Health	4.9.4 Health Information Management System (HIMS)
3.10 OPEN ELECTIVE	

*Open Elective offered by CBSMS – **Management Perspectives**

OVERVIEW OF

CANARA BANK SCHOOL OF MANAGEMENT STUDIES (CBSMS)

BANGALORE UNIVERSITY
CANARA BANK SCHOOL OF MANAGEMENT STUDIES
MBA PROGRAMME

VISION

To be a leading centre of excellence in management education, fostering innovation, ethical leadership, and global competence through experiential learning, industry engagement, and research, creating sustainable value for business and society.

MISSION

Canara Bank School of Management Studies endeavours to:

1. Fostering innovation and entrepreneurship through immersive experiential learning.
2. Attracting and nurturing intellectual capital to uphold academic excellence and thought leadership.
3. Develop Critical thinkers who embrace lifelong learning and continuous professional growth.
4. Bringing strong academia-industry linkages to address complex business challenges, and drive impactful innovation.
5. Cultivating ethical, socially responsible leaders who create value for business and society.

PROGRAMME OBJECTIVES

1. To utilize management concepts to guide decisions for value creation within and outside an organization.
2. To analyse economic data and business environment to make informed organizational decisions.
3. To apply the knowledge of management, think critically and analyse problems to solve business problems optimally
4. To communicate effectively orally and in writing across managerial contexts and with diverse stakeholders
5. To collaborate and lead teams across organisational boundaries and demonstrate leadership qualities, maximise the usage of diverse skills of team members.
6. To critically assess ethical frameworks to guide organisational decisions.
7. To identify the contemporary social problems, exploring the opportunities for social entrepreneurship and designing business solutions.

PROGRAMME OUTCOMES OF THE MBA PROGRAMME

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

PO 1: Apply management theories and principles to identify and exploit opportunities for value creation.

PO 2: Analyse and synthesize data to make informed decisions, fostering analytical skills.

PO 3: Create and manage a new venture, fostering an innovative and entrepreneurial mindset.

PO 4: Formulate, implement, and evaluate strategic plans to achieve organizational goals, cultivating strategic thinking and planning capabilities.

PO 5: Evaluate and apply various ethical frameworks to navigate complex ethical dilemmas.

PO 6: Develop and refine oral and written communication skills tailored to managerial contexts, enhancing the ability to convey ideas clearly and persuasively to diverse audiences.

PO 7: Adeptly demonstrate leadership, teamwork, and networking skills in diverse settings.

PO 8: Analyse contextual social issues/problems and explore solutions.

FIRST SEMESTER

COURSE OUTLINES

COURSE MATRIX

MBA (DAY) - FIRST SEMESTER

COURSE CODE	COURSE	PAGE NO
1.1	ORGANISATIONAL BEHAVIOUR	1- 4
1.2	ECONOMIC ANALYSIS FOR BUSINESS DECISIONS	5 - 8
1.3	FINANCIAL REPORTING AND ANALYSIS	9 - 11
1.4	QUANTITATIVE TOOLS FOR MANAGERIAL DECISIONS	12 - 14
1.5	BUSINESS REGULATIONS	15 - 18
1.6	ENTREPRENEURSHIP AND DESIGN THINKING	19 - 22
1.7	CORPORATE COMMUNICATION	23 - 25

COURSE MATRIX

MBA (EVE) - FIRST SEMESTER

COURSE CODE	COURSE	PAGE NO
1.1	ORGANISATIONAL BEHAVIOUR	1- 4
1.2	ECONOMIC ANALYSIS FOR BUSINESS DECISIONS	5 - 8
1.3	FINANCIAL REPORTING AND ANALYSIS	9 - 11
1.4	QUANTITATIVE TOOLS FOR MANAGERIAL DECISIONS	12 - 14
1.5	BUSINESS REGULATIONS	15 - 18
1.6	ENTREPRENEURSHIP AND DESIGN THINKING	19 - 22

1.1 ORGANISATIONAL BEHAVIOUR		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

This course introduces the fundamentals of management and organisational behaviour, focusing on how individuals, groups, and organisational systems influence workplace performance. It covers the nature and evolution of management thought, managerial roles, and key management functions. The course then examines the foundations of organisational behaviour, including its scope, contributing disciplines, and models for understanding behaviour in organisations. Further, the course explores individual behaviour such as attitudes, personality, perception, emotions, learning, and motivation. It also studies group behaviour, including team dynamics, communication, leadership, power, and conflict management. In addition, the course discusses organisational systems, including structure, culture, HR practices, and organisational change. Finally, the course highlights modern developments in organisational behaviour, such as digital transformation, artificial intelligence, diversity and inclusion, employee engagement, remote work, and the future of work.

2. Course Learning Objectives:

1.	To understand the fundamental concepts, principles, and functions of management and their role in organisational effectiveness.
2.	To explain the concept, scope, and importance of organisational behaviour in understanding behaviour in organisations.
3.	To analyse the factors influencing individual behaviour and apply motivation concepts to improve employee performance.
4.	To evaluate group dynamics, leadership styles, and communication processes in enhancing team effectiveness.
5.	To examine organisational structure, culture, and change processes and their impact on organisational performance.
6.	To assess emerging trends and the impact of digital technologies on employee behaviour and organisational practices.

3. Course Learning Outcomes: By the end of the course, the learners will be able to:

1.	Explain the fundamental concepts, principles, and functions of management and their application in organisations. (Understand)
2.	Describe the concept, scope, and interdisciplinary foundations of organisational behaviour. (Understand)
3.	Analyse the factors influencing individual behaviour, including attitudes, personality, perception, and motivation. (Analyse)
4.	Evaluate group dynamics, leadership styles, communication processes, and conflict management in organizations. (Evaluate)
5.	Assess the role of organisational structure, culture, and change in improving organisational effectiveness. (Evaluate)
6.	Examine emerging trends such as digital transformation, diversity, and remote work and their impact on organisational behaviour. (Analyse)

4. Pre-requisites for the course:

1.	Basic understanding of business organizations and management concepts.
2.	Familiarity with fundamental principles of management and organisational processes.
3.	Interest in understanding human behaviour and interpersonal relationships in organizations.
4.	Basic awareness of workplace environments and contemporary business practices

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 5	Gender Equality
SDG 9	Industry, Innovation and Infrastructure

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO MANAGEMENT AND MANAGEMENT FUNCTIONS	**08**	**12**
Knowledge: Meaning, Definition, Nature and Characteristics of Management, Scope and Importance of Management, Management as an Art, Science and Profession, Evolution of Management Thought (Classical, Behavioural and Modern Approaches), Contributions of Early Management Thinkers such as Frederick Winslow Taylor and Henri Fayol, Principles of Management, Functions of Management, Levels of Management (Top, Middle and Lower Level), Managerial Roles and Skills.		
Skill: Case Study Analysis on Management Thinkers: • Students analyse management practices inspired by thinkers like Frederick Winslow Taylor and Henri Fayol and present how their principles apply in modern organizations		
UNIT 2: INTRODUCTION TO ORGANISATIONAL BEHAVIOUR	**10**	**17**
Knowledge: Meaning and Definition of Organisational Behaviour, Nature and Scope of Organisational Behaviour, Importance of Organisational Behaviour in Management, Contributing Disciplines of Organisational Behaviour, Evolution and Development of Organisational Behaviour, Challenges and Opportunities for Organisational Behaviour, Organisational Behaviour Model and Levels of Analysis, Organisational Behaviour Variables and Outcome.		
Skill: Students will work in small groups and select a company. department, start-up, or NGO. They will analyse the organization using key Organisational Behaviour concepts covered in the module and present the same.		
UNIT 3: INDIVIDUAL BEHAVIOUR (ATTITUDES, PERSONALITY, MOTIVATION)	**12**	**20**
Knowledge: Foundations of Individual Behaviour, Attitudes and Job Satisfaction, Personality and Values, Perception and Decision Making, Emotions and Emotional Intelligence, Learning in Organizations, Individual Differences and Ability, Motivation Theories (Classical and Contemporary), Application of Motivation in Organizations.		
Skill: Attitude Change Role Play Topic: Attitudes & Job Satisfaction Activity: "Difficult Employee Scenario" Process - Divide students into groups of 3: • Manager • Employee with negative attitude • Observer Scenario: Employee is dissatisfied with workload and salary. Manager must handle the conversation and improve attitude.		

UNIT 4: GROUP BEHAVIOUR (LEADERSHIP, TEAMS, COMMUNICATION)	10	17
Knowledge: Foundations of Group Behaviour, Stages of Group Development, Group Structure and Group Dynamics, Work Teams and Team Effectiveness, Communication in Organizations, Leadership Theories and Styles, Contemporary Leadership Approaches, Power and Organisational Politics, Conflict and Negotiation, Negotiation Strategies and Techniques		
Skill: Case study on Leadership Styles of Top Global Corporates. Each Team to select one corporate and analyse and present the different leadership styles.		
UNIT 5: ORGANISATIONAL SYSTEM (CULTURE, STRUCTURE, CHANGE)	**10**	**17**
Knowledge: Foundations of Group Behaviour, Stages of Group Development, Group Structure and Group Dynamics, Work Teams and Team Effectiveness, Communication in Organizations, Leadership Theories and Styles, Contemporary Leadership Approaches, Power and Organisational Politics, Conflict and Negotiation, Negotiation Strategies and Techniques.		
Skill: Students need to do Organisational Diagnosis Project: Students to choose a company and analyse on: • Organisational Structure • Organisational Culture • HR Policies • Change Management • Employee Stress & Work-life Balance		
UNIT 6: ORGANISATIONAL BEHAVIOUR IN THE DIGITAL ERA	**10**	**17**
Knowledge: Emerging Trends in Organisational Behaviour, Impact of Technology and Digital Transformation on Organizations, Artificial Intelligence and Automation in the Workplace, Managing Diversity and Inclusion in Organizations, Employee Engagement and Employee Experience, Remote Work and Virtual Teams, Agile Organizations and Flexible Work Practices, Organisational Learning and Knowledge Management, Emotional Well-being and Mental Health at Workplace, Sustainable and Responsible Organisational Practices, Future of Work and Changing Workforce Dynamics.		
Skill: Group Discussion Topic: "Will Artificial Intelligence replace human jobs in the next decade?" Teams discuss: • Advantages of automation • Risks to employment • Need for reskilling		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Harold Koontz, Heinz Weihrich, Mark V. Can nice (2020)	Essentials of Management, 11th Edition	McGraw-Hill Education / Asia
2.	Manas Tripathy (2016)	MGMT: A South-Asian Perspective, 1st Edition	Cengage India Private Limited
3.	Stephen P. Robbins, Timothy A. Judge, Tim Judge (2019)	Organisational Behaviour, 18th Edition	Pearson Education, Limited
4.	Fred Luthans (2011)	Organisational Behaviour An Evidence Based Approach, 12th Edition	McGraw-Hill Education / Asia

5.	Jennifer George and Gareth Jones (2011)	Understanding and Managing Organisational Behaviour, 6th Edition	Pearson Education, Limited
6.	K. Aswathappa (2024)	Organisational Behaviour	Himalaya Publishing House
7.	Laurie J. Mullins (2016)	Management and Organisational Behaviour, 10th Edition	Pearson Education India
8.	L M Prasad (2019)	Management Process & Organisational Behaviour	Sultan Chand and Sons

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	OpenCourseWare (OCW)	https://ocw.mit.edu
2.	Coursera	https://www.coursera.org
3.	edX	https://www.edx.org
4.	Online Harvard Business School	https://online.hbs.edu
5.	Mindtools	https://www.mindtools.com
6.	The open learn university	https://www.open.edu/openlearn
7.	Mckinsey & Company	https://www.mckinsey.com/insights
8.	Deloitte Insights	https://www2.deloitte.com/insights

9. Resources required:

1.	Access the Organisational Behaviour Case Study's from the Database – ICMR Cases
2.	Textbooks on Management and Organisational Behaviour
3.	Online learning platforms (MOOCs)
4.	Learning Management System (LMS) for course delivery
5.	Multimedia teaching tools (presentations, videos, simulations)

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	2	2	2	3	2
PO2-Analyse & synthesize data for informed decisions	2	2	3	2	3	2
PO3-Create & manage a new venture, fostering innovation	1	-	-	1	1	2
PO4-Formulate, implement & evaluate strategic plans	2	1	1	2	3	2
PO5 -Evaluate & apply ethical frameworks	1	1	1	1	2	1
PO6-Develop oral & written communication skills	1	2	1	3	1	1
PO7-Demonstrate leadership, teamwork & networking skills	1	1	2	3	2	1
PO8-Analyse contextual social issues & explore solutions	-	1	1	1	2	2

1.2 ECONOMIC ANALYSIS FOR BUSINESS DECISIONS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   Decision Making forms the most crucial part of business. The success or failure of businesses depends upon the quality of decisions taken. Decisions taken have both, short-term and long-term implications. However, decisions are shaped by various internal and external environmental factors. Businesses operate within complex economic environments influenced by microeconomic and macroeconomic variables. Future managers must understand economic principles and its analysis in order to take better business decisions. In this course the students will be learning about economic analysis, Demand and Consumer behaviour, Supply and cost analysis, Market Structures, Macro Economic indicators and government policies that influence businesses directly or indirectly.

2. Course Learning Objectives:

1.	To apply microeconomic and macroeconomic principles to real-world issues.
2.	To perform cost-benefit and marginal analysis for decision-making.
3.	To analyse market structures, supply & demand decisions in business contexts
4.	To understand financial and monetary policies of the government
5.	To interpret macro-economic data.
6.	To appreciate growth due to various public policies.

3. Course Learning Outcomes: By the end of the course the learner will be able to:

1.	Explain the relevance of economic analysis in business decision-making.
2.	Analyse how consumer preferences influence demand patterns.
3.	Examine supply, production, and cost decisions in business contexts
4.	Evaluate how the external environment creates opportunities and challenges for businesses.
5.	Analyse the impact of key macroeconomic indicators on the economy.
6.	Explain how public policies influence business operations and decisions.

4. Pre-requisites for the Course:

1.	Basic Economics concepts
2.	Knowledge of Supply and Demand
3.	Decision-making mechanism

5. SDGs associated with the Course:

SDG 3	Good Health and Well-being
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 16	Peace, Justice and Strong Institutions

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in%**
UNIT 1: INTRODUCTION TO ECONOMIC ANALYSIS	**08**	**15**
Knowledge: Fundamentals of Economics: Nature, Scope, and Importance, Positive and Normative economics differences, Micro and macroeconomics, Introduction to Managerial Economics, Principles of managerial economics, Application of managerial economics in business decision making. Tools and analysis for optimization, Role of Government and private sector, Competition Vs Cooperation. Relationship with other management subjects, economic growth & stability – Micro economics and Macroeconomics - the role of markets and government – Positive vs Negative externalities, Economic Systems.		
Skill: Case Studies on Macro and Micro Economics analysis, market competition and decision-making process.		
UNIT 2: DEMAND ANALYSIS AND CONSUMER BEHAVIOUR	**10**	**15**
Knowledge: Definition of demand, Law of demand and its determinants and exceptions, Types of demand, elasticity of demand and supply, movement along the demand curve and shift in demand curve, Demand forecasting: Meaning, Methods of demand forecasting, Applications of Demand and Supply Analysis in Managerial Decision-Making, Aggregate demand & Its components. Introduction to Consumer behaviour, Utility, Cardinal approach, Ordinal approach, Consumer equilibrium using Indifference curve analysis, Consumer surplus, Application of Indifference curve analysis. Interpretation of Quantitative and Qualitative demand techniques-model specification using regression and Ordinary Least Squares (OLS).		
Skill: • Case Studies on Direct-to-Consumer Strategy (Nike). • Select an FMCG product and use historical data to forecast its demand for the next five years using the Method of Least Squares.		
UNIT 3: SUPPLY, PRODUCTION AND COST ANALYSIS	**10**	**15**
Knowledge: Definition of supply, Law of supply, Determinants of Supply, Supply curve, shift in supply curve, Elasticity of supply, Aggregate supply & its components, Demand and supply relationship, Production - Short-run and long run, returns to scale - economies and diseconomies of scale, ISO-Quants & ISO-Cost line, Production possibility frontier, Production & economic efficiency. Analysis of cost - Cost classification, Short-run and long-run cost function - Relation between Production and cost function, Break Even Analysis - Meaning, Assumptions, Determination of BEP, Limitations, Uses of BEP in Managerial decisions (with simple Problems).		
Skill: • Market Pricing Simulation activity considering a manufacturing sector to understand how market equilibrium price is determined by demand and supply forces. • Simple problems to understand BEP.		
UNIT 4: MARKET STRUCTURES AND BUSINESS ENVIRONMENT	**10**	**20**
Knowledge: Introduction to Different Market structure, features, determination of price under perfect competition and equilibrium in the short run and the long run, monopolistic competition: features, pricing under monopolistic competition, Oligopoly: features, kinked demand curve, cartels, price leadership., Monopoly: features, equilibrium condition, price discrimination. Game theory- types, static and dynamic games. Definition, Scope and Structure of Indian Business Environment - Internal and External Environment.		
Skill: • Analyse PESTLE framework with brief economic implications for the business.		

• Panel Discussion to understand the Market Structures of different economies from different trade regions.		
UNIT 5: MACROECONOMIC INDICATORS	**12**	**20**
Knowledge: Introduction to Macro Economics, Macroeconomic Aggregates and National Income: Determinants, Gross domestic product (GDP), growth rate, Macroeconomic Equilibrium and Circular Flow of Income, Business Cycles and Economic Fluctuations, Multiplier Effect and Economic Activity, Inflation and Price Indices: Meaning and types of inflation; measurement through Consumer Price Index (CPI) and Wholesale Price Index (WPI), Unemployment and Labour Market Indicators, Monetary Policy and Role of Central Bank, Fiscal Policy and Public Finance: Government expenditure, taxation, fiscal deficit, public debt, and their implications for economic stability, Balance of Payments and Exchange Rates Money Supply and Financial Environment		
Skill: • Conduct research on using sources from World Bank or Reserve Bank of India reports, analyse how macroeconomic indicators influence business.		
UNIT 6: CONTEMPORARY ECONOMIC POLICIES AND GLOBAL TRADE	**10**	**15**
Knowledge: Economic Reforms in India - New Industrial Policy 1991, Role of the private sector: Growth, Challenges & Opportunities for MSMEs in the Indian economy. India's Global Trade Dynamics: trends in India's foreign trade, major exports and imports, WTO, Impact of WTO on India's Foreign Trade, sectoral impact, Regional Trade Agreements (RTAs), Free Trade Agreement (FTA), Digital Trade and New Economy Agreement, Industrial Policy and Economic Nationalism, Econometrics for Economic and Business Analysis: Introduction to econometric tools. Sustainability and Green Trade Policies.		
Skill: • Case studies to understand the impact of a Free Trade Agreement (FTA) involving India on a specific industry. • Analyse how WTO agreements influence a chosen sector (such as agriculture, pharma, or textiles) and present their impact on business opportunities, challenges, and global competitiveness.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	V. K. Puri, S. K. Misra, Bharat Garg (2024)	Indian Economy	Himalaya Publishing House
2.	Chatterjee Sir (2014)	Micro and Macro Economics	Partridge
3.	K.C. Rana & K.N. Verma (2014)	Macro-economic analysis	Vishal Publishing Co.
4.	Hal R. Varian(2019)	Micro-Economic Analysis	W W Norton & Company
5.	Froyen (2013)	Macro-Economic Theories and Policies	Pearson Education India
6.	P. L. Mehta (2007)	Managerial Economics Analysis, Problems and Cases	Sultan Chand
7.	Michael Rodi (2022)	Economic Analysis of Public Law	Springer
8.	Rudiger Dornbusch (2018)	Macro-Economics	McGraw Hill Education,
9.	M.L. Jhingan (2016)	Macro-Economic Theory	Vrinda Publications
10.	Richard T. Froyen (2013)	Macro Economics: Theory and Policies	Pearson India

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	online.hbs.edu	https://online.hbs.edu/courses/economics-for-managers/
2.	sageuniversity.edu.in	https://sageuniversity.edu.in/HBS/economics-for-managers/
3.	www.linkedin.com	https://www.linkedin.com/posts/isbonline_isbonline-isb-onlinelearning-activity-7178289067199979520-VDOi
4.	https://www.ibef.org/	https://www.ibef.org/
5.	https://www.ibef.org/industry	https://www.ibef.org/industry
6.	https://swayam.gov.in/	Check for Economics courses running in Jan and June Month

9. Resources required:

1.	Strong internet connectivity to access economic data of government and multilateral institutions like the IMF, World Bank, WTO

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	-	2	2	-	1
PO2-Analyse & synthesize data for informed decisions	2	-	2	2	1	-
PO3-Create & manage a new venture, fostering innovation	-	3	-	2	-	1
PO4-Formulate, implement & evaluate strategic plans	-	1	2	2	-	-
PO5-Evaluate & apply ethical frameworks	-	-	2	-	2	2
PO6-Develop oral & written communication skills	-	1	1	-	1	-
PO7-Demonstrate leadership, teamwork & networking skills	3	-	2	2	-	-
PO8-Analyse contextual social issues & explore solutions	-	1	1	1	2	2

1.3 FINANCIAL REPORTING AND ANALYSIS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course overview:

   Decision making is the core function of a manager. A potential manager must be exposed to the skill of sourcing information and make timely and apt decisions. One document that provides ample information for many decisions is 'Annual Report'. Annual report is a report prepared by the Management of the company to its owners (the shareholders) informing them about the performance of the company over the preceding financial year, the reasons for performance, and its analysis. The Annual Report of a company gives adequate information for both insiders of the company and outside the stakeholders. However, the big challenge is knowing how to read and understand the report, and knowing how to elicit information for making decisions. This course captures the fundamental aspects of financial statements, its analysis and interpretation, techniques for managing cost, decision-making, and the latest developments in accounting domain.

2. Course Learning Objectives:

1.	To introduce students to importance of accounting and familiarise them with key terms and concepts
2.	To orient the students about Financial Statements, its analysis and interpretation for decision making
3.	To give knowledge on the other components of annual report
4.	To provide skills for eliciting information and making decisions
5.	To update the students on the latest development in the field of accounting.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Understand the various accounting terms and jargons, and prepare books of accounts for a business enterprise.
2.	Prepare financial statements of business entities
3.	Identify information from financial statements, and understand the purpose and importance of accounting concepts, conventions and standards.
4.	Perform financial statement analysis using various tools
5.	Ascertain the cost of a product and prepare quotations.
6.	Control and manage costs, and make related decisions.

4. Pre-requisites for the Course:

1.	None

5. SDGs associated with the course:

SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 16	Peace, Justice, and Strong Institutions

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: ACCOUNTING PROCESS	**10**	**17**
Knowledge: Financial Accounting – meaning and importance. Accounting process-journalising business transactions, preparation of ledger accounts, trial balance and financial statements.		
Skill: • Preparation of ledger accounts and trial balance in spreadsheet. • Recording of transactions in any Accounting Software and generating financial statements.		
UNIT 2: ORIENTATION TO FINANCIAL STATEMENTS	**15**	**25**
Knowledge: Preparation of Financial Statements of Proprietary Concerns and Joint Stock Companies. Annual Report – Contents of Annual Report. Financial Statements – Meaning and purpose. Components of Financial Statements – Statement of Profit and Loss, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Notes to Accounts. Orientation to Financial Statements. Accounting Concepts and Conventions. Orientation to Ind-AS (Indian Accounting Standards).		
Skill: Reviewing Annual Report of select company, and writing observations		
UNIT 3: FINANCIAL STATEMENT ANALYSIS	**12**	**20**
Knowledge: Tools and Techniques of analysing financial statements-common size statements, comparative statements and trend analysis. Ratio Analysis-types of ratios and their interpretation. Du Pont Analysis, Altman's Z Score, Piotroski F Score - Analysis of Cash Flow Statement.		
Skill: Application of Financial Statement Analysis Models for at least 5 companies of a select industry		
UNIT 4: COST ACCOUNTING	**09**	**15**
Knowledge: Meaning of Cost, Types of Cost – Direct and Indirect, Functional classification, classification based on behaviour etc., Ascertainment of cost – Preparation of Cost Sheet and Tenders		
Skill: Cost compilation from annual reports and ascertainment of type of each cost. Discussion of cases on Cost ascertainment.		
UNIT 5: COST MANAGEMENT	**10**	**17**
Knowledge: Cost Management-Meaning. Tools and Techniques of Cost Management. CVP Analysis and Marginal Costing -Make or Buy Decisions, Profitable Product Mix, Addition of New product or Line, Discontinuance of existing product or line. Budgetary Control – Preparation of flexible budgets		
Skill: • Discussion of Cases on Decision-making. • Use of SOLVER function in Spreadsheet for decision-making.		
UNIT 6: DEVELOPMENTS IN ACCOUNTING	**04**	**06**
Knowledge: Human Resource Accounting-Methods, Forensic Accounting - meaning and scope, Distinctions between forensic accounting, auditing, and regular accounting, Common types: Financial statement fraud, asset misappropriation, corruption (bribery, money laundering), Methods and red flags of each fraud type, Steps in a forensic investigation: planning, data collection, analysis, reporting. Beneish M Score Model, Activity Based Costing – Meaning, Process, Ethical issues in Accounting and Decision making: Financial Misrepresentation & Fraudulent Reporting, Earnings Management, Conflicts of Interest Insider Trading & Misuse of Information, Transparency and Objectivity, Abuse of Corporate Funds, Professional Competence & Due Care		
Skill: Analysing cases on identifying the likelihood of manipulation in financial statements.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Narayanaswamy R	Financial Accounting: A Managerial Perspective	Prentice Hall
2.	Chandra, Prasanna	Finance Sense – Finance for Non-finance Executives	Mc Graw Hill Education
3.	Gupta, Ambarish	Financial Accounting for Management – An Analytical Perspective	Pearson
4.	Ramachandra and Kakani	How to Analyse Financial Statements	Mc Graw Hill Education
5.	Palat, Raghu	How to Read Annual Reports and Balance Sheets	Jaico Publishing
6.	Agarwal, Rakesh	Systematic Approach to Cost Accounting	Bharat Publications
7.	Bhattacharya S K	Accounting for Management: Text and Cases	Vikas Publishing

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1	Institute of Chartered Accountants of India	www.icai.org/students/Bos-knowledgeportal
2	Institute of Cost and Management Accountants of India	www.icmai.in

9. Resources required:

1.	Microsoft Excel
2.	Corporate Databases like Capitaline, Prowess, etc., or Open-source Databases like Screener, YahooFinance etc.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	3	2	2	3	3
PO2-Analyse & synthesize data for informed decisions	2	2	2	3	3	3
PO3-Create & manage a new venture, fostering innovation	1	1	1	1	2	2
PO4-Formulate, implement & evaluate strategic plans	1	1	1	2	2	3
PO5-Evaluate & apply ethical frameworks	1	1	2	1	1	2
PO6- Develop oral & written communication skills	1	1	1	1	1	2
PO7-Demonstrate leadership, teamwork & networking skills	1	1	1	1	1	2
PO8-Analyse contextual social issues & explore solutions	1	1	1	1	1	1

1.4 QUANTITATIVE TOOLS FOR MANAGERIAL DECISIONS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course equips students with mathematical and statistical tools for solving business problems and making evidence-based decisions. The emphasis is on developing analytical, problem-solving, and quantitative reasoning abilities applicable to managerial decision-making.

2. Course Learning Objectives:

1.	To provide students with foundational knowledge of number systems, equations, logarithms, and progressions for solving basic business problems.
2.	To enable students to apply mathematical tools such as index numbers and financial mathematics to real-world business and economic contexts.
3.	To develop skills in summarizing and interpreting data using descriptive statistical measures.
4.	To build competency in probability concepts and inferential statistics for decision-making under uncertainty.
5.	To enhance analytical skills through correlation, regression, and forecasting models in business applications.
6.	To foster confidence in applying quantitative techniques for effective managerial and strategic decision-making.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Apply number systems and equations to solve practical business problems related to costs, profits, and growth.
2.	Use logarithms, progressions, and index numbers to analyse growth trends, instalment payments, and inflationary movements.
3.	Apply mathematics of finance tools such as present/future value, annuities, and amortization to business valuation and investment decisions.
4.	Summarize, present, and interpret business data using descriptive statistics for managerial decision-making.
5.	Develop regression, correlation, and forecasting models to predict business outcomes and support strategic planning.
6.	Apply probability distributions and hypothesis testing to evaluate risks and make inferences under uncertain conditions.

4. Pre-requisites for the Course:

1.	Basic Numerical Ability

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 16	Peace, Justice, and Strong Institutions
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: NUMBER SYSTEMS AND EQUATIONS	**8**	**13**
Knowledge: Number systems (natural, whole, integers, rational, irrationals, real numbers); ratio & proportion, percentages, averages; linear and quadratic equations. Solving of simultaneous equations.		
Skill: Solving demand-supply, costing, and break-even problems; applying ratios and percentages in profit margin and growth analysis.		
UNIT 2: LOGARITHMS, PROGRESSIONS AND INDEX NUMBERS	**10**	**17**
Knowledge: Laws of logarithms; arithmetic and geometric progressions (nth term, sum of series); index numbers (price, quantity, value) – construction, uses and limitations.		
Skill: Applying logarithms to growth and compound interest problems; using progressions in annuities and instalment payments; constructing simple index numbers for inflation and cost-of-living studies.		
UNIT 3: MATHEMATICS FOR BUSINESS	**8**	**13**
Knowledge: Time value of money; simple and compound interest; present value & future value; annuities, perpetuities, loan amortization, sinking funds		
Skill: Application to loan repayment schedules, investment decisions, and security valuation using Spreadsheets.		
UNIT 4: DESCRIPTIVE STATISTICS	**12**	**20**
Knowledge: Data types & presentation (tables, diagrams, graphs); measures of central tendency (mean, median, mode); measures of dispersion (range, mean deviation, standard deviation, coefficient of variation), Skewness		
Skill: Summarizing and interpreting data; comparing performance using averages and variability using Spreadsheet Applications.		
UNIT 5: CORRELATION AND REGRESSION	**10**	**17**
Knowledge: Correlation (types & interpretation); regression (simple linear regression); time-series analysis; forecasting methods (moving averages, exponential smoothing).		
Skill: Building regression models for prediction; applying forecasting techniques for sales, demand, and planning decisions using spreadsheet and any open-source software		
UNIT6: PROBABILITY	**12**	**20**
Knowledge: Probability concepts & rules; probability distributions (binomial, Poisson, normal); sampling techniques.		
Skill: Applying probability in risk analysis; conducting tests of significance for decision-making under uncertainty.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Anderson, Sweeney & Williams.	Statistics for Business and Economics	Cengage Learning.
2.	Levin & Rubin	Statistics for Management	Pearson Education.
3.	R. S. Bhardwaj	Mathematics for Economics and Business.	Sultan Chand.
4.	Gupta, S. P.	Statistical Methods	Sultan Chand & Sons.
5.	Vohra, N. D.	Quantitative Techniques in Management	McGraw Hill.
6.	Sharma, J. K.	Business Statistics	Pearson Education.
7.	Raghavachari, M.	Mathematics for Management	McGraw Hill.

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Quantitative tools tutorials.	www.khanacademy.org
2.	Business statistics and analytics courses.	www.coursera.org
3.	Mathematics and Statistics lectures.	www.nptel.ac.in
4.	Finance mathematics and statistics applications.	www.investopedia.com

9. Resources required:

1.	Spreadsheet (MS Excel)
2.	Open-source research software like JAMOVI, Gretl etc.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	2	2	2	2	2	2
PO2-Analyse & synthesize data for informed decisions	2	2	3	3	3	3
PO3-Create & manage a new venture, fostering innovation	1	1	2	1	1	2
PO4-Formulate, implement & evaluate strategic plans	1	1	2	1	2	3
PO5-Evaluate & apply ethical frameworks	1	1	1	1	1	1
PO6-Develop oral & written communication skills	1	1	1	2	1	2
PO7-Demonstrate leadership, teamwork & networking skills	1	1	1	1	1	2
PO8-Analyse contextual social issues & explore solutions	1	1	1	1	1	1

1.5 BUSINESS REGULATIONS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course provides a comprehensive understanding of the legal and regulatory framework governing business operations in India. It introduces students to key laws related to corporate formation, contracts, labour, competition, consumer protection, and emerging regulatory areas such as data protection, ESG, and intellectual property.

   The course emphasizes practical application of legal principles in managerial decision-making. Through case studies, simulations, and real-world examples, students will develop the ability to assess compliance requirements, mitigate legal risks, and operate within ethical and legal boundaries. The course also integrates sustainability and governance perspectives aligned with global development goals, preparing students for responsible business leadership.

2. Course Learning Objectives:

1.	To understand the legal framework governing business in India
2.	To interpret provisions of corporate, contract, and labour laws
3.	To analyse legal implications in business decision-making
4.	To evaluate regulatory compliance requirements across sectors
5.	To apply legal knowledge in practical business scenarios

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Explain key business laws and regulatory structures in India
2.	Apply contract and commercial laws to business transactions
3.	Evaluate corporate governance and compliance frameworks
4.	Analyse labour law implications in organisational settings
5.	Assess competition, consumer protection, and digital regulations
6.	Interpret emerging laws including ESG, IPR, and environmental regulations

4. Pre-requisites for the Course:

1.	Business Environment
2.	Principles of Management

5. SDGs associated with the Course:

SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 16	Peace, Justice, and Strong Institutions

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: CORPORATE AND BUSINESS FORMATION LAWS	**10**	**17**
Knowledge: Companies Act, 1956 & transition to Companies Act, 2013 - Key changes, incorporation process, corporate governance, directors' duties, CSR provisions, Limited Liability Partnership Act, 2008 - Concept, formation, advantages over traditional partnerships, Indian Partnership Act, 1932 - Formation, rights and duties of partners, dissolution		
Skill: • Compare different forms of business organizations (Company vs LLP vs Partnership), Interpret legal provisions to recommend appropriate business structure. • Apply incorporation procedures through simulation exercises • Evaluate advantages, risks, and legal implications of each business form		
UNIT 2: CONTRACT AND COMMERCIAL LAWS	**10**	**17**
Knowledge: Indian Contract Act, 1872 - Essentials of a valid contract: offer, acceptance, consideration, capacity, free consent, breach and remedies. Sale of Goods Act, 1930 - Contract of sale, conditions and warranties, transfer of ownership, rights of buyer and seller. Negotiable Instruments Act, 1881- Types of negotiable instruments, endorsement, dishonour of cheques, legal implications		
Skill: • Draft and interpret basic business contracts and agreements • Identify legal issues in commercial transactions and suggest remedies • Analyse cases involving breach of contract and sale disputes • Evaluate risks associated with negotiable instruments (e.g., cheque dishonors) • Apply legal principles to real-world business scenarios and decision-making		
UNIT 3: LABOUR AND EMPLOYMENT LAWS	**10**	**17**
Knowledge: Industrial Relations Code, 2020 - Trade unions, industrial disputes, strikes & lockouts, grievance redressal mechanisms. Code on Wages, 2019 - Minimum wages, payment of wages, bonus, equal remuneration, Occupational Safety, Health and Working Conditions Code, 2020 - Workplace safety standards, employee welfare measures, working conditions. Code on Social Security, 2020 - Provident fund, insurance, maternity benefits, gig and platform workers coverage. Payment of Gratuity Act, 1972 - Eligibility, calculation, payment, and forfeiture of gratuity.		
Skill: • Interpret and apply labour laws to real workplace situations • Analyse industrial disputes and recommend appropriate resolution mechanisms • Evaluate organisational compliance with wage, safety, and social security regulations, Conduct basic labour law compliance audits for organizations • Develop HR policies aligned with statutory requirements • Assess legal risks in employee relations and workplace practices • Simulate negotiation between management and trade unions (role play)		
UNIT 4: COMPETITION AND CONSUMER PROTECTION	**08**	**13**
Knowledge: Competition Act, 2002 - Anti-competitive agreements, cartels, abuse of dominant position, regulation of combinations/mergers, role of Competition Commission of India. Consumer Protection Act, 2019 -Consumer rights, unfair trade practices, product liability, e-commerce regulations, consumer dispute redressal mechanisms		

Skill:

- Identify anti-competitive practices and assess their impact on markets
- Analyse real-world cases on cartels, dominance, and mergers
- Evaluate business strategies for compliance with competition law Interpret consumer rights and recommend remedies in dispute situations
- Assess risks related to unfair trade practices and misleading advertisements
- Apply legal provisions to resolve consumer complaints and e-commerce issues

UNIT 5: EMERGING AND CONTEMPORARY REGULATIONS	**12**	**30**

Knowledge: Information Technology Act, 2000 - Legal recognition of electronic records and digital signatures, cyber offences, intermediary liability, e-commerce framework. Digital Personal Data Protection Act, 2023 - Data privacy principles, consent, rights of data principals, obligations of data fiduciaries, penalties for non-compliance. ESG & CSR (under Companies Act, 2013)- Environmental, Social and Governance principles, CSR provisions, sustainability reporting and responsible business practices Startup & MSME Regulations- Legal framework for startups, DPIIT recognition, ease of doing business, MSME classification, benefits and compliance requirements.

Skill:

- Evaluate data privacy and cybersecurity risks in digital business environments
- Interpret legal requirements for handling personal data and ensuring compliance
- Analyse ESG and CSR practices for sustainable and ethical decision-making
- Assess regulatory challenges faced by startups and MSMEs
- Apply legal frameworks to digital business models and e-commerce platforms
- Develop compliance checklists for data protection and corporate responsibility

UNIT 6: IPR AND ENVIRONMENTAL LAWS	**10**	**16**

Knowledge: Intellectual Property Laws- Patents: protection of inventions, filing and grant process;
Trademarks: brand identity, registration and infringement; Copyright: protection of literary, artistic and digital works; importance of IPR in innovation and competitive advantage Environmental Regulations-Overview of environmental protection framework in India; pollution control laws; environmental clearances; corporate environmental responsibility; sustainability and compliance requirements

Skill:

- Identify and protect intellectual property in business contexts
- Analyse cases of IPR infringement and suggest legal remedies
- Evaluate the strategic importance of patents, trademarks, and copyrights
- Assess environmental compliance requirements for businesses
- Analyse environmental risks and sustainability practices
- Apply regulatory frameworks to ensure responsible and compliant business operations

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	N.D. Kapoor	Business Law	Sultan Chand & Sons
2.	Akhileshwar Pathak	Legal Aspects of Business	Tata McGraw Hill
3.	Ravinder Kumar	Legal Aspects of Business	Cengage Learning
4.	N.D. Kapoor	Elements of Mercantile Law	Sultan Chand & Sons

5.	Taxman	New Labour and Industrial Laws	Taxmann Publication Pvt. Ltd.
6.	Kalyan C. Kankanala	Fundamentals of Intellectual Property	Asia Law House
7.	Subbaram N R	Handbook on Intellectual Property Law and Practice	Printers and Publishing Private Limited

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	NPTEL – Law & Management Course	https://nptel.ac.in
2.	EBC Learning (Legal Updates & Case Laws)	https://www.ebclearning.com
3.	India Code – Government of India (Bare Acts Portal)	https://www.indiacode.nic.in
4.	e-Courts Services	https://ecourts.gov.in
5.	SWAYAM Online Courses	https://swayam.gov.in
6.	Ministry of Corporate Affairs	https://www.mca.gov.in

9. Resources required:

1.	Standard textbooks on Business Law, Company Law, and Consumer Protection Law.
2.	Updated Bare Acts (Indian Contract Act, Sales of Goods Act, Partnership Act, Negotiable Instruments Act, Consumer Protection Act, and Companies Act).
3.	Access to online legal databases and government portals (MCA, India Code, e-Courts, RBI, etc.).
4.	Case law compendiums and recent judicial decisions for classroom discussion.
5.	ICT-enabled classroom facilities (projector, internet access, LMS) for presentations and case-based learning.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	3	3	3	3	3
PO2-Analyse & synthesize data for informed decisions	1	3	2	3	3	2
PO3-Create & manage a new venture, fostering innovation	-	2	-	2	2	-
PO4-Formulate, implement & evaluate strategic plans	-	-	3	3	3	3
PO5-Evaluate & apply ethical frameworks	-	-	2	2	1	3
PO6-Develop oral & written communication skills	1	2	1	1	2	1
PO7-Demonstrate leadership, teamwork & networking skills	-	-	2	2	1	-
PO8-Analyse contextual social issues & explore solutions	-	-	-	2	2	2

1.6 ENTREPRENEURSHIP & DESIGN THINKING		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course integrates the principles of entrepreneurship with the structured methodology of design thinking to enable students to identify, evaluate, and develop innovative business opportunities. It provides a strong theoretical foundation in entrepreneurial processes, opportunity recognition, and venture creation, while equipping learners with human-centered problem-solving approaches. The course emphasizes creativity, innovation management, opportunity evaluation, feasibility analysis, and business model development. Design thinking tools such as empathy mapping, ideation frameworks, rapid prototyping, and iterative testing are systematically integrated with entrepreneurial strategy and venture planning concepts.

   Further, the course extends across the full entrepreneurial lifecycle—from ideation to venture creation and scaling-incorporating critical aspects such as entrepreneurial ecosystems, funding mechanisms including private equity, and pathways to Initial Public Offering (IPO). The course prepares students to think and act entrepreneurially across diverse contexts, including startups, corporate environments, and social enterprises, while fostering ethical, strategic, and sustainable decision-making.

2. Course Learning Objectives:

1.	To develop conceptual understanding of entrepreneurship theories and processes
2.	To introduce structured design thinking frameworks for innovation
3.	To enable identification and evaluation of viable business opportunities
4.	To cultivate ethical, strategic, and socially responsible entrepreneurial thinking
5.	To understand venture scaling, private equity, and IPO processes

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Understand the major theories and models of entrepreneurship and innovation
2.	Apply design thinking tools to analyse business problems
3.	Evaluate the feasibility of entrepreneurial opportunities
4.	Develop a structured business model based on validated customer insights
5.	Formulate an integrated venture concept with strategic clarity
6.	Analyse venture growth including private equity and IPO

4. Pre-requisites for the Course:

1.	Principles of Management
2.	Business Economics
3.	Basic understanding of Business Environment

5. SDGs associated with the Course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: FOUNDATIONS OF ENTREPRENEURSHIP	**08**	**13**
Knowledge: Evolution of entrepreneurship; qualities, skills, functions, and types of entrepreneurs; approaches and process perspective of entrepreneurship; role in economic development. Entrepreneurial mindset and personality: entrepreneurial journey, motivation and motivational behaviour, competencies, stress management, and the role of ego in entrepreneurship.		
Skill: Examine the entrepreneurial mindset, leadership qualities, and core competencies required for venture creation.		
UNIT 2: CREATIVITY AND DESIGN THINKING FOUNDATIONS	**12**	**20**
Knowledge: Creativity theories: Schumpeter's Innovation Theory, Drucker's Opportunity-Based Theory, and Effectuation Theory. Thinking approaches: divergent and convergent thinking, systems thinking, and barriers to creativity. Design thinking process (Stanford d. school): empathy research methods, problem framing and reframing, ideation techniques, and concept selection methods. Application: human-centred innovation, co-creation and participatory design, and ethical considerations in design.		
Skill: Apply Design thinking tools -Explore frugal innovation, human-centred design approaches, and creative problem-solving in developing affordable solutions.		
UNIT 3: OPPORTUNITY RECOGNITION AND FEASIBILITY ANALYSIS	**10**	**17**
Knowledge: Opportunity identification: frameworks, trends, and future scanning, industry attractiveness, and competitor benchmarking for new entrants. Customer validation: customer discovery process and problem–solution fit assessment. Feasibility analysis: market, technical, financial, and regulatory evaluation; risk mapping for startups. Venture validation: business model validation logic and funding readiness indicators.		
Skill: Evaluate business opportunities using structured frameworks, including market potential, customer needs, competitive landscape, feasibility, and risk assessment, to identify viable and scalable ventures		
UNIT 4: BUSINESS MODELS AND LEAN THINKING	**10**	**17**
Knowledge: Business model design: Business Model Canvas (BMC), value proposition design, customer segments, channels, revenue models, and cost structures. Lean startup approach: lean philosophy, build–measure–learn loop, and minimum viable product (MVP) strategy. Validation and metrics: customer traction metrics and business model validation. Digital and data-driven models: network effects in digital ventures and data-driven decision-making.		
Skill: Scrutinize platform-based and innovative business models, focusing on value creation, scalability, and experimentation.		
UNIT 5: VENTURE PLANNING, FUNDING & SUSTAINABILITY	**10**	**16**
Knowledge: Venture planning: venture planning process, business plan structure, and market entry strategies for startups. Funding sources: angel investors, venture capital, crowdfunding, and government support schemes such as Startup India Seed Fund Scheme (SISFS), Pradhan Mantri Mudra Yojana (PMMY), Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE), and Atal Innovation Mission (AIM). Sustainability: shared value creation, sustainable enterprise models, circular economy opportunities.		
Skill: Analyse funding strategies across the venture lifecycle by evaluating various sources such as bootstrapping, angel investment, venture capital, private equity, and government schemes, considering factors like cost of capital, dilution, risk, and growth requirements.		

UNIT 6: SCALING, GROWTH, IPO AND EXIT STRATEGIES	10	17
Knowledge: Scaling: strategies for business expansion, including market penetration, product and market diversification, operational scaling, talent management, and maintaining organisational culture during rapid growth. Growth stages: evolution of ventures from seed stage to early-stage (Series A), growth stage (Series B/C), and late-stage/pre-IPO, with changing funding, governance, and performance expectations. Initial Public Offering (IPO): concept, objectives, and process of going public, including regulatory requirements, role of intermediaries, valuation considerations, and post-listing obligations. Exit strategies: strategic exits such as mergers and acquisitions (M&A), strategic sales, management buyouts, and IPO as an exit route for founders and investors.		
Skill: Evaluate growth and exit strategies by analysing scaling options, market expansion, financial performance, investor expectations, and strategic alternatives such as mergers and acquisitions, strategic sale, and Initial Public Offering (IPO).		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd	Entrepreneurship	McGraw-Hill Education
2.	Vasant Desai	The Dynamics of Entrepreneurial Development and Management	Himalaya Publishing House
3.	Kanaka SS	Entrepreneurial development	S Chand
4.	Eric Ries	The Lean Startup	Penguin Random House
5.	Alexander Osterwalder, Yves Pigneur	Business Model Generation	Wiley
6.	Tim Brown	Change by Design	Harper Business
7.	Clayton M. Christensen	The Innovator's Dilemma	Harvard Business Review Press
8.	Jeanne Liedtka, Karen Hold, Jessica Eldridge	Experiencing Design: The Innovator's Journey	Columbia Business School Publishing
9.	Tom Kelley & David Kelley	Creative Confidence: Unleashing the Creative Potential Within Us All	Crown Business
10.	David Bornstein, Susan Davis	Social Entrepreneurship: What Everyone Needs to Know	Oxford University Press
11.	Andrew J. Hoffman, P. Devereaux Jennings	Sustainable Enterprise	Stanford University Press

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Startup India	https://www.startupindia.gov.in
2.	Harvard Business Review	https://hbr.org
3.	Stanford d. school	https://dschool.stanford.edu
4.	MIT OpenCourseWare	https://ocw.mit.edu
5.	NITI Aayog	https://www.niti.gov.in
6.	Tim Brown urges designers to think big.	https://www.youtube.com/watch?v=UAinLaT42xY

7.	David Kelley	How to build your creative confidence https://www.youtube.com/watch?v=16p9YRF0l-g

9. Resources required:

1.	Business Model Canvas templates
2.	Audio-visual teaching aids
3.	Access to startup ecosystem speakers
4.	Innovation workshop materials

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	2	2	-	-	-
PO2-Analyse & synthesize data for informed decisions	2	2	3	2	-	-
PO3-Create & manage a new venture, fostering innovation	2	3	2	3	-	2
PO4-Formulate, implement & evaluate strategic plans	1	1	2	3	2	-
PO5-Evaluate & apply ethical frameworks	-	2	-	1	3	2
PO6-Develop oral & written communication skills	-	1	-	1	2	3
PO7-Demonstrate leadership, teamwork & networking skills	-	-	-	1	2	3
PO8-Analyse contextual social issues & explore solutions	-	-	-	1	2	3

1.7 CORPORATE COMMUNICATION		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
02 Credits	02 Hours	30 Hours

1. Course Overview:

   Corporate Communication is a strategic management function essential for organisational effectiveness and leadership success. It focuses on the structured flow of information within and outside the organization. This course develops professional communication skills necessary for managerial roles. It emphasizes written, verbal, and digital communication in business contexts. Students learn stakeholder communication, corporate messaging, and professional presentation skills. The course explores leadership communication, crisis communication, and reputation management. It integrates communication strategy with business objectives. Ethical and cross-cultural communication principles are emphasized. Students gain practical exposure through case studies and presentations. The course prepares students to become effective managers and corporate leaders with strong communication competence.

2. Course Learning Objectives:

1.	To introduce students to fundamentals of corporate communication.
2.	To enhance effective verbal and written communication skills for business.
3.	To analyse communication strategies for internal and external stakeholders of Organisations.
4.	To demonstrate professional presentation and public speaking competencies.
5.	To integrate ethical and cross-cultural communication principles in business interactions.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Understand key concepts and functions of corporate communication.
2.	Communicate effectively in professional business environments.
3.	Prepare professional business documents and reports.
4.	Deliver effective business presentations.
5.	Demonstrate professional communication competence in corporate roles.

4. Pre-requisites for the Course:

1.	Basic knowledge of management concepts
2.	Basic English communication skills
3.	Understanding of organisational structure

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 16	Peace, Justice, and Strong Institutions
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: FOUNDATIONS OF CORPORATE COMMUNICATION	**06**	**20**
Knowledge: Definition, Importance of Corporate Communication, Principles of effective communication, Communication process and models: Shannon-Weaver, Barnlund's, Berlo's SMCR Model -Source (encoder), Message (content), Channel (senses/medium), and Receiver (decoder), Interactive Model, Transactional Model. Types of Corporate Communication: Internal and External, Barriers to effective communication & Ways to Overcome them, Role of communication in organisational success, AI tools for Corporate Communication.		
Skill: Role Play / Case Study activities to understand communication process, Identifying communication barriers, Complex Conversations		
UNIT 2: BUSINESS AND PROFESSIONAL COMMUNICATION	**06**	**20**
Knowledge: Verbal and non-verbal communication, Types, Business writing: Letters, Emails, Memos, Reports, Proposals & Executive summary writing. Communication etiquette, Interpersonal Skills, Listening skills in management, Digital communication tools in business, Cross-cultural communication, Communication in virtual workplaces. Professional communication on social media.		
Skill: Activity: Creative Writing- Letters, Emails, Reports, Proposals, etc., Workplace communication – Virtual Meetings		
UNIT 3: CORPORATE COMMUNICATION STRATEGY AND STAKEHOLDER COMMUNICATION	**06**	**20**
Knowledge: Corporate communication strategy & structure, Corporate Communication Model [Cees B.M. Van Riel, Charles J. Fombrun]. Internal: Employee engagement & Communication, Corporate Culture, and Communication Channels. External communication systems, corporate identity and branding, Negotiation Skills, Conflict management communication.		
Skill: Case Study: Communication Planning & Organisational Communication Strategy Skills Role Play on Negotiation Skills & Conflict Management		
UNIT 4: BUSINESS PRESENTATION AND LEADERSHIP COMMUNICATION	**06**	**20**
Knowledge: Principles of effective Presentation, planning a Business Presentation, Designing Effective Presentation Templates, Presentation Types: Informative, Persuasive, Sales / Marketing, Investor presentations, Training presentations, Presentation Tools, Professional Presentation Skills, Leadership communication, Communication styles of leaders.		
Skill: Activities: Mock boardroom presentation, Role Plays on Leadership speech analysis, Communication style of global CEOs, and exploring AI Tools for Presentations.		
UNIT 5: PUBLIC RELATIONS AND MEDIA MANAGEMENT AND CORPORATE ETHICS	**06**	**20**
Knowledge: Meaning, Scope, Objectives & Role of Public Relations. Media Management – Introduction & Types, Corporate Media Strategy, Building media relationships, Interviews, Spokespersons, Press releases & press conferences, Global Communication Trends. Crisis communication concepts, Crisis communication and reputation management, Crisis communication planning. CSR & ESG communication, Ethical issues in corporate communication, Communication during organisational change.		
Skill: Conduct a Mock Press Conference, Role play on Spokesperson Training, Case Studies Analysis of ORM for Crisis communication. Ex: Johnson & Johnson (Tylenol crisis), ESG Report Pitch, Ethical Issues like Volkswagen emissions scandal.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Cees B.M. Van Riel, Charles J. Fombrun	Essentials of Corporate Communication	Routledge
2.	Joep Cornelissen	Corporate Communication: A Guide to Theory and Practice	Sage
3.	Jaishri Jethwaney	Corporate Communication	Sage
4.	Paul A Argenti	Strategic Corporate Communication	McGraw Hill Education
5.	Courtland L. Bovée and John V. Thill	Business Communication Today	Pearson
6.	Paul A. Argenti	Corporate Communication	McGraw Hill
7.	Meenakshi Raman	Business Communication 2e	Oxford
8.	Dr. Kathryn Rentz, Dr. Paula Lentz & Dr. Anupam Da	Business Communication	McGraw-Hill Education

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Skill India: Essentials of English Communication	https://www.skillindiadigital.gov.in/
2.	SWAYAM	www.swayam.gov.in
3.	Duolingo Mobile App	https://www.duolingo.com/
4.	Google Books	www.books.google.co.in

9. Resources required:

1.	Websites – Corporate Communications
2.	Internet Access

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	2	2	3	-	-	2
PO2-Analyse & synthesize data for informed decisions	2	-	3	-	-	2
PO3-Create & manage a new venture, fostering innovation	-	-	3	3	1	-
PO4-Formulate, implement & evaluate strategic plans	-	-	3	-	-	-
PO5-Evaluate & apply ethical frameworks	-	3	-	-	-	-
PO6-Develop oral & written communication skills	-	-	3	-	-	-
PO7-Demonstrate leadership, teamwork & networking skills	-	-	-	3	3	-
PO8- Analyse contextual social issues & explore solutions	1	-	2	3	-	1

SECOND SEMESTER

COURSE OUTLINES

COURSE MATRIX

MBA (DAY) - SECOND SEMESTER

COURSE CODE	COURSE	PAGE NO
2.1	MARKETING MANAGEMENT	26 - 29
2.2	HUMAN RESOURCE MANAGEMENT	30 - 33
2.3	CORPORATE FINANCE	34 - 37
2.4	OPERATIONS MANAGEMENT	38 - 42
2.5	BUSINESS ANALYTICS	43 - 46
2.6	BUSINESS RESEARCH METHODS	47 - 50
2.7	AI FOR MANAGERS	51 - 54

COURSE MATRIX

MBA (EVE) - SECOND SEMESTER

COURSE CODE	COURSE	PAGE NO
2.1	MARKETING MANAGEMENT	26 - 29
2.2	HUMAN RESOURCE MANAGEMENT	30 - 33
2.3	CORPORATE FINANCE	34 - 37
2.4	OPERATIONS MANAGEMENT	38 - 42
2.5	BUSINESS ANALYTICS	43 - 46
2.6	BUSINESS RESEARCH METHODS	47 - 50

2.1 MARKETING MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

This course equips MBA students with a comprehensive understanding of contemporary marketing principles, strategies, and tools essential for navigating dynamic, digital-first business environments. It integrates classical marketing frameworks with modern digital practices, enabling students to analyse markets, understand consumer behaviour, and design effective marketing strategies. Students will explore the marketing mix. A strategic lens runs throughout the course, encouraging learners to think beyond tactical execution toward competitive advantage, international marketing, and data-driven decision-making. The course concludes by examining cutting-edge innovations such as artificial intelligence, Neuromarketing, Metaverse marketing, and the Phygital customer experience. Upon completion, graduates will be prepared to lead marketing functions in diverse industries and contribute strategically to organisational growth and sustainable value creation.

2. Course Learning Objectives:

1.	To provide students with a strong conceptual foundation in marketing management, including core theories, frameworks, and the evolution of marketing thought from traditional to digital paradigms.
2.	To develop analytical capabilities in consumer behaviour, market research, and data-driven decision-making to identify and respond to market opportunities effectively.
3.	To enable students to formulate and execute integrated product, branding, pricing, distribution, and communication strategies across diverse market contexts.
4.	To build strategic marketing competencies, including competitive analysis, relationship marketing, customer lifetime value management, and international marketing planning.
5.	To cultivate proficiency in digital marketing tools, including SEO, SEM, social media, marketing automation, and analytics to measure and optimise campaign performance.
6.	To expose students to emerging innovations such as AI, neuro-marketing, AR/VR, and the metaverse, preparing them to anticipate future marketing trends and lead digital transformation.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Analyse marketing environments using frameworks such as PESTLE, SWOT, and the 7Ps to develop well-grounded situational analyses and strategic recommendations.
2.	Interpret consumer behaviour patterns, build buyer personas, and map customer journeys to design targeted and personalised marketing initiatives.
3.	Develop comprehensive product, brand, and pricing strategies by applying lifecycle management, brand equity models, and value-based pricing frameworks.
4.	Plan and execute integrated multi-channel marketing communication and distribution strategies, including digital, social, and omni-channel approaches.

5.	Formulate ethical and sustainable marketing strategies supported by data analytics, ROI measurement, and cross-cultural market insights.
6.	Evaluate and apply emerging marketing technologies, including AI, AR/VR, and Neuromarketing, to design innovative and future-ready customer experiences.

4. Pre-requisites for the course:

1.	Fundamentals of Management
2.	Basic Economics and Business Environment
3.	A foundational awareness of the business ecosystem, value chains, and entrepreneurial thinking.

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work & Economic Growth
SDG 9	Industry, Innovation & Infrastructure
SDG 10	Reduced Inequalities
SDG 12	Responsible Consumption & Production
SDG 13	Climate Action
SDG 16	Peace, Justice & Strong Institutions

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: FOUNDATIONS OF MARKETING MANAGEMENT	**12**	**20**
Knowledge: Introduction to Marketing: Meaning, Nature, Scope, and Importance - Core Marketing Concepts: Needs, Wants, Demand, Value & Exchange - Evolution of Marketing: Overview of Marketing 1.0 to 5.0 key philosophies. Marketing Mix (7Ps) – Marketing Environment: Micro and Macro Factors, Marketing in the Digital Age. Market Segmentation: Levels of Segmentation, Bases for Segmenting, Effective segmentation criteria - Targeting: Concept of Target Market, Evaluating & Selecting, Target Markets - Positioning: Concept of positioning, Positioning and differentiation strategies, Developing and Communicating a Positioning Strategy.		
Skill: • Apply the 7Ps framework to real-world marketing scenarios. • Conduct PESTLE and competitor mapping analyses. • Prepare STP (Segmentation, Targeting, Positioning) for a fictional product/service.		
UNIT 2: CONSUMER INSIGHTS AND MARKET DYNAMICS	**8**	**13**
Knowledge: Consumer Behaviour: Factors influencing Consumer Behaviour - Buying Decision Process - Buyer Persona and Customer Journey Mapping - Business-to-Business (B2B) Marketing - Marketing Research & Marketing Information Systems - Big Data & Consumer Insights.		
Skill: • Create detailed buyer personas and map customer journeys. • Design and execute marketing research studies. • Compare B2B and B2C buying dynamics and adapt strategies accordingly.		

UNIT 3: PRODUCT AND PRICING DECISIONS	8	14
Knowledge: Product Life Cycle (PLC) Strategies - New Product Development & Innovation Management - Branding: Brand Equity, Architecture & Strategies, Packaging, Labelling & Product Design, Service Marketing & Customer Experience Management - Pricing Decisions: Factors affecting price determination Pricing Strategies: Penetration, Skimming, Dynamic Pricing, Freemium Models.		
Skill • Design products and manage their lifecycle from launch to decline. • Apply service quality frameworks to improve customer experience • Select and justify appropriate pricing strategies for different markets		
UNIT 4: DISTRIBUTION AND INTEGRATED MARKETING COMMUNICATION	**8**	**13**
Knowledge: Distribution Strategies: Retailing, Wholesaling, Franchising, E-commerce, Integrated Marketing Communications (IMC), Advertising, Public Relations, Personal Selling, Sales Promotion, Digital and Social Media Marketing Channels, Omni-channel Marketing and Customer Relationship Management (CRM).		
Skill: • Select, design, and manage effective distribution networks. • Develop and execute integrated multi-channel IMC campaigns. • Create digital marketing content and manage social media strategy.		
UNIT 5: STRATEGIC MARKETING MANAGEMENT	**12**	**20**
Knowledge: Marketing Strategy & Competitive Advantage - Relationship Marketing and Customer Lifetime Value (CLV), International & Cross-Cultural Marketing - Digital Marketing Tools: SEO, SEM, Email, Influencer Marketing - Marketing Analytics: Metrics, Dashboards, ROI Analysis, Ethical, Sustainable & Green Marketing Practices.		
Skill: • Formulate comprehensive marketing strategies for competitive markets. • Integrate ethical and sustainability principles into strategic decisions. • Use digital analytics tools to measure and optimise campaign ROI.		
UNIT 6: INNOVATIONS AND EMERGING PRACTICES IN MARKETING	**12**	**20**
Knowledge: AI in Marketing: Personalisation, Chabots, Predictive Analytics - Marketing Automation & Smart CRM Systems - Neuromarketing & Behavioural Insights – Metamarketing - Metaverse Marketing - Spatial computing in Marketing - AR/VR Applications in Marketing - Phygital natives - Future of Marketing: Hyper-personalisation, Voice Commerce.		
Skill: • Evaluate and implement AI and automation tools in marketing workflows. • Anticipate and adapt to emerging marketing technologies and trends.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Philip Kotler, Kevin Lane Keller, Alexander Chernev	Marketing Management Pearson.	(16th Edition, 2022),
2.	Kotler, Kartajaya & Setiawan	Marketing 5.0: Technology for Humanity	Wiley, 2021

3.	Ramaswamy, V.S., Namakumari, S.	Marketing Management:	Global Perspective Indian Context (Sage).
4.	Wayne L. Winston	Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley.	2nd Edition, 2020
5.	Dave Chaffey & Fiona Ellis-Chadwick	Digital Marketing: Strategy, Implementation and Practice, Pearson	7th Edition, 2022
6.	Philip Kotler & Gary Armstrong	Principles of Marketing, Pearson.	18th Edition, 2021

8. Digital or Online Resources:

Sl. No.	**Name of the Website**	**URL**
1.	American Marketing Association (AMA) (Research and marketing insights)	https://www.ama.org
2.	Harvard Business Review – Marketing Insights	https://www.hbr.org/topic/marketing
3.	Think with Google – Consumer Insights & Trends	https://www.thinkwithgoogle.com
4.	MIT Open Courseware – Marketing Management	https://www.ocw.mit.edu
5.	Coursera Marketing	www.coursera.org

9. Resources required:

1.	Digital Tools & Platforms
2.	Library Resources
3.	Multimedia & AV Materials
4.	Industry Interface

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	**CO1**	**CO2**	**CO3**	**CO4**	**CO5**	**CO6**
PO1 – Apply management theories & principles for value creation	3	3	3	2	2	2
PO2 – Analyse & synthesise data for informed decisions	3	3	2	2	3	2
PO3 – Create & manage a new venture, fostering innovation	2	2	3	3	3	2
PO4 – Formulate, implement & evaluate strategic plans	2	2	1	3	3	3
PO5 – Evaluate & apply ethical frameworks	1	1	2	1	3	2
PO6 – Develop oral & written communication skills	2	1	2	2	3	2
PO7 – Demonstrate leadership, teamwork & networking skills	1	2	2	3	2	2
PO8 – Analyse contextual social issues & explore solutions	2	2	1	3	2	2

2.2 HUMAN RESOURCE MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview

This course provides a comprehensive understanding of Human Resource Management (HRM) as a strategic function contributing to organisational effectiveness and sustainable competitive advantage. It integrates theoretical foundations with practical HR applications, including workforce planning, recruitment, training, performance management, industrial relations and contemporary HR practices such as analytics and digital HR. The course follows Outcome-Based Education under the CBCS framework.

2. Course Learning Objectives:

1.	To understand the strategic role of HRM in organisational effectiveness.
2.	To develop competency in workforce planning and talent acquisition.
3.	To design effective training and performance management systems.
4.	To analyse industrial relations and employee engagement frameworks.
5.	To evaluate contemporary HR challenges and digital HR practices.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Demonstrate an understanding of the strategic importance of HRM in enhancing organisational effectiveness and achieving business objectives.
2.	Analyse workforce requirements and apply appropriate recruitment, selection, and onboarding strategies to attract and retain talent.
3.	Develop effective training and development Programmes and design performance management systems to improve employee productivity and organisational performance.
4.	Evaluate industrial relations frameworks and employee engagement practices to maintain harmonious workplace relationships and improve organisational climate.
5.	Examine emerging HR challenges, including digital HR practices, diversity, remote work, and evolving workforce expectations, to support effective decision-making.

4. Pre-requisites for the course:

1.	Principles of Management and Organisational Behaviour.
2.	Reference: Robbins & Judge – Organisational Behaviour (Latest Edition), Pearson

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work & Economic Growth
SDG 10	Reduced Inequalities
SDG 16	Peace, Justice & Strong Institutions

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT	**8**	**12**
Knowledge: Concept, Nature, and Scope of HRM; Functional Perspectives of HRM; Strategic HRM in a Changing Business Environment; Alignment of HR Strategy with Business Strategy; Strategic Workforce Capabilities; HR Governance Models; HR Risk Management; Employer Branding and Metrics; Green HRM and Sustainability; Contemporary and Emerging HR Challenges.		
Skill: • Build the HR Blueprint for a Future-Ready Organisation		
UNIT 2: HUMAN RESOURCE PLANNING AND TALENT ACQUISITION	**10**	**17**
Knowledge: HR Planning Process; Demand and Supply Forecasting; Workforce and Talent Analytics; Succession Planning; Recruitment Strategy and Sources; E-Recruitment and Digital Platforms; AI-Driven Recruitment and Screening; Social Media Hiring Governance; Selection Methods and Digital Assessment Centres; Global Talent Mobility; Induction and Onboarding Systems.		
Skill: • Workforce planning exercise and mock interview simulation.		
UNIT 3: TRAINING, DEVELOPMENT AND PERFORMANCE MANAGEMENT	**12**	**20**
Knowledge: Training Needs Assessment and Development Methods; Training Evaluation and ROI; Career Development and Succession Planning; Competency Mapping; Performance Appraisal and Performance Management Systems (PMS); Compensation and Remuneration Systems; Performance-Linked Incentives and Variable Pay; Total Rewards Framework and Skill-Based Pay; Incentive Alignment with Key Performance Indicators (KPIs).		
Skill • 360-degree appraisal simulation and competency mapping workshop.		
UNIT 4: EMPLOYER–EMPLOYEE RELATIONS	**10**	**17**
Knowledge: Industrial Relations Approaches and Theories; Trade Unions and Union–Management Relations; Collective Bargaining Processes; Grievance Handling Mechanisms; Conflict Resolution through Mediation and Arbitration; Employee Voice Mechanisms; Workplace Well-being and Psychological Safety; Employee Health and Safety Regulations; Labour Laws and Labour Code Reforms (India).		
Skill: • Collective bargaining role plays and IR dispute case discussion.		

UNIT 5: STRATEGIC WORKFORCE TRANSFORMATION AND FUTURE OF WORK	10	17
Knowledge: Future of Work: Hybrid & Remote Workforce Models, Workforce Agility & Talent Mobility, AI-Driven Workforce Planning & Predictive HR, Skills-Based Organizations & Competency Architecture. Employee Experience (EX) Design, HR's Role in ESG (Environmental, Social & Governance). Managing Multi-Generational Workforce. HR in Startups vs. Large Enterprises.		
Skill: • Future workforce strategy design project. • AI-based workforce forecasting simulation (conceptual). • Employee journey mapping exercise. • ESG-HR integration case study.		
UNIT 6: CONTEMPORARY ISSUES IN HRM	**10**	**17**
Knowledge: Diversity, Equity and Inclusion (DEI); DEI Metrics and Reporting; Cross-Cultural Management; Ethics in HRM; HR Analytics and People Analytics Human Resource Information Systems (HRIS), Human Resources Shared Services (HRSS) and Data Privacy; Artificial Intelligence in HR and Ethical AI Governance; Remote Workforce Governance; Gig and Platform Economy Workforce Management.		
Skill: • HR analytics interpretation and diversity case study analysis.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Gary Dessler	Human Resource Management	Pearson (Latest Edition)
2.	Michael Armstrong	Armstrong's Handbook of HRM Practice	Kogan Page
3.	Noe, Hollenbeck, Gerhart & Wright	Fundamentals of HRM	McGraw Hill
4.	David Lepak & Mary Gowan	Human Resource Management	Pearson
5.	Cascio & Boudreau	Investing in People	Pearson
6.	Dr. K Ashwathappa	Human Resource Management: Text & Cases	McGraw Hill

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	SHRM	https://www.shrm.org
2.	SWAYAM	https://swayam.gov.in
3.	NPTEL	https://nptel.ac.in
4.	Coursera	HR Analytics Courses
5.	Harvard Business Review	https://hbr.org

9. Resources required:

1.	Digital Tools & Platforms
2.	Library Resources
3.	Multimedia & AV Materials
4.	Industry Interface

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation	2	2	2	2	2	2
PO2 – Analyse & synthesise data for informed decisions	2	3	3	3	3	3
PO3 – Create & manage a new venture, fostering innovation	1	2	2	2	2	2
PO4 – Formulate, implement & evaluate strategic plans	1	2	3	3	3	3
PO5 – Evaluate & apply ethical frameworks	1	1	2	2	2	3
PO6 – Develop oral & written communication skills	1	2	2	2	2	3
PO7 – Demonstrate leadership, teamwork & networking skills	1	1	2	2	2	2
PO8 – Analyse contextual social issues & explore solutions	1	2	2	2	2	2

2.3 CORPORATE FINANCE		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

Getting a business idea, making a product or designing a service, marketing the same and managing people are some of the important functions or activities of a business undertaking. A business may be successful in all these, yet could fail on account of improper financial management. Knowing how to fund the business enterprise, how to employ the funds mobilised effectively and productively, how to allocate resources among various opportunities, managing the day-to-day needs of the business, etc., must not be experimented with. This course aims to equip a potential manager with the tools and techniques that help in making financial decisions of the business and thereby lead to achieving the goal of business 'wealth maximisation'.

2. Course Learning Objectives:

1.	To provide a comprehensive understanding of the scope, functions, and objectives of financial management, including agency issues and the evolving role of finance managers in India
2.	To develop analytical competence in time value of money concepts and their application in financial decision-making.
3.	To equip learners with knowledge of capital structure decisions, sources of finance, cost of capital, and leverage analysis for optimising financing choices.
4.	To enable students to evaluate long-term investment decisions using capital budgeting techniques and value-based financial models.
5.	To develop decision-making skills in working capital management, including management of cash, receivables, inventory, and short-term financing.
6.	To impart conceptual and analytical understanding of dividend policies and theories, and their implications for firm valuation and shareholder wealth.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain the principles, objectives, and functions of financial management, and assess agency conflicts and governance issues in corporate firms.
2.	Apply time value of money techniques to solve financial problems involving compounding, discounting, annuities, and perpetuities.
3.	Analyse capital structure decisions by computing cost of capital, EBIT–EPS relationships, and leverage measures to determine optimal financing mix.
4.	Evaluate capital budgeting proposals using NPV, IRR, ARR, PI, EVA, and APV methods and recommend suitable investment decisions.
5.	Design and assess working capital management strategies for efficient management of cash, receivables, and inventory.
6.	Critically evaluate dividend policies and models (Walter and Gordon) and propose appropriate dividend decisions aligned with shareholder wealth maximisation.

4. Pre-requisites for the course:

1.	Basic knowledge of Financial Statements and Financial Statement Analysis

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work & Economic Growth
SDG 9	Industry, Innovation & Infrastructure
SDG 12	Responsible Consumption & Production
SDG 16	Peace, Justice & Strong Institutions
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO CORPORATE FINANCE	**6**	**10**
Knowledge: Concept of Financial Management - Meaning and definitions, Scope of Financial Management, finance functions, Financial Goals of a firm, Agency problem, Emerging role of finance manager in India.		
Skill: • Reviewing Annual Reports of at least 5 companies and identifying the Goals and Strategies of each company, and the organisational hierarchy.		
UNIT 2: TIME VALUE OF MONEY	**6**	**10**
Knowledge: Compounding, Continuous Compounding, Effective Rate of Interest, Discounting – Single Cash Flows & Series of Cash Flows, Annuity – Future Value and Present Value, Present Value of Growing Annuity, Perpetuity – Present Value, Growing Perpetuity – Present Value, Equated Annual Instalments.		
Skill: • Financial Modelling using Excel		
UNIT 3: LONG-TERM FINANCING DECISIONS (CAPITAL STRUCTURE DECISIONS)	**14**	**23**
Knowledge: Sources of Funds: Short-term sources, Long-term sources, Venture Capital: features, stages and types of venture capital. Factors influencing capital structure, Benefit to Owners – EBIT –EPS Analysis, Point of Indifference, Financial Break-even Point. Cost of Capital- Methods of computing cost of capital: Cost of Equity Capital, Cost of Preferred Capital, Cost of Debt Capital, Cost of internally generated funds, Weighted Average Cost of Capital, Leverage- Types and Measurement		
Skill: • Calculating Cost of Equity using Dividend Discount Model and CAPM for one company, sourcing data from appropriate sources. Calculation of WACC for the selected company		

UNIT 4: LONG-TERM INVESTMENT DECISIONS (CAPITAL BUDGETING DECISIONS)	14	24
Knowledge: Meaning of Capital Budgeting, significance, principles, capital budgeting proposals, and methods of appraising proposals. Payback period, ARR, IRR, MIRR, NPV, Profitability Index, Utility Method, EVA Method, APV Method		
Skill: • Building Excel Models for Capital Budgeting Decisions.		
UNIT 5: SHORT-TERM FINANCING AND INVESTMENT DECISIONS (WORKING CAPITAL MANAGEMENT)	**14**	**23**
Knowledge: Concept of working capital, factors determining working capital, Sources of working capital, estimating working capital needs, managing cash, marketable securities, debtors and inventory.		
Skill: • Interacting with a company and ascertaining the inventory policy and accounts receivable policies of the company, along with the system followed by the company for estimating working capital requirements.		
UNIT 6: DIVIDEND DECISIONS	**6**	**10**
Knowledge: Meaning, Theory of Relevance on Theory of Irrelevance. Walter's Model, Gordon's Model (Theory and Problems), Types of dividends, Bonus Shares, Stock Splits.		
Skill: • Ascertaining the dividend practices of at least 5 companies from the review of annual reports.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Vanhorne, James	Financial Management and Policy	Prentice Hall
2.	Brealy, Richards; and Myers, Stewart	Principles of Corporate Finance	McGraw-Hill Education
3.	Ross, Stephen; Westerfeild, Randolph, Jaffe, Jeffrey and Kakani, Ram Kumar,	Corporate Finance	McGraw-Hill Education
4.	Gitman, J. Lawrence	Principles of Managerial Finance	Pearson
5.	Damodaran, Aswath	Corporate Finance	John Wiley
6.	Damodaran, Aswath	Applied Corporate Finance	John Wiley
7.	Chandra, Prasanna	Financial Management – Theory & Practice	McGraw-Hill Education
8.	Pandey, I M,	Financial Management	Vikas Publications
9	Khan, M.Y., and Jain, P.K	Financial Management – Text, Problems and Cases	McGraw-Hill Education

10	Kishore, M. Ravi,	Financial Management – with problems and solutions	Taxmann

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	BSE (formerly Bombay Stock Exchange)	www.bseindia.com
2.	Capital Market	www.capitalmarket.com
3.	CMIE (Centre for Monitoring Indian Economy)	www.cmie.com
4.	Finance Professor	www.financeprofessor.com
5.	Money Control	www.moneycontrol.com
6.	Reserve Bank of India	www.rbi.gov.in
7.	Securities and Exchange Board of India (SEBI)	www.sebi.gov.in

9. Resources required:

1.	Microsoft Excel
2.	Corporate Databases like Capitaline, Prowess, etc., or Open-source Databases like Screener, Yahoo Finance, etc.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation	3	3	3	3	3	3
PO2 – Analyse & synthesise data for informed decisions	2	3	3	3	3	3
PO3 – Create & manage a new venture, fostering innovation	1	2	3	3	2	2
PO4 – Formulate, implement & evaluate strategic plans	2	2	3	3	3	3
PO5 – Evaluate & apply ethical frameworks	3	1	2	2	2	3
PO6 – Develop oral & written communication skills	2	1	1	2	2	2
PO7 – Demonstrate leadership, teamwork & networking skills	2	1	2	2	2	2
PO8 – Analyse contextual social issues & explore solutions	2	1	2	2	2	2

2.4 OPERATIONS MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

This course provides a comprehensive understanding of operations management in manufacturing and service organisations. It covers product and process design, forecasting, capacity planning, scheduling, inventory control, supply chain management, and quality improvement practices. Emphasis is placed on analytical tools, lean systems, and continuous improvement techniques to enhance operational efficiency and competitiveness. The course integrates contemporary Industry 5.0 concepts, including smart manufacturing, digital transformation, sustainability, human–robot collaboration, and resilient supply chains. Through case studies, practical applications, and technology-enabled frameworks, students develop strategic, analytical, and decision-making capabilities required to design agile, sustainable, and future-ready operational systems.

2. Course Learning Objectives:

1.	To provide foundational knowledge of operations systems, strategies, and productivity improvement approaches in manufacturing and service organisations.
2.	To develop competencies in product and process design, facility planning, and technology-enabled operations for improving efficiency and flexibility.
3.	To equip learners with analytical tools for forecasting, production planning, scheduling, and inventory control for effective operational decision-making.
4.	To foster understanding of quality management, continuous improvement practices, and global quality standards for achieving operational excellence.
5.	To integrate Industry 5.0 concepts, digital transformation, sustainability, resilient supply chains, and ethical, environmental, and managerial perspectives into holistic operations strategies for long-term sustainability

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain core concepts, evolution, and the strategic role of operations management in achieving organisational competitiveness.
2.	Apply product and process design tools, facility planning methods, and emerging technologies to enhance operational effectiveness and innovation.
3.	Analyse forecasting, aggregate planning, scheduling, and inventory models to support data-driven operational decisions.
4.	Evaluate quality management frameworks, statistical tools, and continuous improvement practices to improve process performance and customer satisfaction.
5.	Examine Industry 5.0 technologies, sustainable operations, smart manufacturing, and resilient supply chain strategies to design future-ready operational systems.
6.	Develop integrated operational solutions incorporating ethical, environmental, and managerial considerations through cross-functional coordination to achieve sustainability.

4. Pre-requisites for the course:

1.	Principles of Management.
2.	Fundamentals of Business Environment.
3.	Fundamentals of Economics.

5. SDGs associated with the course:

SDG 8	Decent Work & Economic Growth.
SDG 9	Industry, Innovation & Infrastructure.
SDG 12	Responsible Consumption & Production.
SDG 13	Climate Action.

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO OPERATIONS MANAGEMENT	**10**	**17**
Knowledge: Introduction to Operations Management, Evolution of Production Management, Manufacturing vs Service Operations, Nature and Scope of Operations Management, Operations Strategies in a Global Economy, Operations Management and Productivity, Types of Productive Systems (Process Focus, Product Process, Production to Stock or Order, Human Centric Manufacturing, Resilient and Agile Production Ecosystems.		
Skill: • Analyse real-world cases of manufacturing and service firms to identify operational strategies. • Simulation on Designing resilient and agile production systems.		
UNIT 2: PRODUCT AND PROCESS DESIGN	**10**	**17**
Knowledge: Product Design and Development Process, Concurrent Engineering and Value Engineering, Customer Co-Creation, Process Design and Process Mapping, Technology selection and Automation, Work Study and Time Study, Digital Twins in Product/Process Design, Collaborative Robots in Process Engineering, Flexible manufacturing system, Operations systems of the future, Facility selection and Automation, Facility Capacity, Facility Location, Facility Layout, Line Balancing, Cellular Layout Service Facility Layout, Product planning and control, AI Driven Design Optimization.		
Skill: • Analyse a case study on Collaborative robots. Develop a new product using the Design Thinking framework. • Design a layout (manual or software-based) & compare the efficiency of Product layout, Process layout, Cellular layout.		

UNIT 3: PLANNING AND CONTROL OF OPERATIONS	8	13
Knowledge: Forecasting in Operations Introduction to Forecasting, Introduction to Time-series forecasts Extrapolative methods, Forecasting Error, Causal Methods of forecasting, Qualitative or Judgmental Methods, Aggregate Planning Strategies, Master Production Scheduling, Material Requirement Planning and ERP, Capacity Requirement Planning, Scheduling Techniques (Gantt, Johnson's Rule), Theory of Constraints, AI-based predictive planning, Real-time scheduling using IoT data, Smart decision-support systems, Nature of Aggregate Planning, Costs, Problem Structures, Decision Processes for Aggregate Planning, Manager's Policies for Dealing with Load Levelling, Joint Decisions among Operations, Marketing and Finance.		
Skill: • Apply a time-series forecasting model (moving average vs exponential smoothing). Analyse case studies on ERP Integration. • Develop an aggregate plan & prepare a simple Master Production Scheduling.		
UNIT 4: INVENTORY AND SUPPLY CHAIN MANAGEMENT.	**8**	**13**
Knowledge: Introduction to Inventory Management, Costs involved in inventory management, Inventory Management with uncertain demand, ABC Analysis, JIT Inventory Control, FIFO/LIFO Valuation Methods, EOQ Models of Inventory Management, Various variations of EOQ, VED Analysis, FSN Analysis, Inventory Models with Uncertain Demand, Inventory Control Systems, Continuous Review, Fixed Reorder Quantity System, Periodic Reorder System, Optional Replenishment System, Optimized Production Technology, Warehouse and Logistics Management, Supplier Relationship Management, Supply Chain Integration and Risk Management. Autonomous Logistics and Smart Warehousing, Global SCM and Sourcing.		
Skill: • Examine case studies on E-commerce, Smart Warehousing, JIT & Lean Inventory. Compare the total cost under different order quantities, and calculate the EOQ. • Classify ABC (value-based), VED (criticality-based), and FSN (movement-based) using at least 30 items of stock.		
UNIT 5: QUALITY AND CONTINUOUS IMPROVEMENT	**12**	**20**
Knowledge: Nature of Quality, Evolution of Quality Management, Modern Quality Management Total Quality Management, Statistical Concepts in Quality Control, Japanese Manufacturing Systems, JIT Cause Effect Chain, Benchmarking and Business Process Re-Engineering, Acceptance Sampling, 7 QC Tools, Introduction to Six Sigma, Kaizen, Lean Manufacturing, Quality Criteria based on Deming Prize, Malcolm Balridge Award, Quality Function Deployment, Quality issues in Services, AI-enabled quality inspection, Predictive maintenance using IoT, Human-AI collaboration for continuous improvement, ISO Standards, ZED Quality.		
Skill: • Identify ISO requirements for different types of industries, • Prepare a Pareto Chart, Cause–Effect Diagram, a Control Chart, Histogram. • Examine case studies on Total Quality Management.		
UNIT 6: SMART, SUSTAINABLE AND INDUSTRY 5.0 OPERATIONS	**12**	**20**
Knowledge: Industry 4.0 vs Industry 5.0 Framework, Cyber-Physical Systems and Smart Factories, Additive Manufacturing and Mass Customisation, Sustainability and Green Operations, Circular Economy and Closed-loop Supply Chains, Human-Robot Collaboration and Workforce Augmentation, Ethical, Social, and Responsible Operations, Operations Analytics and Digital		

Transformation, ESG in operations, Resilience and antifragile supply chains, Servitization and platform-based operations.
Skill: • Analyse ESG case studies, compare Industry 4.0 & Industry 5.0 frameworks, and develop a model to ensure sustainability in manufacturing.

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Bedi, K. (2015).	Production and Operations Management (2nd ed.)	Oxford University Press.
2.	Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2019)	Operations and Supply Chain Management	(16th ed.). McGraw-Hill Education.
3.	Mahadevan, B. (2015).	Operations Management: Theory and Practice (2nd ed.).	Pearson Education.
4.	Saxena, J. P. (2012)	Production and Operations Management	Tata McGraw-Hill Education
5.	Telsang, M. T. (2005)	Production Management	S. Chand & Company.

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Supply Chain Management Research and Production and Operations Management: Review, Trends, and Opportunities	https://cchambers1906.com/wp-content/uploads/2023/09/KouvelisChambersWang2006.pdf
2.	The concept of operation and production control	https://reference-global.com/download/article/10.30657/pea.2021.27.12.pdf
3.	The relationship between total quality management practices and operational performance	https://www.sciencedirect.com/science/article/abs/pii/S0272696398000461
4.	Lean operations management: Identifying and bridging the gap between theory and practice	https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=lean+in+operations+management&btnG=
5.	Capacity and inventory management: Review, trends, and projections	https://pubsonline.informs.org/doi/pdf/10.1287/msom.2019.0798
6.	Sustainable operations management: recent trends and future directions	https://www.emerald.com/ijopm/article/doi/10.1108/IJOPM-12-2013-0557/141496
7.	Swayam online courses	https://swayam.gov.in
8.	Plant layout article review	https://ijsrcseitcom/indexphp/home/article/view/CSEIT241051024
9.	Smart manufacturing	https://surl.li/edbfmb
10.	Journal	https://www.poms.org/journal

9. Resources required:

1.	Standard textbooks on Production and Operations Management.
2.	Access to online databases and government portals.
3.	ICT-enabled classroom facilities (projector, internet access, LMS) for presentations and case-based learning.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation	3	2	3	3	3	1
PO2 – Analyse & synthesise data for informed decisions	2	2	3	3	2	3
PO3 – Create & manage a new venture, fostering innovation	3	3	3	3	3	-
PO4 – Formulate, implement & evaluate strategic plans	3	2	3	1	3	3
PO5 – Evaluate & apply ethical frameworks	3	1	-	2	2	3
PO6 – Develop oral & written communication skills	3	1	1	2	1	-
PO7 – Demonstrate leadership, teamwork & networking skills	3	2	2	2	3	2
PO8 – Analyse contextual social issues & explore solutions	3	1	1	2	3	2

2.5 BUSINESS ANALYTICS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course provides MBA students with conceptual foundations and practical applications of Business Analytics for managerial decision-making. The course integrates statistical techniques, data visualisation, predictive modelling, prescriptive analytics, and AI-enabled decision systems. Students will learn to interpret data, build analytical models, generate managerial insights, and communicate results effectively using analytical tools. The course emphasises application in finance, marketing, HR, operations, and strategy domains, preparing students for data-driven leadership roles.

2. Course Learning Objectives:

1.	To introduce the foundations of business analytics and data-driven decision-making.
2.	To develop competency in descriptive, predictive, and prescriptive analytics.
3.	To enable students to apply analytics tools for solving managerial problems.
4.	To integrate AI and emerging analytics technologies into business contexts.
5.	To strengthen analytical thinking and ethical data usage in organisations.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Interpret business data using statistical and visualisation tools.
2.	Apply regression and predictive models for managerial forecasting.
3.	Use analytics tools (Excel / Power BI / Python basics) for decision support.
4.	Develop dashboards for business performance monitoring.
5.	Evaluate ethical and governance issues in data analytics.
6.	Recommend data-driven strategies across functional areas.

4. Pre-requisites for the course:

1.	Basic Statistics
2.	Fundamentals of Management
3.	Basic knowledge of MS Excel

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work & Economic Growth
SDG 9	Industry, Innovation & Infrastructure
SDG 16	Peace, Justice & Strong Institutions

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: FUNDAMENTALS OF BUSINESS ANALYTICS	**8**	**13**
Knowledge: Business Analytics: Introduction, Types (Descriptive, Diagnostic, Predictive, Prescriptive), Role; Data Sources: Structured, Semi-structured, Unstructured data; Data quality and integrity, Data Cleaning, Data Transformation and detection; Data lifecycle; Data-driven decision making; Outlier Analysis; Role of Analytics in Business.		
Skill: • Excel for Data Cleaning, Basic Descriptive Statistics.		
UNIT 2: DATA VISUALISATION AND BUSINESS INTELLIGENCE	**12**	**20**
Knowledge: Principles of Data Visualization for managerial decisions; Visual perception basics; Introduction to Excel functions: IF, Nested IF, VLOOKUP, XLOOKUP, INDEX-MATCH, SUMIF, COUNTIF, Pivot Table and Pivot Charts, What-if analysis, Goal Seek; Chart selection; Data storytelling for executives, Dashboard KPIs & Metrics Design, Ethical visualization; Business Intelligence fundamentals, Introduction to Power BI and Tableau, BI Architecture Overview, Real-time reporting systems, AI-supported Dashboard Narratives, Prompt Engineering.		
Skill: • Interactive Dashboards, Financial & Marketing Visualisation, KPI Reporting, Executive Reporting, Data Storytelling, Real-Time Reporting, Chart Design, Ethical Visualisation, Power BI, Tableau, Data Analysis, Strategic Insights, Excel Dashboard creation and Solver. Google Looker Studio (optional).		
UNIT 3: STATISTICAL AND PREDICTIVE ANALYTICS	**12**	**20**
Knowledge: Probability for Business Decision Making, Hypothesis Testing, Correlation Analysis and Business Relationships, Regression Analytics for Prediction, Forecasting Techniques, Time Series Analytics.		
Skill: • Regression using Excel/Python, Forecasting models, and Interpretation of outputs		
UNIT 4: PRESCRIPTIVE AND DECISION ANALYTICS	**10**	**17**
Knowledge: Introduction to Prescriptive Analytics, Components of Prescriptive Analytics, Optimisation Models, elements of optimisation model, Optimisation Techniques for Business Decisions (Conceptual), Linear Programming, Simulation, Decision Trees for Risk Analysis, Executive dashboards.		
Skill: • Solver in Excel, Scenario & Sensitivity Analysis, Risk Modelling		
UNIT 5: MACHINE LEARNING FOR MANAGERS	**10**	**17**
Knowledge: Introduction to Machine Learning (ML), Types of Machine Learning, ML Process/Workflow, Machine Learning Applications in Business Functions, Core ML Algorithms: Classification & Clustering, Decision Trees, Random Forest, Recommendation Systems, Basics of Neural Networks (Conceptual), Types of Neural Networks, Concept of Model Evaluation Metrics. LLMs and Business Applications, Explainable AI (XAI).		
Skill: • Application-based case exercises, Cluster Analysis, Decision Trees (Tool-based practice).		

UNIT 6: EMERGING TRENDS AND RESPONSIBLE ANALYTICS	8	13
Knowledge: AI in Business, Generative AI in Analytics, ESG & Sustainability Analytics- Sustainability Reporting Frameworks, ESG Disclosure practices, IoT for environmental monitoring, Data Governance, Ethics & Privacy.		
Skill: AI-assisted Data Interpretation, ESG Reporting Analysis, Mini Analytics Project Presentation		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Albright & Winston	Business Analytics	Cengage
2.	James Evans	Business Analytics	Pearson
3.	Davenport & Harris	Competing on Analytics	Harvard Business School Press
4.	Provost & Fawcett	Data Science for Business	O'Reilly
5.	Camm et al.	Business Analytics	Cengage
6.	McKinney	Python for Data Analysis	O'Reilly
7.	Han, Pei & Kamber	Data Mining Concepts and Techniques	Morgan Kaufmann
8.	Sharda, Delen & Turban	Business Intelligence & Analytics	Pearson
9.	Siegel	Predictive Analytics	Wiley
10.	Marr	Data Strategy	Kogan Page
11.	Cole Nussbaumer Knaflic	Storytelling with Data	Wiley, 1st edition
12.	Kieran Healy	Data Visualization	Princeton University Press
13.	Devin Knight, Brain Knight, Mitchell Pearson & Manuel Quintana	Microsoft Power BI Complete Reference	Packt Publishing, 1st Edition
14.	Alberto Ferrari and Macro Russo	Analysing Data with Power BI and Power Pivot for Excel	Microsoft Press, 1st Edition

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Kaggle	https://www.kaggle.com
2.	Google Dataset Search	https://datasetsearch.research.google.com
3.	Microsoft Power BI Learning	https://learn.microsoft.com
4.	Python (Pandas Documentation)	https://pandas.pydata.org
5.	RBI Database on Indian Economy	https://dbie.rbi.org.in

9. Resources required:

1.	Computer Lab with Excel, Power BI / Tableau
2.	Internet-enabled Smart Classroom

3.	Access to datasets (Kaggle / RBI / CMIE if available)
4.	Projector & Analytics Software
5.	Statistical Tool (Excel Solver / Python Anaconda)

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation	3	2	1	2	–	–
PO2 – Analyse & synthesise data for informed decisions	2	3	–	2	–	1
PO3 – Create & manage a new venture, fostering innovation	1	2	3	2	–	1
PO4 – Formulate, implement & evaluate strategic plans	2	2	1	3	–	1
PO5 – Evaluate & apply ethical frameworks	–	1	–	1	3	1
PO6 – Develop oral & written communication skills	1	2	–	1	1	3
PO7 – Demonstrate leadership, teamwork & networking skills	1	1	1	1	–	2
PO8 – Analyse contextual social issues & explore solutions	1	2	1	2	2	1

2.6 BUSINESS RESEARCH METHODS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course equips students with research skills for problem identification, data collection, analysis, and interpretation to support managerial decision-making. It emphasises both qualitative and quantitative research approaches, ensuring students can design and conduct research studies relevant to business and management contexts.

2. Course Learning Objectives:

1.	To provide students with a conceptual understanding of the research process in business.
2.	To enable the formulation of research problems, hypotheses, and objectives in line with management issues.
3.	To build competency in research design, sampling methods, and measurement techniques.
4.	To develop analytical skills using statistical tools for data analysis and hypothesis testing.
5.	To foster the ability to prepare, present, and evaluate research reports for managerial use.
6.	To promote ethical awareness in business research practices.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain the fundamentals of business research and its role in managerial decision-making.
2.	Formulate research problems, objectives, and hypotheses relevant to business contexts.
3.	Design appropriate research methodologies, sampling frameworks, and measurement tools.
4.	Apply descriptive and inferential statistical tools for data analysis.
5.	Interpret results and draw valid conclusions to support evidence-based decision-making.
6.	Prepare structured research reports and communicate findings ethically and effectively.

4. Pre-requisites for the course:

1.	Basic Numerical Ability.
2.	Statistics for Managers.

5. SDGs associated with the course:

SDG 4	Quality Education.
SDG 8	Decent Work & Economic Growth.
SDG 9	Industry, Innovation & Infrastructure.
SDG 12	Responsible Consumption & Production.
SDG 16	Peace, Justice & Strong Institutions.
SDG 17	Partnerships for the Goals.

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO BUSINESS RESEARCH	**8**	**14**
Knowledge: Nature, scope, and significance of research in business; scientific research process - identification of a research problem, Review of relevant literature, Formulation of objectives and hypotheses, Research design and methodology selection, Data collection and analysis, Interpretation of findings, Report preparation and presentation; types of research (exploratory, descriptive, causal, applied, basic).		
Skill: Identifying business problems that require research-based solutions.		
UNIT 2: RESEARCH PROBLEM AND HYPOTHESIS FORMULATION	**12**	**20**
Knowledge: Defining research problem - Meaning and importance of a research problem, Characteristics of a good research problem, Sources of research problems in business organisations and industries., setting objectives - guidelines for formulating clear, measurable, and achievable research objectives, developing research questions and hypotheses. Meaning and importance of hypotheses in research. Null and Alternative Hypotheses.		
Skill: Formulating problem statements and hypotheses in real business scenarios.		
UNIT 3: RESEARCH DESIGN, SAMPLING & MEASUREMENT	**12**	**20**
Knowledge: Meaning, purpose, and importance of research design, Components of a research design, and Criteria for selecting an appropriate research design. Types of research design (qualitative & quantitative); Population, sampling unit, sampling frame, and sample size. sampling techniques (probability & non-probability); measurement scales - levels of measurement: Nominal scale, Ordinal scale, Interval scale, Ratio scale; questionnaire design.		
Skill: Designing a research plan, including sampling and questionnaire development		
UNIT 4: DATA COLLECTION AND ANALYSIS	**8**	**13**
Knowledge: Primary vs. secondary data; data collection methods (survey, interview, observation, experiments); data preparation (editing, coding, tabulation).		
Skill: Applying descriptive & inferential statistics using SPSS/Excel.		
UNIT 5: HYPOTHESIS TESTING AND INTERPRETATION	**12**	**20**
Knowledge: Parametric tests (one-sample 't' test, independent 't' test, one-way ANOVA, Paired 't' test etc.) & non-parametric tests (Chi-square test of goodness of fit, Chi-Square test of Independence, Mann-Whitney 'u' test, Kruskal-Walis test, Wilcoxon-sign test, etc.,) interpretation of results - understanding statistical outputs, acceptance or rejection of hypotheses.		
Skill: Testing hypotheses using real data and interpreting results for decision-making.		
UNIT 6: REPORT WRITING AND ETHICS IN RESEARCH	**8**	**13**
Knowledge: Structure of research reports; guidelines for documentation - citation and referencing practices, common referencing styles used in business research, preparation of bibliographies and reference lists; Plagiarism - meaning and forms of plagiarism, consequences of plagiarism in academic and professional research, use of plagiarism detection tools; and Ethical issues in research - integrity, honesty, and transparency in data collection and reporting, ethical issues related to data manipulation, fabrication, and falsification, responsibilities of researchers towards participants, institutions, and society.		
Skill: Preparing and presenting a research report with clarity and ethical integrity. • Preparing and presenting a research report with clarity and ethical integrity.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Kothari, C. R.	Research Methodology: Methods & Techniques	New Age International
2.	Cooper, D. R. & Schindler, P. S.	Business Research Methods	McGraw Hill
3.	Saunders, M., Lewis, P., & Thornhill, A.	Research Methods for Business Students	Pearson Education
4.	SN Murthy, & U Bhojanna,	Research Methodology (With Concepts, Cases and IPR)	Himalaya Publishing House, First Edition 2024
5.	Zikmund, W. G., Babin, B. J., Carr, J. C. & Griffin, M.	Business Research Methods	Cengage Learning
6.	Malhotra, N. K. & Dash, S.	Marketing Research: An Applied Orientation	Pearson Education
7.	Sekaran, U. & Bougie, R.	Research Methods for Business: A Skill-Building Approach	Wiley
8.	Bryman, A. & Bell, E.	Business Research Methods	Oxford University Press
9.	Burns, A. C. & Bush, R. F.	Marketing Research	Pearson
10	Creswell, J. W.	Research Design: Qualitative, Quantitative, and Mixed Methods Approaches	Sage Publications
11.	Cooper, R. D. & Emory, C. W.	Business Research Methods	McGraw Hill
12.	Black, T. R.	Doing Quantitative Research in the Social Sciences	Sage Publications
13.	Kumar, R.	Research Methodology: A Step-by-Step Guide for Beginners	Sage Publications

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	National Programme on Technology Enhanced Learning (NPTEL),	www.nptel.ac.in – Courses on research methodology.
2.	ResearchGate	www.researchgate.net – Academic research papers.
3.	SSRN (Social Science Research Network)	www.ssrn.com – Working papers in business research.
4.	IBM SPSS Statistics	www.spss.com – Resources on statistical analysis.
5.	ScienceDirect	www.sciencedirect.com – Business and management research articles.

9. Resources required:

1.	Spreadsheet (MS Excel)
2.	Open-source research software like JAMOVI, Gretl etc.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation	2	2	2	2	2	2
PO2 – Analyse & synthesise data for informed decisions	2	3	3	3	3	3
PO3 – Create & manage a new venture, fostering innovation	1	2	2	2	2	2
PO4 – Formulate, implement & evaluate strategic plans	1	2	3	3	3	3
PO5 – Evaluate & apply ethical frameworks	1	1	2	2	2	3
PO6 – Develop oral & written communication skills	1	2	2	2	2	3
PO7 – Demonstrate leadership, teamwork & networking skills	1	1	2	2	2	2
PO8 – Analyse contextual social issues & explore solutions	1	2	2	2	2	2

2.7 AI FOR MANAGERS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
02 Credits	04 Hours	30 Hours

1. Course Overview:

This course introduces students to the strategic, operational, and ethical dimensions of Artificial Intelligence (AI) in business. It is designed for non-technical learners and focuses on how managers can understand, evaluate, and deploy AI solutions to create a competitive advantage. The course covers fundamental AI concepts, real-world business applications across industries, decision-making using AI, and managing AI-driven transformation. Students will also gain hands-on exposure to AI tools such as generative AI platforms and analytics dashboards. Special emphasis is placed on managerial judgment, ethical considerations, and the role of AI in shaping future organisations. Through case studies and conceptual frameworks, the course prepares students to understand, evaluate, and strategically leverage AI technologies for organisational effectiveness and competitive advantage.

2. Course Learning Objectives:

1.	To understand core AI concepts and their relevance to business decision-making
2.	To explore AI applications across functional domains like marketing, finance, HR, and operations
3.	To develop the ability to evaluate AI opportunities and risks in organisations
4.	To gain hands-on exposure to AI tools for managerial productivity
5.	To understand the ethical, legal, and strategic implications of AI adoption

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain key AI concepts and terminology in a business context
2.	Identify and evaluate AI use cases across industries
3.	Apply AI tools to improve managerial productivity and decision-making
4.	Analyse business problems and recommend AI-driven solutions
5.	Assess ethical and governance challenges related to AI
6.	Develop a basic AI adoption strategy for an organisation

4. Pre-requisites for the course:

1.	Principles of Management.
2.	Fundamentals of information technology (desirable).
3.	Quantitative techniques/basic statistics (desirable).

5. SDGs associated with the course:

SDG 4	Quality Education.
SDG 8	Decent Work & Economic Growth.
SDG 9	Industry, Innovation & Infrastructure.
SDG 10	Reduced Inequalities.
SDG 12	Responsible Consumption & Production.

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO AI IN BUSINESS	**4**	**13**
Knowledge: Introduction to Artificial Intelligence, Machine Learning & Deep Learning. AI Technologies Overview. Evolution of AI in business, AI vs Automation vs Analytics, Business value of AI. AI-Driven Digital Transformation and AI Value Chain in Business.		
Skill: • AI Awareness Exercise • Identifying AI opportunities in real-life business scenarios		
UNIT 2: AI APPLICATIONS ACROSS BUSINESS FUNCTIONS	**8**	**27**
Knowledge: AI in Marketing (personalisation, recommendation engines), AI in Finance (fraud detection, forecasting), AI in HR (resume screening, employee analytics), AI in Operations & Supply Chain.		
Skill: Functional AI use-case mapping exercise		
UNIT 3: AI TOOLS FOR MANAGERS	**6**	**20**
Knowledge: Generative AI Tools (ChatGPT, Copilot), AI for productivity (reports, presentations, emails), Basics of prompt engineering, AI for data interpretation.		
Skill: • Hands on Prompt Writing • AI-Assisted Business Report Creation		
UNIT 4: AI STRATEGY AND DIGITAL TRANSFORMATION	**8**	**27**
Knowledge: AI-driven business models; Transformation lifecycle (Assess → Design → Implement → Scale), Platform economy; Digital transformation frameworks; Digitisation & Digital Transformation, Competitive advantage through AI; Innovation through AI. McKinsey 3 Horizons of Growth, AI adoption framework, Build vs. Buy decisions, ROI of AI projects, Change management in AI adoption, AI project lifecycle, Scaling AI across enterprise.		
Skill: Designing an AI strategy for a company, AI Implementation Plan.		
UNIT 5: ETHICS, RISKS AND FUTURE OF AI	**4**	**13**
Knowledge: Ethical AI; Bias and fairness; Data privacy; AI governance frameworks; Cybersecurity concerns; Regulatory environment (India & global), AI ethics boards, red teaming, model auditing. Societal implications: deepfakes, misinformation, surveillance. AI and future of jobs; Human-AI collaboration; Industry 5.0; AI for sustainability and Societal impact.		
Skill: Ethical dilemma case analysis and policy evaluation Policy Drafting Exercise.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Stuart Russell & Peter Norvig	Artificial Intelligence: A Modern Approach	Pearson
2.	Ajay Agrawal et al.	Prediction Machines	Harvard Business Press
3.	Thomas Davenport	AI Advantage	MIT Press
4.	Bernard Marr	Artificial Intelligence in Practice	Wiley
5.	Kevin LaGrandeur	Surviving AI	Springer
6.	Erik Brynjolfsson	The Second Machine Age	Norton
7.	Iansiti & Lakhani	Competing in the Age of AI	Harvard
8.	Andrew Ng	Machine Learning Yearning	Self-published
9.	Davenport & Ronanki	HBR AI Articles	HBR Press
10.	Chui & Manyika	AI and the Future of Work	McKinsey

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	AI for Everyone	https://www.coursera.org
2.	MIT Sloan AI Resources	https://mitsloan.mit.edu
3.	NITI Aayog AI India	https://www.niti.gov.in
4.	OpenAI (ChatGPT)	https://chat.openai.com
5.	Google AI	https://ai.google

9. Resources required:

1.	Smart classroom with a projector.
2.	Internet-enabled devices (laptops/tablets).
3.	Access to AI tools (ChatGPT, Excel, and Power BI optional).
4.	Industry Interaction.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation	2	3	3	3	–	3
PO2 – Analyse & synthesise data for informed decisions	2	3	3	3	2	3
PO3 – Create & manage a new venture, fostering innovation	–	2	–	2	–	3
PO4 – Formulate, implement & evaluate strategic plans	–	–	2	3	–	3
PO5 – Evaluate & apply ethical frameworks	–	–	–	–	3	2
PO6 – Develop oral & written communication skills	2	–	2	–	2	2
PO7 – Demonstrate leadership, teamwork & networking skills	–	–	–	2	–	2
PO8 – Analyse contextual social issues & explore solutions	–	2	–	2	2	2

THIRD SEMESTER

COURSE OUTLINES

COURSE MATRIX
MBA (DAY & EVE) -THIRD SEMESTER

COURSE CODE	COURSE	PAGE NO
	CORE COURSE	
3.1	STRATEGIC MANAGEMENT	**55 - 58**
	SPECIALISATION TRACKS	
3.2	**FINANCE**	**59 - 73**
3.2.1	CORPORATE VALUATION AND RESTRUCTURING	59 - 62
3.2.2	FINANCIAL INSTITUTIONS AND FINTECH	63 - 66
3.2.3	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	67 - 70
3.2.4	FINANCIAL ANALYTICS AND MODELLING	71 - 73
3.3	**MARKETING**	**74 - 90**
3.3.1	CONSUMER BEHAVIOUR	74 - 78
3.3.2	PRODUCT & BRAND MANAGEMENT	79 - 82
3.3.3	INTEGRATED MARKETING COMMUNICATION	83 - 86
3.3.4	SALES & CUSTOMER RELATIONSHIP MANAGEMENT	87 - 90
3.4	**HUMAN RESOURCES**	**91 - 106**
3.4.1	LEARNING AND DEVELOPMENT	91 - 94
3.4.2	INDUSTRIAL RELATIONS AND LABOUR CODES	95 - 98
3.4.3	PERFORMANCE MANAGEMENT SYSTEMS	99 - 102
3.4.4	EMOTIONAL INTELLIGENCE FOR MANAGERS	103 - 106
3.5	**BUSINESS ANALYTICS**	**107 - 122**
3.5.1	BIG DATA AND WEB ANALYTICS	107 - 110
3.5.2	DATABASE MANAGEMENT SYSTEM	111 - 114
3.5.3	MACHINE LEARNING FOR BUSINESS APPLICATIONS	115 - 118
3.5.4	DATA ETHICS, PRIVACY AND GOVERNANCE	119 - 122

3.6	**ARTIFICIAL INTELLIGENCE & DIGITAL TRANSFORMATION**	**123 - 138**
3.6.1	DIGITAL ECONOMY & BUSINESS TRANSFORMATION	123 - 126
3.6.2	DATA DRIVEN DECISION MAKING & BUSINESS ANALYTICS	127 - 130
3.6.3	TECHNOLOGY MANAGEMENT FOR DIGITAL TRANSFORMATION	131 - 134
3.6.4	DIGITAL BUSINESS MODELS & PLATFORM MANAGEMENT	135 - 138
3.7	**INNOVATION & ENTREPRENEURSHIP**	**139 -154**
3.7.1	FUNDAMENTALS OF INNOVATION & ENTREPRENEURSHIP	139 - 142
3.7.2	CREATIVITY, DESIGN THINKING & PROBLEM SOLVING	143 - 146
3.7.3	TECHNOLOGY & INNOVATION MANAGEMENT	147 - 150
3.7.4	NEW VENTURE CREATION AND DEVELOPMENT	151 - 154
3.8	**LOGISTICS & SUPPLY CHAIN MANAGEMENT**	**155 -169**
3.8.1	PRINCIPLES OF LOGISTICS & SUPPLY CHAIN MANAGEMENT	155 - 158
3.8.2	OPERATIONS MANAGEMENT FOR SUPPLY CHAINS	159 - 162
3.8.3	TRANSPORTATION AND DISTRIBUTION MANAGEMENT	163 - 166
3.8.4	PROCUREMENT AND WAREHOUSING MANAGEMENT	167 - 169
3.9	**HEALTHCARE MANAGEMENT**	**170 - 183**
3.9.1	PERSPECTIVES ON HEALTH CARE SECTOR	170 - 172
3.9.2	MANAGEMENT OF PUBLIC HEALTH SYSTEMS	173 - 176
3.9.3	HEALTH ECONOMICS	177 - 179
3.9.4	ENVIRONMENT AND OCCUPATIONAL HEALTH	180 - 183
	OPEN ELECTIVE	
3.10	MANAGEMENT PERSPECTIVES	**184 - 186**

*OPEN ELECTIVE OFFERED BY CBSMS – **MANAGEMENT PERSPECTIVES**

3.1 STRATEGIC MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course introduces core concepts of Strategic management process and frameworks for effective organizational decision-making. It focuses on analyzing the internal and external business environment to formulate and implement strategies at corporate, business, and functional levels. The course also examines leadership and structural aspects of strategy execution while addressing contemporary issues such as globalization, innovation, and sustainability.

2. Course Learning Objectives:

1.	To provide a comprehensive understanding of strategic management concepts and frameworks.
2.	To analyse the internal and external business environment for strategy formulation.
3.	To explore various levels of strategy – corporate, business, and functional.
4.	To evaluate strategy implementation processes, structures, and leadership roles.
5.	To examine contemporary issues in strategy including globalization, innovation, and sustainability.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Understand the fundamentals of Strategy, Strategic Management Process and competitive advantage.
2.	Analyse the external (industry, competition) and internal (resources, capabilities) environments using strategic frameworks.
3.	Evaluate different levels of strategies and their suitability for organizations.
4.	Apply strategic models and tools (SWOT, BCG Matrix, Balanced Scorecard, PESTEL, Porter's Five Forces) to real business cases.
5.	Design and present a strategic plan considering implementation challenges, ethical issues, and global dimensions.
6.	Relate the strategic management concepts with recent business implications like SDGs and ESG.

4. Pre-requisites for the Course:

1.	Basic knowledge of management principles and functional areas (marketing, HR, finance, operations).
2.	Understanding of business environment concepts from earlier MBA semesters.
3.	Analytical and critical thinking skills to evaluate case studies and formulate strategies.

5. SDGs associated with the course:

SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 13	Climate Action
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO STRATEGIC MANAGEMENT	**8**	**13**
Knowledge: Nature, scope, and importance of strategic management, Historical perspective of Strategic management, Conceptual framework for Strategic Management, The SM model-Strategy Formation Process: Vision, Mission, Goals, and Objectives. Levels of strategy: Corporate, Business, and Functional, Strategic competitiveness and competitive advantage		
Skill: Study the vision and mission statements of selected organizations and assess how they influence strategic decisions, competitive positioning, and overall business performance		
UNIT 2: INDUSTRY ANALYSIS FOR COMPETITIVE ADVANTAGE	**12**	**20**
Knowledge: Importance of Industry Analysis, Internal analysis: Value Chain Analysis – Core competencies, Resource-based view (RBV), VRIO framework. External environment: PESTEL Analysis, Sustainability- SDG's, ESG. SWOT Analysis, Porter's Five Forces Model, Extended Modern Forces, The Competitive Profile Matrix (CPM), Globalization and Industry Structure-Resources, Capabilities and competencies-Generic building blocks of Competitive Advantage-Distinctive Competencies-Avoiding failures and sustaining competitive advantage**.**		
Skill: • Identify 2–3 competing firms in a chosen industry and construct a Competitive Profile Matrix (CPM) by assigning weights and ratings to Key Success Factors, compare total scores to evaluate competitive positioning and present strategic insights on strengths and weaknesses. • Analyse a case study to understand the impact of sustainability and ESG practices on a specific industry.		
UNIT 3: STRATEGY FORMULATION	**10**	**17**
Knowledge: Corporate-level strategies: Growth, Stability, Retrenchment, and Combination Strategies. Business-level strategies: Cost Leadership, Differentiation, Focus Strategies, Strategic Analysis Tools: Environmental Threat and Opportunity Profile (ETOP)-Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis-GAP Analysis - Mc Kinsey's 7s Framework-GE 9 Cell Model – BCG Matrix-Balance Score Card, Internal Factor Evaluation (IFV) Matrix. Functional strategies: Marketing, HR, Finance, Operations.		
Skill: Select a company and analyse its corporate and business strategies using tools such as the BCG Matrix or GE-McKinsey Matrix.		
UNIT 4: STRATEGY IMPLEMENTATION, EVALUATION AND CONTROL	**10**	**17**
Knowledge: Strategy Implementation Process and Challenges, Allocation of Resources, Strategy- Organisation structure and culture alignment, Strategy Map, Strategic constraints, Organizational design for strategy implementation, Leadership and strategic change management, organizational politics, power dynamics, and conflict. Importance of strategic control and evaluation, Criteria for evaluation: Consistency, feasibility, suitability. Types of controls: Premise, implementation, strategic surveillance, special alert control. Measuring organizational performance: financial and non-financial indicators, Benchmarking and key performance indicators (KPIs), Corrective actions and continuous improvement.		
Skill: • Develop a Strategy Map to discuss how organizational politics, power dynamics, and conflict may influence the implementation process. • Select a company of your choice, identify the KPI's and analyse its strategic performance using financial and non-financial indicators.		

UNIT 5: CONTEMPORARY ISSUES AND EMERGING TRENDS IN STRATEGY	10	17
Knowledge: Contemporary Strategic Approaches: Blue Ocean Strategy, Platform Strategy, Digital Transformation Strategy, Innovation and technology strategies, Artificial intelligence and data-driven strategy, Agile Strategy, Co-opetition Strategy, Global Strategies and Internationalization, Global Strategy, Global Capability Centres (GCCs) as a Global Business Strategy, Resource-Based Strategy (RBV). Strategic issues in non-profit organizations, Small Scale Industries, New Business Models and strategies for Internet Economy.		
Skill: • Role Play: As a strategic consultant, redesign the business strategy of a company by applying any 3–4 contemporary strategic approaches to address its competitive challenges. • Case Study to analyse Blue Ocean / GCC Strategy of a company.		
UNIT 6: CORPORATE GOVERNANCE AND ETHICS	**10**	**16**
Knowledge: Introduction to Corporate Governance, Definition, Importance, Governance Framework and Mechanism, Corporate Reporting Standards, Relationships between Internal and External Stakeholders, The organization's Responsibility and Accountability to Its shareholders. The Organization's Accountability to Its Board of Directors, Roles and Responsibilities of the Board, Leadership accountability. Corporate Governance in India: Trends, Reforms, and Future Directions. Business Ethics, Integrity and Ethical Behaviour: Transparency, Disclosure (Financial and non-financial) and Digital Governance. Ethics and Corporate Social Responsibility (CSR).		
Skill: Case Studies on Corporate Governance: Systems and Failures.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Azhar Kazmi	Strategic Management and Business Policy	Tata McGraw Hill.
2.	R. Srinivasan	Strategic Management: The Indian Context	PHI Learning
3.	Charles W.L. Hill, Melissa A. Schilling & Gareth R. Jones	Strategic Management	BIZ Tantra
4.	Philippe Lasserre, Felipe Monteiro	Global Strategic Management	Bloomsbury Publishing
6.	Olimpia Meglio, Kathleen Park	Strategic Decisions and Sustainability Choices	Palgrave Macmillan
7.	Klaus Rainer Kirchhoff, Sönke Niefünd, Julian von Pressentin	ESG: Sustainability as a Strategic Success Factor	Springer Wiesbaden
8.	Fred R. David ,Forest R David, Purva Kansal	Strategic Management Concepts: A Competitive Advantage Approach, 16/e	Pearson Education
9.	Dr. K Ashwathappa	Strategic Management	Himalaya Publications

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Harvard Business Review (HBR)	https://hbr.org/
2.	McKinsey Insights & Publications	https://www.mckinsey.com/featured-insights
3.	World Economic Forum (WEF Reports)	https://www.weforum.org/
4.	SWAYAM	www.swayam.gov.in

9. Resources required:

1.	Swayam Access/ Registration
2.	Internet Access

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	2	2	-	3	2	-
PO2-Analyse & synthesize data for informed decisions	2	2	-	2	-	-
PO3-Create & manage a new venture, fostering innovation	-	-	3	3	-	-
PO4-Formulate, implement & evaluate strategic plans	-	-	-	3	3	-
PO5-Evaluate & apply ethical frameworks	-	-	2	-	-	2
PO6-Develop oral & written communication skills	-	-	-	2	3	3
PO7-Demonstrate leadership, teamwork & networking skills	-	-	-	-	-	2
PO8-Analyse contextual social issues & explore solutions	-	-	1	1	-	1

3.2.1 CORPORATE VALUATION AND RESTRUCTURING		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course overview:

   This course provides an advanced understanding of corporate finance with a strong focus on valuation, value creation, and restructuring decisions in modern business organisations. It integrates financial theory with practical analytical tools, enabling learners to evaluate firms using accounting, market-based, and cash flow–based valuation models. The course begins with fundamental financial management tools such as DuPont analysis, time value of money, and cost of capital estimation using CAPM. It then progresses to enterprise valuation techniques, including asset-based, relative, and discounted cash flow approaches, along with Adjusted Present Value (APV) methods. Further, the course introduces value-based management frameworks such as EVA, McKinsey model, BCG approach, and Balanced Scorecard for performance measurement and strategic value creation. It also covers corporate restructuring strategies, including financial restructuring, securitisation, buy-backs, and capital structure redesign.

   Finally, the course examines mergers and acquisitions (M&A), including valuation, financing, exchange ratio determination, and feasibility analysis, with a focus on Indian corporate scenarios. The course is highly application-oriented, incorporating Excel-based modelling, financial statement analysis, valuation exercises, and case studies from Indian markets, thereby equipping students for careers in investment banking, corporate finance, equity research, consulting, and strategic management.

2. Course Learning Objectives:

1.	To provide an advanced understanding of financial management tools and valuation frameworks used in corporate decision-making.
2.	To develop analytical ability to interpret financial statements and evaluate firm performance using tools like DuPont analysis and cost of capital models.
3.	To equip learners with the capability to value firms and equity using asset-based, market-based, and discounted cash flow approaches.
4.	To enable students to apply value-based management techniques for measuring and enhancing shareholder value.
5.	To develop a strategic understanding of corporate restructuring decisions, including financial restructuring, buybacks, and capital reorganisation.
6.	To provide conceptual and analytical knowledge of mergers and acquisitions, including valuation, exchange ratio, and feasibility analysis in real-world contexts.

3. Course Learning Outcomes: By the end of this course, students will be able to

1.	Apply financial management tools such as DuPont analysis, TVM, CAPM, and WACC for evaluating financial performance and cost of capital
2.	Compute and interpret firm and equity valuation using asset-based and relative valuation techniques
3.	Develop DCF and APV valuation models, including estimation of free cash flows, sustainable growth rate, and WACC
4.	Assess firm performance using value-based management approaches such as EVA, Balanced Scorecard, and strategic valuation models.
5.	Analyse and design corporate restructuring strategies, including buybacks, securitisation, and capital restructuring, using real-world data
6.	Evaluate mergers and acquisitions decisions, determine exchange ratios, and analyse feasibility using financial and strategic criteria.

4. Pre-requisites for the Course:

1.	Basic knowledge of Financial Statements and Financial Statement Analysis
2	Foundations of Corporate Finance
3	Basics of Time Value of Money (including spreadsheet applications)

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work & Economic Growth
SDG 9	Industry, Innovation & Infrastructure
SDG 12	Responsible Consumption & Production
SDG 16	Peace, Justice & Strong Institutions
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION AND FUNDAMENTAL TOOLS OF FINANCE	**08**	**13**
Knowledge: Goals of Financial Management - Analysis of Financial Statements-DU PONT ANALYSIS; Time Value of Money- Compounding, Discounting, Annuity and Perpetuity; Weighted Average Cost of Capital-CAPM based calculation. Beta – Un-levering and Re-levering		
Skill: Source data from annual report of a select company and perform DuPont Analysis. Develop Excel models for calculating time-value of money.		
UNIT 2: CORPORATE VALUATION – I	**06**	**10**
Knowledge: Valuation of Firm and Valuation of Equity-Net Assets Method, Earnings Capitalisation Method, Relative Valuation, Chop Shop Method.		
Skill: Using data from Financial Statements and from financial markets, calculate the value of a select company based on Net-Assets Method, and market multiples.		
UNIT 3: CORPORATE VALUATION – II	**16**	**27**
Knowledge: Discounted Cash Flow (DCF) Method, Adjusted Present Value (APV) Method		
Skill: Calculate sustainable growth rate and WACC for a select company, forecast FCFF and calculate the value of the company using DCF method.		
UNIT 4: VALUE-BASED MANAGEMENT	**10**	**17**
Knowledge: Marakon Approach, Alcar Approach, McKinsey Approach, Stern-Stewart Approach (EVA Method) and BCG Approach. Performance Measurement and Analysis. Balanced Scorecard		
Skill: Calculate the value of the company using EVA method for the prior selected company.		
UNIT 5: CORPORATE RESTRUCTURING	**08**	**13**
Knowledge: Corporate Restructuring-Forms of Corporate Restructuring. Asset Restructuring-Securitisation, Sale and Lease, Asset Restructuring Companies; Financial Restructuring-Designing and re-designing capital structure; Restructuring of companies incurring continuous losses, The Insolvency and Bankruptcy Code, 2016, restructuring in the event of change in law, Buy-back of shares.		
Skill: Writing report on the buy-back and/or any financial restructuring of a select company, sourcing data from annual reports and financial markets		

UNIT 6: MERGERS AND ACQUISITIONS	12	20
Knowledge: Mergers and Acquisitions – Meaning and differences; Financing of merger (deciding between merger and acquisition), Determining Exchange Ratio – Range and Terms. Feasibility of Mergers and Acquisitions		
Skill: List out the major Mergers and Acquisitions in India over the past 3 years and analyse the terms of one select merger/acquisition		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Chandra, Prasanna	Corporate Valuation and Value Creation	Mc Graw Hill Education
2.	Pattabhiram and Bala	Strategic Financial Management	Snow White Publications
3.	Sridhar A N	Strategic Financial Management	Shroff Publishers and Distributors
4.	Damodaran, Aswath	Damodaran on Valuation	John Wiley
5.	Damodaran, Aswath	Dark Side of Valuation	John Wiley
6.	Kishore, Ravi M	Strategic Financial Management	Taxmann Publications
7.	Gupta J B	Strategic Financial Management	Taxmann Publications
8.	Khan and Jain	Financial Management	Mc Graw Hill Education
9.	Weaver, Samuel and Weston, Fred	Strategic Corporate Finance	CENGAGE Learning

8. Digital and Online Resources:

Sl. No.	Name of the Website	URL
1.	Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].	
2.	Copeland, Tom, Koller, Tim and Murrin, Jack, “Valuation – Measuring and Managing the Value of Companies”, McKinsey Quarterly, Wiley Finance	
3.	Allen, David, “An Introduction to Strategic Financial Management – The Key to Long Term Profitability”, The Chartered Institute of Management Accountants, Kogan Page.	
4.	BSE India	www.bseindia.com
5.	Capital Market	www.capitalmarket.com
6.	CMIE	www.cmie.com
7.	Finance Professor	www.financeprofessor.com
8.	Money Control	www.moneycontrol.com
9.	RBI	www.rbi.gov.in
10.	SEBI	www.sebi.gov.in

9. Resources required:

1.	Microsoft Excel
2.	Corporate Databases like Capita line, Prowess, etc., or Open-source Databases like Screener, Yahoo Finance etc.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	3	3	3	3	3
PO2-Analyse & synthesize data for informed decisions	3	3	3	3	3	3
PO3-Create & manage a new venture, fostering innovation	1	2	2	3	2	2
PO4-Formulate, implement & evaluate strategic plans	2	2	3	3	3	3
PO5-Evaluate & apply ethical frameworks	2	1	2	3	3	3
PO6-Develop oral & written communication skills	2	1	1	2	2	2
PO7-Demonstrate leadership, teamwork & networking skills	2	1	2	2	2	3
PO8-Analyse contextual social issues & explore solutions	2	1	2	2	3	3

3.2.2 FINANCIAL INSTITUTIONS AND FINTECH		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course helps MBA Finance students to understand how financial institutions works and how technology is changing the finance industry. It covers both traditional finance concepts and new technologies like digital platforms, AI, blockchain, and other data tools that are changing banking, payments, lending, insurance, and capital markets.

2. Course Learning Objectives:

1.	To help students understand how India's financial system works, who the key institutions are, and what rules govern them.
2.	To help students study how banks, NBFCs, insurance companies, mutual funds, and other financial firms operate and manage risk.
3.	To introduce students to the Fintech world – its different areas, how businesses work, and the technologies (AI, blockchain, cloud, APIs) powering change in finance.
4.	To give students the tools to evaluate digital payments, online lending, WealthTech, and Insurtech products in the context of Indian and global rules.
5.	To build students' ability to assess Fintech regulations (RBI sandbox, SEBI innovation hub, data privacy laws) and understand risks like cybersecurity threats, financial exclusion, and system-wide risks.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Describe how major financial institutions in India (banks, NBFCs, insurance companies, mutual funds, capital market players) are structured and regulated.
2.	Analyse how well banks and NBFCs are performing in terms of asset quality, capital, and risk using key regulatory tools like Basel III and IRAC norms.
3.	Explain how India's digital payment systems (UPI, IMPS, NEFT, RTGS, CBDC) work and what impact they have on access to finance and monetary policy.
4.	Evaluate Fintech businesses in lending (P2P, BNPL, digital banks), WealthTech (robo-advisors), Insurtech, and RegTech based on value, growth potential, and compliance.
5.	Assess how new technologies – AI/ML, blockchain, cloud, and open APIs – are changing how finance works, from lending decisions to customer service.
6.	Examine the key challenges in Fintech – cybersecurity, data privacy, systemic risk, and regulatory gaps – and suggest ways to govern responsible innovation.

4. Pre-requisites for the Course:

1.	Financial Management – Basic financial analysis, capital structure, cost of capital, and valuation.
2.	Banking and Financial Services – Basics of how commercial banks work, NPA management, and monetary policy.
3.	Basic IT knowledge – Comfort with digital systems, online platforms, and basic data concepts used in finance.

5. SDGs associated with the Course:

SDG 1	No Poverty
SDG 4	Quality Education
SDG 8	Decent Work & Economic Growth
SDG 9	Industry, Innovation & Infrastructure

SDG 10	Reduced Inequalities
SDG 11	Sustainable Cities & Communities
SDG 16	Peace, Justice & Strong Institutions
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INDIAN FINANCIAL SYSTEM AND REGULATORY ARCHITECTURE	**08**	**10**
Knowledge: Indian financial system: features. constituents, financial institutions, financial services, financial markets and financial instruments. Role and functions of key regulators: RBI, SEBI, IRDAI, - Financial sector reforms in India - The Financial Stability and Development Council (FSDC), IBC 2016 and its impact on financial institutions and credit culture.		
Skill: Draw a map of India's financial system showing regulators, institutions, and markets; Read an RBI Annual Report and identify key risks; Study how banking regulation changed through events like 1991, 2008, and the IL&FS crisis		
UNIT 2: COMMERCIAL BANKS AND NBFCS: PERFORMANCE AND RISK	**10**	**20**
Knowledge: Banking System in India: Structure, Types - Scheduled Commercial Banks, Regional Rural Banks, cooperative banks, small finance banks, payment banks - CAMELS framework; Non-Performing Assets: meaning, classification, management, Capital requirements under Basel Accord. – Non-Banking Financial Corporations (NBFCs): meaning, types, principal businesses of NBFCs.		
Skill: Conduct a CAMELS analysis of a public and private sector bank using their annual reports; Look at NPA trends and provisioning across bank groups; Check a bank's Basel Capital levels using RBI data		
UNIT 3: INSURANCE, MUTUAL FUNDS AND PENSION FUNDS	**10**	**15**
Knowledge: Insurance Sector in India: Structure, Types of insurance: life, general, and health; IRDAI rules and solvency norms; mutual funds and its operations, SEBI rules, fund types, and NAV calculation; Pension funds: National Pension Scheme (NPS) and its functions and PFRDA's role.		
Skill: Compare mutual fund schemes using performance measures like Sharpe ratio, Sortino ratio, and Alpha; Review a life insurer's solvency and portfolio using IRDAI data; Assess National Pension Scheme (NPS) fund performance across asset classes using PFRDA data		
UNIT 4: FINTECH ECOSYSTEM: PAYMENTS, DIGITAL BANKING AND LENDING	**10**	**20**
Knowledge: Fintech: evolution, internet banking, fintech platforms; India Stack: Aadhaar, UPI, Digi-Locker, Account Aggregator, OCEN; Digital payments: UPI, IMPS, NEFT, RTGS, BBPS, FASTag, CBDC; Online lending: P2P, BNPL, credit scoring with new data sources; Neobanks like Nubank, Revolut, Jupiter, Fi – how they work and how they are regulated		
Skill: Study UPI growth data and its effect on financial inclusion and small merchants; Look at how a P2P platform like Faircent or LenDenClub works and follows RBI rules; Compare India's CBDC with China's e-CNY and the EU's digital euro		
UNIT 5: INSURTECH, REGTECH AND WEALTH TECH, EMERGING TECHNOLOGIES	**12**	**20**
Knowledge: InsurTech: online insurance, AI-based underwriting, telematics - RegTech: using AI for KYC/AML, compliance, and reporting - WealthTech: robo-advisors (Zerodha Coin, Scripbox) and discount broking; Blockchain in finance: trade finance, cross-border payments, tokenised assets; AI and ML: credit scoring, fraud detection, chatbots, algorithmic trading, Introduction to cryptocurrency.		

Skill: Evaluate a WealthTech platform on scalability, regulation, and value to customers; Evaluate a simple RegTech tool for an NBFC to automate RBI reporting; Discuss the pros and cons of blockchain-based trade finance for Indian exporters		
UNIT6: OPEN BANKING, CYBERSECURITY AND FINANCIAL INCLUSION	**10**	**15**
Knowledge: Open Banking and Account Aggregator: consent-based data sharing in India; Cybersecurity risks in financial firms and RBI's framework and cybersecurity risks; Data privacy: DPDP Act 2023, GDPR, and cross-border data rules; Fintech and financial inclusion: JAM Trinity - Jan Dhan, Aadhaar, Mobile; The future: embedded finance, Banking-as-a-Service, platform banking, and Big Tech in finance		
Skill: Study an account aggregator use case for MSME lending and check its data privacy implications under DPDP Act 2023; Build a basic cybersecurity risk checklist for a mid-sized Fintech firm; Present a scenario on what happens to traditional banks in an embedded finance future		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Mishkin, F. S. & Eakins, S. G.	Financial Markets and Institutions (9th Ed.)	Pearson Education
2.	Fabozzi, F. J. & Modigliani, F.	Capital Markets: Institutions and Instruments (4th Ed.)	Pearson / Prentice Hall
3.	Chandra, P.	Financial Management: Theory and Practice (10th Ed.)	McGraw Hill Education
4.	Schueffel, P.	The Concise Fintech Compendium	School of Management Fribourg (Open Access)
5.	Arner, D. W., Barberis, J. N. & Buckley, R. P.	FinTech, RegTech and the Reconceptualization of Financial Regulation	Northwestern Journal of International Law (Academic Paper)
6.	RBI	Report on Trend and Progress of Banking in India (Annual)	Reserve Bank of India (Free Online)
7.	Tapscott, D. & Tapscott, A.	Blockchain Revolution: How the Technology is Changing Money, Business, and the World	Portfolio / Penguin
8.	Mitra, A. & Banerjee, S.	Indian Financial System (8th Ed.)	Himalaya Publishing House
9.	Gomber, P., Koch, J. A. & Siering, M.	Digital Finance and FinTech: Current Research and Future Research Directions	Journal of Business Economics (Springer)
10.	SEBI	SEBI Annual Report and Capital Market Review	SEBI (Free Online Publication)

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Reserve Bank of India – Publications & Data	https://www.rbi.org.in/scripts/publications.aspx
2.	NPCI – UPI & Payments Ecosystem Data	https://www.npci.org.in/what-we-do/upi/product-statistics
3.	SEBI – Market Data & Regulatory Circulars	https://www.sebi.gov.in
4.	BIS – Fintech and Digital Finance Research	https://www.bis.org/topic/fintech.htm

5.	iSPIRT – India Stack Documentation	https://indiastack.org

9. Resources required:

1.	Finance & Technology Lab: Access to Bloomberg Terminal, CMIE Prowess (bank data), RBI DBIE, and Python/R tools for data analysis.
2.	Library Access: JSTOR, SSRN, ScienceDirect, and access to RBI, SEBI, IRDAI, NPCI reports and circulars.
3.	Multimedia Classroom: Smart board and AV system for case discussions, sandbox simulations, and video lessons on global banking and Fintech.
4.	Guest Lecture Setup: To host speakers from RBI, SEBI, NPCI, banks, NBFCs, Indian Fintech startups, and consulting firms.
5.	Simulation Tools: Access to sandbox demos for UPI, Account Aggregator, and digital lending using open-source datasets.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	2	1	2	2	2
PO2-Analyse & synthesize data for informed decisions	3	3	1	3	2	2
PO3-Create & manage a new venture, fostering innovation	2	3	2	3	2	3
PO4-Formulate, implement & evaluate strategic plans	3	3	3	3	2	3
PO5-Evaluate & apply ethical frameworks	2	3	3	3	2	2
PO6-Develop oral & written communication skills	2	3	2	3	3	3
PO7-Demonstrate leadership, teamwork & networking skills	3	2	1	2	2	2
PO8-Analyse contextual social issues & explore solutions	3	3	1	3	2	2

3.2.3 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course overview:

   This course provides a comprehensive understanding of investment analysis, security valuation, and portfolio management techniques used in modern financial markets. It integrates theoretical foundations with practical applications in equity, fixed income, and mutual fund investments. The course begins with the basics of investments, distinguishing investment from trading and speculation, and understanding investor goals and risk profiling. It then explores a wide range of investment alternatives, including equity shares, bonds, mutual funds, derivatives, insurance products, and real assets. A major focus of the course is stock selection and portfolio construction, covering - Fundamental and technical analysis, Efficient Market Hypothesis, Modern Portfolio Theory (Markowitz Model), Sharpe's Single Index Model, and CAPM and APT.

   The course also examines bond valuation and immunization strategies, mutual fund performance evaluation using Sharpe, Treynor, and Jensen measures, and portfolio revision strategies such as constant mix and CPPI. With strong emphasis on spreadsheet-based analysis, Indian market data (AMFI, NSE/BSE), and real portfolio construction, the course prepares students for careers in - Investment advisory, Portfolio management, Equity research, Wealth management, Banking and financial services, and the like.

2. Course Learning Objectives:

1.	To provide foundational understanding of investment principles, risk profiling, and investment decision processes
2.	To develop knowledge of various financial instruments and investment alternatives across markets
3.	To equip learners with analytical skills for stock selection using fundamental and technical analysis
4.	To develop competence in portfolio construction using modern portfolio theories and asset pricing models
5.	To enable valuation and risk analysis of fixed-income securities and bond portfolio strategies
6.	To develop skills to evaluate, revise, and manage portfolios using performance measures and tactical strategies

3. Course Learning Outcomes: By the end of this course, students will be able to

1.	Assess investor risk profiles and design investment strategies aligned with financial goals and constraints
2.	Evaluate various investment alternatives and recommend suitable asset allocation based on lifecycle and risk tolerance
3.	Perform fundamental and technical analysis to select securities for long-term and short-term investment
4.	Construct optimal portfolios using Markowitz Model, Sharpe's Model, CAPM, and APT
5.	Value bonds, measure duration and convexity, and design bond immunization strategies
6.	Measure portfolio performance using Sharpe, Treynor, and Jensen metrics and implement portfolio revision strategies.

4. Pre-requisites for the Course:

1.	Basic knowledge of Financial Statements and Financial Statement Analysis
2.	Foundations of Corporate Finance
3.	Basics of Time Value of Money (including spreadsheet applications)

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 16	Peace, Justice & Strong Institutions
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: BASICS OF INVESTMENTS	**04**	**06**
Knowledge: Investments – Meaning. Differences between Investment, Trading and Speculation. Process of making and Managing Investments. Investment Goals and Constraints.		
Skill: Administering 'Risk Measurement Tools' and identifying the type of risk takers of at least 5 individuals.		
UNIT 2: INVESTMENT ALTERNATIVES	**06**	**10**
Knowledge: Non-marketable Financial Assets, Money Market Instruments, Fixed Income Securities, Equity Shares, Mutual Funds, Derivatives, Life Insurance Policies, Real Estate, Precious and Valuable items.		
Skill: List out the different investment alternatives based on stage of family life cycle and risk tolerance		
UNIT 3: STOCK SELECTION AND PORTFOLIO CONSTRUCTION	**24**	**40**
Knowledge: Stock Selection: Fundamental Analysis – Economy Analysis, Industry Analysis, Company Analysis and Stock Valuation. Technical Analysis. Efficient Market Hypothesis. Portfolio Construction: Calculation of Return and Risk, Decomposition of Risk. Portfolio Construction Theories-Markowitz Theory, Sharpe's Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.		
Skill: • Perform Fundamental Analysis and identify at least 5 stocks suitable for long-term investment • Perform Technical Analysis and identify at least 5 stocks for short-term investment • Construct Portfolio of selected stocks using Sharpe's Model or CAPM		
UNIT 4: BONDS (FIXED-INCOME SECURITIES)	**12**	**20**
Knowledge: Pricing of Bonds, Returns on Bonds, Risks associated with Bonds, Duration and Modified Duration. Bond Portfolio Construction – Immunization Strategy.		
Skill: Calculate Bond Price, Duration, Modified Duration and Convexity using Spreadsheet for a select Bond		
UNIT 5: MUTUAL FUNDS	**10**	**18**
Knowledge: Mutual Funds – Net Asset Value. Mutual Fund Returns. Selection Criteria – Sharpe's Measure, Treynor's Measure, Jensen's Measure.		
Skill: List out any five Asset Management Companies in India and identify the various mutual fund products offered by them. From AMFI and other sources, extract data for any type of mutual fund (stock fund or debt fund or balanced fund) and rank them on the basis of various measures.		
UNIT 6: PORTFOLIO EVALUATION AND REVISION	**04**	**06**
Knowledge: Portfolio Evaluation. Portfolio Revision – Buy and Hold, Active Tactical, Constant Mix Strategy, Constant Proportion Portfolio Insurance Strategy.		
Skill: Perform a mock Portfolio Revision using Spreadsheet		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Chandra, Prasanna	Investment Analysis and Portfolio Management	Mc Graw Hill Education
2.	Reily and Brown	Investment Analysis and Portfolio Management	Thomson South Western
3.	Fischer & Jordan	Security Analysis and Portfolio Management	Prentice Hall
4.	Bodie, Kane, Marcus and Mohanty	Investments	Mc Graw Hill Education
5.	Hirschey and Nofsinger	Investments – Analysis and Behaviour	Mc Graw Hill Education
6.	V Rajesh Kumar	Strategic Financial Management	Mc Graw Hill Education
7.	Ranganatham and Madhumthi	Investment Analysis and Portfolio Management	Pearson Education
8.	Pandian, Punithavathi	Security Analysis and Portfolio Management	Vikas Publishing
9.	Sharpe, Alexander and Bailey	Investments	Prentice Hall

8. Digital and Online Resources:

Sl. No.	Name of the Website	URL
1.	National Stock Exchange of India	www.nseindia.com
2.	Bombay Stock Exchange	www.bseindia.com
3.	Value Research Online	www.valueresearchonline.com
4.	Association of Mutual Funds in India	www.amfiindia.com
5.	Bonds Market	www.bondsmarkets.com
6.	Centre for Monitoring Indian Economy	www.cmie.com
7.	Securities and Exchange Board of India	www.sebi.gov.in
8.	Personal FN	www.personalfn.com
9.	Equity master	www.equitymaster.com
10.	Investopedia	www.investopedia.com
11.	Morningstar India	www.morningstar.in

9. Resources required:

1.	Microsoft Excel
2.	Corporate Databases like Capitaline, Prowess, etc., or Open-source Databases like Screener, Yahoo Finance etc.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	2	3	3	3	2	3
PO2-Analyse & synthesize data for informed decisions	3	3	3	3	3	3
PO3-Create & manage a new venture, fostering innovation	1	2	2	3	1	2
PO4-Formulate, implement & evaluate strategic plans	2	2	3	3	3	3
PO5-Evaluate & apply ethical frameworks	2	2	2	2	2	3
PO6-Develop oral & written communication skills	2	1	2	2	1	2
PO7-Demonstrate leadership, teamwork & networking skills	2	1	2	2	1	2
PO8-Analyse contextual social issues & explore solutions	2	2	2	2	2	2

3.2.4 FINANCIAL ANALYTICS AND MODELLING		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course integrates the core principles of financial theory with advanced computational modelling and data analytics. It equips students to build robust financial models for valuation and decision-making while leveraging data analytics and AI to predict market trends and manage risk. A strong emphasis is placed on ethical finance and sustainability through ESG integration.

2. Course Learning Objectives:

1.	To develop analytical competence in financial data interpretation and modelling.
2.	To enable students to build integrated financial models for business decision-making.
3.	To apply quantitative techniques in valuation, risk analysis, and forecasting.
4.	To integrate analytics tools (Excel/Python) in financial analysis.
5.	To promote ethical, sustainable, and data-driven financial decision-making.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Analyse financial statements using analytical and modelling techniques.
2.	Build financial models for forecasting, valuation, and capital budgeting decisions.
3.	Apply risk measurement tools for investment and corporate finance decisions.
4.	Use Excel/Python for financial simulations and scenario analysis.
5.	Evaluate financial strategies incorporating ESG and sustainability metrics.
6.	Present financial insights using dashboards and professional reports.

4. Pre-requisites for the Course:

1.	Financial Management
2.	Basic Statistics
3.	Working knowledge of MS Excel

5. SDGs associated with the Course:

SDG 7	Affordable and Clean Energy
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation, and Infrastructure
SDG 13	Climate Action
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: FINANCIAL MODELLING FOUNDATIONS	**10**	**17**
Knowledge: Meaning, Principles of model design, Three-statement integration (P&L, Balance Sheet, Cash Flow), Revenue & Expense drivers, Debt scheduling**.**		
Skill: Excel Modelling: Building dynamic 3-statement models, Error-check mechanisms, and Circular reference handling.		
UNIT 2: VALUATION AND CORPORATE MODELLING	**10**	**17**
Knowledge: DCF Analysis, WACC estimation, Terminal Value, Relative Valuation (Comps), Capital Budgeting (NPV/IRR), Dividend Discount Models**.**		
Skill: Advanced Excel: Sensitivity & Scenario analysis using Data Tables, Goal Seek, and Solver for capital structure optimization.		
UNIT 3: PROJECT AND STRATEGIC MODELLING	**10**	**17**
Knowledge: Project Finance modelling, Lease vs. Buy analysis, M&A modelling basics, Accretion/Dilution analysis, and Risk-adjusted returns.		
Skill: Simulation: Monte Carlo simulations in Excel/Python for project risk assessment and "What-if" strategic planning.		
UNIT 4: VC AND PRIVATE EQUITY MODELLING	**10**	**16**
Knowledge: Startup Valuation (Scorecard, Berkus methods), Term Sheets and Cap Tables, Waterfall Analysis (Liquidation Preferences), LBO (Leveraged Buyout) mechanics, and Exit Strategies (IPO vs. Trade Sale).		
Skill: Growth Modeling: Building a "SaaS Revenue Model" in Excel; Cap Table Management: Simulating dilution across Seed, Series A, and B rounds; LBO Modeling: Calculating IRRs and Money Multiples.		
UNIT 5: FINANCIAL DATA ANALYTICS	**10**	**17**
Knowledge: Time Series Analysis, Volatility modelling (ARCH/GARCH), Stock price forecasting, Yield curve analysis, and Market sentiment.		
Skill: Python for Finance: Using Pandas for ETL, Matplotlib/Seaborn for financial visualization, and fetching data via APIs**.**		
UNIT 6: RISK ANALYTICS AND SUSTAINABLE FINANCE	**10**	**16**
Knowledge: SDGs in Finance, Credit Risk (Altman Z-score), Value at Risk (VaR), ESG scoring, and Carbon accounting in portfolios.		
Skill: Machine Learning: Using Scikit-learn for credit default prediction and building ESG Impact Dashboards in Power BI.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Simon Benninga	Financial Modelling	MIT Press
2.	Yves Hilpisch	Python for Finance	O'Reilly
3.	John C. Hull	Risk Management and Financial Institutions	Wiley
4.	Chandan Sengupta	Financial Modelling Using Excel and VBA	Wiley
5.	Aswath Damodaran	Investment Valuation	Wiley
6..	Albright & Winston	Business Analytics: Data Analysis & Decision Making	Cengage

7.	Sharda, Delen & Turban	Business Intelligence, Analytics, and Data Science	Pearson
8.	Cole Nussbaumer Knaflic	Storytelling with Data	Wiley

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	RBI Database on Indian Economy	https://dbie.rbi.org.in
2.	Yahoo Finance API (yfinance)	https://pypi.org/project/yfinance/
3.	MSCI ESG Ratings & Climate Search	https://www.msci.com/our-solutions/esg-investing
4.	Kaggle (Financial Datasets)	https://www.kaggle.com
5.	Corporate Finance Institute (CFI)	https://corporatefinanceinstitute.com
6.	UN Sustainable Development Goals	https://sdgs.un.org/goals

9. Resources required:

1.	Software: MS Excel (Solver & Analysis Tool pak), Python (Anaconda Distribution), Power BI.
2.	Data Sources: RBI Database on Indian Economy, Yahoo Finance API, and Kaggle.
3.	Key Libraries: Pandas, NumPy, Scikit-learn, Stats models, and Seaborn.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	3	3	2	2	2
PO2-Analyse & synthesize data for informed decisions	3	3	3	3	2	2
PO3-Create & manage a new venture, fostering innovation	1	1	1	1	2	2
PO4-Formulate, implement & evaluate strategic plans	2	2	2	1	3	2
PO5-Evaluate & apply ethical frameworks	1	1	1	1	1	3
PO6-Develop oral & written communication skills	1	2	1	2	2	1
PO7-Demonstrate leadership, teamwork & networking skills	1	2	1	2	2	1
PO8-Analyse contextual social issues & explore solutions	1	2	1	2	2	1

3.3.1 CONSUMER BEHAVIOUR		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   Consumer Behaviour is a cornerstone course in the MBA Marketing curriculum, exploring the psychological, social, cultural, and situational forces that shape how individuals and organisations make purchase decisions. The course framework from motivation and perception to organisational buying and consumerism. The content elevates each domain with contemporary theoretical developments and practice-oriented skills.

   India's consumer landscape is undergoing a structural transformation: 650 million internet users, a rapidly expanding middle class, ESG-conscious Gen Z consumers, and AI-powered personalisation have fundamentally altered how brands must understand and engage their audiences. This course equips MBA students to decode these dynamics using both classical frameworks and cutting-edge tools from the Howard-Sheth Model to neuromarketing, from consumerism to sustainable consumption, and from family decision roles to digital omnichannel journeys. The sixth module grounds students in the future frontier: behavioural economics, AI-driven consumer intelligence, real-time analytics, and the ethical dimensions of data sovereignty ensuring graduates are equipped not merely for today's marketing challenges, but for those a decade ahead.

2. Course Learning Objectives:

1.	To build a comprehensive understanding of consumer psychology and their application in segmentation, targeting, and positioning decisions.
2.	To analyse individual and group influences and their impact on consumer purchase decisions across diverse Indian market segments.
3.	To evaluate classical and contemporary models of consumer decision-making.
4.	To examine post-purchase behaviour, consumer satisfaction theories, complaint behaviour, and the strategic implications of consumer delight for building loyalty and lifetime value.
5.	To understand the dynamics of consumerism, consumer rights, and organisational buying behaviour including the Buy grid Model, buyer-seller negotiation, and the Webster-Wind framework.
6.	To explore emerging frontiers: behavioural economics, neuromarketing, AI-driven personalisation, digital consumer behaviour, sustainable consumption, and the future of consumer research.

3. Course Learning Outcomes**:** By the end of the course the learner will be able to

1.	Comprehend major theories of consumer motivation, perception, learning, and attitude formation and apply them to brand communication and consumer segmentation strategies.
2.	Assess the influence of reference groups, family structures, social class, cultural values, and opinion leaders on consumer behaviour in Indian and global contexts.
3.	Analyse and compare consumer decision-making models and apply the Consumer Decision Journey (CDJ) framework to identify brand intervention opportunities in digital purchase pathways.
4.	Evaluate consumer satisfaction and post-purchase behaviour using expectancy disconfirmation, equity, and attribution theories; design evidence-based service recovery and loyalty strategies.
5.	Distinguish consumer buying from organisational buying; apply the Buy-grid Model and Webster-Wind framework to map B2B purchase processes and evaluate buyer-seller negotiation strategies.

6.	Assess and apply emerging paradigms like behavioural economics, neuromarketing, AI-powered consumer analytics, sustainable consumption and forecast their implications for future marketing practice.

4. Pre-requisites for the Course:

1.	Principles of Marketing
2.	Organisational Behaviour
3.	Business Statistics & Research Methodology
4.	English proficiency for case studies and digital behaviour discussions.

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work & Economic Growth
SDG 10	Reduced Inequalities
SDG 12	Responsible Consumption & Production
SDG 16	Peace, Justice & Strong Institutions
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO CONSUMER BEHAVIOUR	**10**	**16**
Knowledge: Scope and importance of consumer behaviour - Concept and diversity of consumers - Characteristics of Indian consumers - Individual determinants of consumer behaviour: Motivation (Maslow, McClelland, Herzberg), Personality and Self-Concept (Freudian, Neo-Freudian, Trait Theory), Consumer Perception, Learning (Classical & Operant Conditioning, Cognitive Learning), and Attitude Formation & Change (Tri-component Model, Multi-attribute Fishbein Model).		
Skill: • Construct detailed 360° consumer personas for two distinct Indian market segments (urban millennial vs. rural aspirant), identifying motivational drivers and attitudinal barriers using secondary research and social listening tools. • Conduct paired means-end chain (laddering) interviews to uncover latent consumer motivations behind product choices, linking product attributes → functional consequences → personal values. • Analyse how brands like Tanishq, Amul, and Apple align with consumers' actual, ideal, and social self-concepts.		
UNIT 2: INDIVIDUAL AND GROUP INFLUENCES ON CONSUMER BEHAVIOUR	**10**	**17**
Knowledge: Consumer needs and motives: positive vs. negative motivation, rational vs. emotional motives - Reference groups and opinion leaders: types of reference groups, opinion leadership traits, and the modern role of social media micro-influencers and Key Opinion Leaders (KOLs) - Family decision-making - Social class - Culture, and cross- - cultural consumer behaviour - Hofstede's cultural dimensions; cross-cultural marketing challenges in diverse markets - Diffusion of Innovations, Rogers' diffusion model and applications to new product launch strategy.		
Skill: • Using Instagram, YouTube, and Brandwatch, map the influencer ecosystem for a FMCG brand, categorise influencers by tier (mega/macro/micro/nano), and evaluate their referent power and credibility.		

- Role-play structured family purchase scenarios and identify decision roles, conflict resolution strategies, and dominant decision-makers across different socioeconomic profiles.
- Select a recently launched product/technology and plot its adoption curve using secondary data, identifying barriers to diffusion and recommending acceleration strategies.

UNIT 3: CONSUMER DECISION-MAKING MODELS	**12**	**20**

Knowledge: Models of consumer decision-making: Nicosia Model, Engel-Kollatt-Blackwell (EKB) Model, Howard-Sheth Model, Bettman's Information Processing Model, and HCB Model - Concept of consumer involvement - Problem-solving continuum: Extensive Problem Solving (EPS), Limited Problem Solving (LPS), and Routinised Response Behaviour (RRB)-Digital-era decision making: the McKinsey Consumer Decision Journey (CDJ), the Zero Moment of Truth (ZMOT), and the role of online reviews, chatbots, and social proof in reshaping the traditional funnel.

Skill:

- Map a real consumer decision through the EKB and Howard-Sheth frameworks, identifying information sources, evaluative criteria used, and post-decision output
- Design and administer a consumer involvement profile (CIP) questionnaire for two product categories (high vs. low involvement).
- Trace the digital-era purchase journey of a product category and identify critical 'moments of truth' for brand intervention.

UNIT 4: POST-PURCHASE BEHAVIOUR AND CONSUMER SATISFACTION	**10**	**17**

Knowledge: Post-purchase behaviour: product use, disposition, and the concept of cognitive dissonance - Buyer Remorse - Consumer satisfaction models: Expectancy Disconfirmation Model (Oliver), Desires Congruency Model, Equity Theory (Adams), Attribution Theory, and the Kano Model of delight and dissatisfaction drivers - Consumer delight vs. satisfaction - Net Promoter Score (NPS), and Customer Lifetime Value (CLV) - Consumer complaint behaviour - factors influencing complaint lodging, online complaint escalation - Service recovery paradox.

Skill:

- Conduct 15 structured post-purchase interviews for a restaurant or e-commerce service, code responses using the Expectancy Disconfirmation framework, and present a satisfaction gap analysis with service recovery recommendations.
- Using real or simulated customer data, students calculate Net Promoter Scores, segment detractors vs. promoters, estimate Customer Lifetime Value, and design a targeted retention intervention for each segment.
- Analyse 50 Tweets, Google Reviews, or Zomato/Swiggy reviews for a chosen brand, classify complaints by type and severity, and develop a structured brand response protocol and service recovery matrix.

UNIT 5: CONSUMERISM	**08**	**13**

Knowledge: Consumerism: evolution of the consumer society, definition and philosophical underpinnings of consumerism, buyers' rights - sellers' responsibilities, and effects of consumerism on corporate policy and marketing ethics - Consumer Protection Act 2019 (India) - the role of Consumer Dispute Redressal Commissions.

Skill: File a simulated consumer complaint through the National Consumer Helpline (NCH) portal (www.consumerhelpline.gov.in), document the process, and present a report on the effectiveness of India's consumer redressal mechanisms and the Consumer Protection Act 2019

UNIT 6: EMERGING TRENDS AND THE FUTURE OF CONSUMER BEHAVIOUR	**10**	**17**

Knowledge: Concept of Behavioural Economics & Nudge Theory - Neuromarketing: EEG, fMRI, eye-tracking, GSR (galvanic skin response), and facial action coding (FACS)-how neuro-

physiological methods are redefining consumer insight beyond self-report data, ethical considerations- Digital & Omnichannel Consumer Behaviour-Sustainable & Ethical Consumption: green consumer profiles, ESG-aligned purchasing, circular economy, greenwashing risks - Generative AI tools in consumer insight - the evolving ethical landscape of data sovereignty and consumer privacy rights.
Skill: • Select a digital platform and conduct a systematic audit of behavioural nudges and present the learning outcomes. • Analyse published neuromarketing research studies to extract methodological lessons, and present the findings.

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Schiffman, L.G. & Wisenblit, J.L.	Consumer Behaviour (11th Ed.)	Pearson Education
2.	Solomon, M.R.	Consumer Behaviour: Buying, Having, and Being (13th Ed.)	Pearson/Prentice Hall
3.	Hawkins, D.I. & Mothersbaugh, D.L.	Consumer Behaviour: Building Marketing Strategy (13th Ed.)	McGraw-Hill Education
4.	SN Murthy, U Bhojanna, LP Rajan	Consumer Behaviour	Himalaya Publishing House, First Edition 2025
5.	Kotler, P. & Keller, K.L.	Marketing Management (16th Ed.)	Pearson Education
6.	Ariely, D.	Predictably Irrational: The Hidden Forces That Shape Our Decisions	HarperCollins
7.	Thaler, R.H. & Sunstein, C.R.	Nudge: Improving Decisions About Health, Wealth & Happiness	Penguin Books
8.	Lindstrom, M.	Buyology: Truth and Lies About Why We Buy	Crown Business
9.	Kotler, P., Rackham, N. & Krishnaswamy, S.	Ending the War Between Sales and Marketing	Harvard Business Review Press
10.	Webster, F.E. & Wind, Y.	Organisational Buying Behaviour	Prentice Hall
11.	Ariely, D.	Predictably Irrational: The Hidden Forces That Shape Our Decisions	HarperCollins

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	JSTOR – Academic Journals & Research	https://www.jstor.org
2.	Statista – Consumer Market Data & Reports	https://www.statista.com
3.	Nielsen IQ – Consumer Intelligence Hub	https://nielseniq.com/global/en/insights/
4.	National Consumer Helpline (India – NCH)	https://consumerhelpline.gov.in
5.	WARC – Global Marketing Effectiveness Database	https://www.warc.com
6.	SurveyMonkey / Google Forms – Survey Design	https://www.surveymonkey.com | https://forms.google.com

7.	Kantar Worldpanel – Consumer Purchase Data	https://www.kantar.com/campaigns/worldpanel

9. Resources required:

1.	Smart Classroom Infrastructure
2.	Library & Database Access
3.	Collaboration & Simulation Platforms
4.	Consumer Behaviour Research Lab

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	3	3	3	2	3
PO2-Analyse & synthesize data for informed decisions	2	2	3	3	2	3
PO3-Create & manage a new venture, fostering innovation	2	1	2	1	3	3
PO4-Formulate, implement & evaluate strategic plans	3	2	3	3	3	3
PO5-Evaluate & apply ethical frameworks	2	3	2	3	3	3
PO6-Develop oral & written communication skills	3	3	2	3	3	3
PO7-Demonstrate leadership, teamwork & networking skills	1	2	2	2	3	3
PO8-Analyse contextual social issues & explore solutions	2	3	2	3	3	3

3.3.2 PRODUCT AND BRAND MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   Product & Brand Management course is designed for MBA students to develop an in-depth understanding of managing products and brands in dynamic, competitive, and digitally transformed markets. The course integrates classical brand theory with contemporary practice, enabling students to navigate the intersection of consumer psychology, marketing strategy, and business performance. Through six rigorously designed modules, students will explore the complete lifecycle of a product from ideation and development to brand building, global expansion, and future-forward management. The curriculum is enriched with live case studies of Indian and global brands, hands-on simulations, AI-powered brand tools, and a dedicated module on emerging technologies and future trends in branding. Students will leave the course equipped to make informed, data-driven product and brand decisions that create sustainable competitive advantage.

2. Course Learning Objectives:

1.	To equip students thorough understanding of product management concepts, frameworks, and decision-making tools across the product lifecycle.
2.	To develop competency in brand strategy formulation including brand identity, architecture, equity measurement, and positioning.
3.	To build skills in designing and executing integrated brand communication campaigns across traditional and digital channels.
4.	To analyse global branding challenges, luxury brand management, and brand crisis response strategies.
5.	To expose students to current technological advancements including AI, metaverse, D2C models, and data-driven brand management tools.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Identify core product management frameworks - PLC, BCG Matrix, NPD.
2.	Understand brand identity, brand equity, and brand architecture for both established and emerging brands.
3.	Design an integrated marketing communication campaign incorporating storytelling, digital channels, and consumer insight.
4.	Assess brand extension, co-branding, licensing, and repositioning decisions using strategic frameworks.
5.	Evaluate global branding complexities and develop culturally sensitive, ethically grounded brand strategies.
6.	Demonstrate awareness of emerging technologies (AI, Metaverse, D2C, ESG) and their transformative impact on future brand management practice.

4. Pre-requisites for the Course:

1.	Principles of Marketing
2.	Marketing Management and Digital Marketing Fundamentals
3.	Consumer Behaviour
4.	Business Statistics / Research Methods

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 9	Industry, Innovation & Infrastructure
SDG 12	Responsible Consumption & Production

SDG 13	Climate Action
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO PRODUCT MANAGEMENT	**12**	**20**
Knowledge: Concept, classification and levels of product - Product Mix: Width, Length, Depth and Consistency, Product Line decisions - Product Life Cycle (PLC): Stages, characteristics, and strategic implications - New Product Development (NPD) process: Idea generation to commercialisation - Product Differentiation and Positioning strategies - Consumer Adoption and Diffusion of Innovation (Rogers' model)		
Skill: • Conduct a comprehensive product portfolio audit for a chosen company using the BCG Matrix and Ansoff Matrix frameworks • Identify the PLC stage of three real-world products and recommend appropriate marketing strategies for each stage • Design a new product concept using the Stage-Gate model and present a structured NPD report with market feasibility analysis		
UNIT 2: BRAND MANAGEMENT: IDENTITY, ARCHITECTURE & EQUITY	**08**	**13**
Knowledge: Brand: Definition, significance, and functions in modern markets - Brand Identity Prism (Kapferer) and Brand Personality (Aaker's framework) - Brand Architecture: Branded House, House of Brands, Endorsed and Sub-brand strategies - Brand Equity: Keller's CBBE Model and Aaker's Brand Equity Model - Brand Associations, Brand Awareness, Perceived Quality and Brand Loyalty - Measuring Brand Equity: Financial and consumer-based approaches.		
Skill: • Apply Kapferer's Brand Identity Prism to analyse a global and an Indian brand, comparing their identity elements. • Use Keller's CBBE pyramid to evaluate a brand of choice, support with social listening data and brand tracking metrics • Administer Aaker's Brand Personality Scale survey on 20 respondents for a selected brand and present insights		
UNIT 3: BRAND BUILDING, COMMUNICATION AND STORYTELLING	**08**	**14**
Knowledge: Integrated Marketing Communications (IMC) for brand building - Brand Resonance and creating deep consumer-brand relationships - Brand Storytelling: Narrative frameworks, emotional branding and archetypes - Digital Brand Building: Social media branding, content marketing and influencer marketing - Brand Communication across touchpoints: ATL, BTL, and TTL strategies - Advertising campaigns: Brief writing, creative execution and media planning		
Skill: • Develop a 360-degree IMC campaign for a new product launch, specifying objectives, target audience, message strategy, and media mix. • Craft a brand narrative using the Hero's Journey archetype for an emerging Indian brand or a student-proposed startup • Design a 30-day social media content calendar aligned to a brand's communication strategy and seasonal calendar.		
UNIT 4: BRAND EXTENSIONS, CO-BRANDING, LICENSING AND REPOSITIONING	**08**	**13**
Knowledge: Brand Extensions: Line extensions vs. category extensions; success factors and risks - Co-branding and Brand Alliances: Types, strategic rationale and outcomes - Brand Licensing: Process, benefits, risks, and royalty considerations - Brand Revitalisation and		

Repositioning: Strategies for declining or stagnant brands - Flanker Brands, Fighter Brands and Brand Portfolio Management.		
Skill: • Design a co-branding partnership proposal between two complementary brands, outlining objectives, risks, and expected outcomes • Develop a brand repositioning strategy for a brand that has lost relevance with a phased execution roadmap • Audit a company's brand portfolio for redundancies and cannibalism, and present a rationalisation strategy with rationale		
UNIT 5: GLOBAL BRANDING, LUXURY BRANDING AND BRAND CRISIS MANAGEMENT	**12**	**20**
Knowledge: Global vs. Local Brand Strategy: Standardisation vs. Adaptation dilemma - Country-of-Origin Effect and Place - Luxury Brand Management: Exclusivity, heritage, experiential marketing, and pricing - Employer Branding and Internal Branding: Aligning employees with brand values - Brand Crisis Management: Types of brand crises, response frameworks Situational Crisis Communication Theory (SCCT), and recovery - Ethical Branding, Surrogate Branding, Greenwashing, and Cause-Related Marketing.		
Skill: • Develop a global brand strategy for an Indian brand seeking international expansion, addressing cultural adaptation and brand consistency. • Analyse the brand strategy of a luxury brand using the Luxury Brand Value Chain framework. • Simulate a brand crisis scenario and develop a structured crisis communication and recovery plan.		
UNIT 6: CONTEMPORARY DEVELOPMENTS IN PRODUCT AND BRAND MANAGEMENT	**12**	**20**
Knowledge: Virtual brand experiences - Direct-to-Consumer (D2C) Brand Models: Building brands without traditional retail intermediaries - Subscription Brand Models and Customer Lifetime Value (CLV) maximisation - Data-Driven Brand Management - Voice Branding, Sonic Identity, and Immersive Brand Experiences (AR/VR) - Brand Activism and Gen Z/Alpha Consumer Expectations: Authenticity, inclusivity, and social responsibility - Quick Commerce brand wars, Influencer-to-brand evolution, Regional Language Marketing in India, ONDC and its brand implications		
Skill: • Design a D2C brand launch strategy for a niche product category in the Indian market, covering brand identity, digital channels, community building, and unit economics • Present a 5-year brand scenario planning exercise for a chosen industry (FMCG, EdTech, or FinTech), incorporating megatrends, technology shifts, and consumer evolution		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Kevin Lane Keller	Strategic Brand Management: Building, Measuring, and Managing Brand Equity	Pearson Education (5th Ed.)
2.	David A. Aaker	Building Strong Brands	Free Press / Simon & Schuster
3.	Philip Kotler & Kevin Lane Keller	Marketing Management	Pearson Education (16th Ed.)
4.	Jean-Noel Kapferer	The New Strategic Brand Management	Kogan Page (5th Ed.)
5.	Marc Gobe	Emotional Branding: The New Paradigm for Connecting Brands to People	Allworth Press

6.	Rita Clifton & John Simmons (Eds.)	Brands and Branding	Bloomberg Press / The Economist
7.	Harish Bijoor	Brand Bharat: Building Indian Brands	Penguin Random House India
8.	Wally Olins	Brand New: The Shape of Brands to Come	Thames & Hudson
9.	David Jobber & John Fahy	Foundations of Marketing	McGraw-Hill Education (6th Ed.)

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Nielsen Consumer Intelligence	https://www.nielseniq.com
2.	Kantar BrandZ Global Rankings	https://www.kantar.com/campaigns/brandz
3.	Harvard Business Review – Marketing	https://hbr.org/topic/marketing
4.	Brand Finance Annual Reports	https://brandfinance.com
5.	Coursera – Brand Management (Coursera/LBS)	https://www.coursera.org/learn/brand-management
6.	Google Think with Google	https://www.thinkwithgoogle.com
7.	WARC – Advertising & Marketing Intelligence	https://www.warc.com

9. Resources required:

1.	Smart Classroom Infrastructure
2.	Library & Database Access
3.	Access to online brand analytics tools

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	3	2	3	2	2
PO2-Analyse & synthesize data for informed decisions	2	2	1	3	2	3
PO3-Create & manage a new venture, fostering innovation	2	2	3	2	2	3
PO4-Formulate, implement & evaluate strategic plans	3	3	2	3	3	3
PO5-Evaluate & apply ethical frameworks	1	2	2	2	3	2
PO6-Develop oral & written communication skills	1	2	3	2	3	2
PO7-Demonstrate leadership, teamwork & networking skills	1	2	3	2	3	2
PO8-Analyse contextual social issues & explore solutions	2	2	3	2	2	1

3.3.3 INTEGRATED MARKETING COMMUNICATION		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   Integrated Marketing Communication (IMC) is a strategic approach that unifies all marketing communication tools, channels, and messages to deliver a consistent, coherent, and compelling brand experience to target audiences. This course is designed to equip MBA students with both conceptual understanding and applied skills to plan, execute, and evaluate integrated communication campaigns in contemporary business environments. The course spans six well-structured modules progressing from foundational IMC principles through advertising, digital and social media, public relations, campaign planning, and culminating in an exploration of cutting-edge developments including Artificial Intelligence, Metaverse marketing, neuromarketing, and ethical imperatives shaping the future of marketing communication. Students will engage with real-world case studies, live brand analyses, and industry tools throughout the semester.

2. Course Learning Objectives:

1.	To provide a comprehensive understanding of the IMC framework and its strategic role in modern marketing.
2.	To develop students' ability to design, plan, and execute integrated communication campaigns across multiple channels.
3.	To familiarise students with contemporary digital marketing tools, social media strategies, and performance marketing metrics.
4.	To enable critical evaluation of advertising, PR, and promotional effectiveness using measurement frameworks.
5.	To sensitise students to ethical considerations, data privacy, and sustainable practices in marketing communication.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Understand the principles of Integrated Marketing Communication in developing coherent brand communication strategies.
2.	Analyse campaigns using creative strategy, media planning, and budgeting frameworks.
3.	Identify digital marketing platforms and analytics tools to plan, execute, and optimise online marketing communication.
4.	Evaluate and implement public relations, event marketing, and sponsorship strategies aligned with organisational objectives.
5.	Develop a comprehensive IMC plan integrating sales promotion, direct marketing, and loyalty strategies with measurable ROI.
6.	Assess emerging technologies and their transformative impact on IMC, and apply ethical frameworks to contemporary communication challenges.

4. Pre-requisites for the Course:

1.	Basic knowledge of Marketing Management concepts
2.	Fundamental understanding of consumer behaviour and market segmentation.
3.	Familiarity with digital tools and social media platforms for business use.

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work & Economic Growth
SDG 9	Industry, Innovation & Infrastructure
SDG 10	Reduced Inequalities
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION	**12**	**20**
Knowledge: Introduction to IMC: Definition, evolution and contemporary relevance - Marketing communication mix: Advertising, PR, Sales Promotion, Personal Selling, Direct Marketing, MICE, Digital Media - Communication process models: AIDA, Elaboration Likelihood Model (ELM), Shannon-Weaver model - Brand identity and positioning in an integrated communication framework.		
Skill: • Conduct an audit of a real brand's communication touchpoints and identify integration gaps • Map the communication journey of a chosen brand using the AIDA model • Develop a brand personality and consistent voice guideline for a startup brand		
UNIT 2: ADVERTISING STRATEGY AND CREATIVE DEVELOPMENT	**08**	**13**
Knowledge: Advertising objectives and budgeting methods - Creative strategy: Message appeals – Rational, Emotional, Fear, Humour, Transformational - Creative brief development and campaign conceptualisation - Media planning and Budgeting: Reach, frequency, GRP, TRP, media mix selection - Copywriting, storyboarding and ad production essentials		
Skill: • Draft a creative brief for a product launch campaign targeting Gen Z consumers • Design a media plan with budget allocation across TV, digital, OOH, and print for an FMCG brand		
UNIT 3: DATA-DRIVEN DIGITAL MARKETING AND OMNICHANNEL SOCIAL COMMUNICATION	**08**	**13**
Knowledge: Difference between multichannel, cross-channel, and omnichannel marketing communication, Mapping the digital customer journey, Zero-Moment of Truth (ZMOT) and its implications for brand communication strategy, Platform-specific content strategy: Instagram Reels, YouTube Shorts, LinkedIn newsletters, X (Twitter) threads, Pinterest, Threads, Social commerce ecosystem: Instagram Shopping, WhatsApp Catalogue, YouTube Shopping, Pinterest Buyable Pins.		
Skill: Select a real D2C brand and map its complete digital customer journey across all touchpoints. Identify communication gaps, inconsistencies in messaging, and propose an integrated omnichannel communication plan.		
UNIT 4: PUBLIC RELATIONS, SPONSORSHIP AND EVENT MARKETING	**08**	**14**
Knowledge: Public relations: Functions, types, press release writing, media relations management - Crisis communication management: Frameworks (SCCT) - Sponsorship marketing: Objectives, selection criteria, activation strategies and ROI evaluation - Event marketing and experiential communication: Live events, pop-ups, trade shows - Corporate Social Responsibility (CSR) communication and cause-related marketing		
Skill: • Draft a press release for a brand launch or CSR initiative following APA style guidelines • Crisis Communication Plan: Develop a crisis communication response plan for a simulated brand controversy using SCCT framework • Design a complete sponsorship activation plan for a sporting or cultural event		
UNIT 5: SALES PROMOTION, DIRECT MARKETING AND IMC CAMPAIGN PLANNING	**12**	**20**
Knowledge: Sales promotion: Consumer-oriented and trade-oriented tools, design and evaluation - Direct marketing: Direct mail, telemarketing, database marketing, CRM integration - Loyalty programmes: Design, gamification and customer retention strategies - IMC campaign		

planning process: Situation analysis (SWOT/PESTLE), target audience profiling, message strategy, budget, timeline - Campaign measurement frameworks: DAGMAR, SMART objectives.		
Skill: • Develop a full integrated campaign plan for a real or simulated brand. • Design a tiered loyalty programme for a retail or hospitality brand incorporating gamification elements		
UNIT6: TRENDS IN IMC	**12**	**20**
Knowledge: AI-powered marketing communication: Generative AI in ad creation, AI chatbots and conversational marketing - Marketing automation platforms, CDP and data-driven personalisation - USP Ethics in Marketing Communication: Targeting Vulnerable group, Stereotyping, Portrayal of Women, Unethical Practices in Marketing Communication - Web 3.0, blockchain in advertising, short-form video dominance, and hyper-personalisation		
Skill: • Use generative AI tools (ChatGPT, Canva AI, Adobe Firefly) to create ad copies, visuals and campaign concepts. • Analyse a contemporary brand campaign for ethical compliance, data usage, representation, environmental claims and prepare a report with recommendations		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Belch, G. E., & Belch, M. A.	Advertising and Promotion: An Integrated Marketing Communication Perspective (11th ed.)	McGraw-Hill Education
2.	Clow, K. E., & Baack, D.	Integrated Advertising, Promotion, and Marketing Communications (8th ed.)	Pearson
3.	Shimp, T. A., & Andrews, J. C.	Advertising, Promotion, and Other Aspects of Integrated Marketing Communications (9th ed.)	Cengage Learning
4.	Fill, C.	Marketing Communications: Brands, Experiences and Participation (7th ed.)	Pearson
5.	Kotler, P., Keller, K., Koshy, A., & Jha, M.	Marketing Management – A South Asian Perspective (15th ed.)	Pearson India
6.	Chaffey, D., & Ellis-Chadwick, F.	Digital Marketing: Strategy, Implementation and Practice (7th ed.)	Pearson
7.	Scott, D. M.	The New Rules of Marketing and PR (8th ed.)	Wiley
8.	Kapferer, J.-N.	The New Strategic Brand Management (5th ed.)	Kogan Page
9.	Ryan, D.	Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation (5th ed.)	Kogan Page

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Google Digital Garage	https://learndigital.withgoogle.com/digitalgarage
2.	HubSpot Academy	https://academy.hubspot.com
3.	Coursera – IMC & Digital Marketing	https://www.coursera.org/specializations/digital-marketing
4.	Think with Google	https://www.thinkwithgoogle.com
5.	Marketing Week	https://www.marketingweek.com

9. Resources required:

1.	Smart classroom with internet connectivity, projector, and interactive whiteboard
2.	Library & Database Access
3.	Subscriptions or free access to digital tools
4.	Laboratory/computer lab access for hands-on simulation exercises

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	3	2	3	3	2
PO2-Analyse & synthesize data for informed decisions	2	3	3	2	3	3
PO3-Create & manage a new venture, fostering innovation	1	2	2	3	2	2
PO4-Formulate, implement & evaluate strategic plans	3	3	2	3	3	3
PO5-Evaluate & apply ethical frameworks	2	1	2	2	2	3
PO6-Develop oral & written communication skills	3	2	3	2	2	3
PO7-Demonstrate leadership, teamwork & networking skills	2	2	3	3	3	2
PO8-Analyse contextual social issues & explore solutions	2	2	3	2	2	3

3.3.4. SALES & CUSTOMER RELATIONSHIP MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   Sales & Customer Relationship Management is a core course designed to equip MBA students with strategic, analytical, and operational capabilities required to excel in modern selling environments and build enduring customer relationships. The course bridges classical sales management theory with cutting-edge digital CRM practices, preparing students for leadership roles in sales, marketing, and customer success functions.

   The students will explore the complete sales ecosystem - from sales force design and territory management to advanced CRM analytics, AI-driven personalization, and the future of human-machine collaboration in selling. Real-world case studies, CRM platform demonstrations, negotiation simulations, and live project work ensure practical readiness alongside conceptual depth. The sixth module uniquely addresses disruptive innovations shaping the future of sales - including Generative AI, conversational CRM, Metaverse selling, and sustainability-driven customer engagement.

2. Course Learning Objectives:

1.	To build foundational and advanced knowledge of sales management processes, strategies, and organizational design.
2.	To understand and apply CRM philosophy, architecture, and technology to manage the complete customer lifecycle.
3.	To develop competencies in sales force recruitment, training, motivation, compensation, and performance management.
4.	To leverage digital tools, CRM platforms, and data analytics for evidence-based sales and relationship decisions.
5.	To master strategic sales planning, key account management, negotiation, and omnichannel strategy execution.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Understand sales organization structures and end-to-end sales process frameworks applicable to diverse industry contexts.
2.	Examine data-driven CRM strategies incorporating customer lifetime value analysis, segmentation, and multi-channel engagement models.
3.	Analyse the sales force management systems including compensation plans, territory design, and coaching frameworks.
4.	Evaluate CRM technology platforms and data analytics tools to generate actionable insights for sales growth and retention.
5.	Apply strategic account management plans, conduct principled negotiations, and design omnichannel sales strategies for complex B2B environments.
6.	Assess and apply emerging Sales & CRM innovations — including Generative AI, conversational CRM, hyper-personalization, and Metaverse selling — to anticipate future market requirements.

4. Pre-requisites for the Course:

1.	Principles of Marketing Management
2.	Business Statistics and Research Methods
3.	Organizational Behaviour

5. SDGs associated with the course:

SDG 8	Decent Work & Economic Growth
SDG 9	Industry, Innovation & Infrastructure
SDG 12	Responsible Consumption & Production
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO SALES MANAGEMENT	**10**	**17**
Knowledge: Evolution of personal selling: from transactional to consultative to solution-based selling - Sales process framework - organization structures: line, line-and-staff, functional, and hybrid models - Role of the sales manager – Traits of Sales Manager - Ethical dimensions in sales: integrity-based selling, legal compliance, and professional codes of conduct		
Skill: • Construct seven-step sales process map for a B2B product/service. • Analyse an appropriate sales organization structure for a firm, • Role-play and resolve real-world sales ethics scenarios using integrity-based selling principles, developing personal codes of professional conduct.		
UNIT 2: SALES FORCE MANAGEMENT AND PERFORMANCE OPTIMIZATION	**10**	**17**
Knowledge: Recruitment and selection of sales personnel: competency frameworks and assessment methods - Sales training design - Motivation theories - Compensation structures - Sales territory design and workload equalization methods - Sales quotas - Sales performance metrics - Coaching and performance management: Goal Reality Option and Will (GROW) model, feedback frameworks, and PIP design		
Skill: • Design a sales compensation and incentive plan for a multi-product firm. • Conduct a mock sales performance audit using KPIs and pipeline metrics, identify performance gaps, and develop a structured coaching plan using the GROW framework.		
UNIT 3: SALES STRATEGY, KEY ACCOUNT MANAGEMENT AND NEGOTIATION	**10**	**17**
Knowledge: Strategic sales planning: market analysis, competitive positioning, and go-to-market strategy (GTM) – B2B vs. B2C sales strategy: differences in buyer behaviour, decision-making units, and sales cycles - Key Account Management (KAM) - Channel management - Sales negotiation: principled negotiation (Harvard model), BATNA, ZOPA, and tactical frameworks - Account-Based Marketing (ABM) integration with sales for high-value customer acquisition - Sales forecasting methods.		
Skill: • Participate in a structured multi-round negotiation simulation (buyer-seller roleplay), applying the Harvard principled negotiation model, BATNA, and ZOPA concepts to reach mutually beneficial outcomes. • Design an omnichannel sales strategy for a consumer goods brand.		
UNIT 4: CUSTOMER RELATIONSHIP MANAGEMENT: STRATEGY AND ARCHITECTURE	**08**	**13**
Knowledge: CRM concept, philosophy, and strategic imperatives for competitive advantage – CRM Sales Funnel - Customer lifecycle management - Customer value analysis - CRM architecture: operational, analytical, and collaborative CRM systems - Data-driven customer profiling and persona development - Voice of the Customer (VoC) programs: NPS, CSAT, and		

CES measurement frameworks - CRM implementation roadmap: change management, people, process, and technology dimensions.		
Skill: • Calculate and interpret Customer Lifetime Value for segmented customer groups. • Develop an end-to-end CRM architecture plan for a mid-size enterprise. • Evaluate a voice of the customer dashboard integrating NPS, CSAT, and CES metrics.		
UNIT 5: CRM TECHNOLOGIES, DIGITAL TOOLS AND DATA ANALYTICS	**12**	**20**
Knowledge: CRM software landscape, features and selection criteria - Sales automation and CRM integration with ERP, marketing automation, and customer service platforms. Social CRM- Mobile CRM: field force enablement, real-time data access, and geo-tagging for sales - Customer data platforms (CDP) vs. CRM: integration architecture and use cases - Data privacy, GDPR, DPDP Act (India), and ethical data governance in CRM systems		
Skill: • Prepare a structured comparative evaluation of at least three CRM platforms (Salesforce, HubSpot, Zoho) using a weighted scorecard for a specific industry scenario. • Develop a Social CRM plan for a consumer brand, integrating social listening tools, sentiment analysis workflows, and community engagement tactics with clear ROI metrics.		
UNIT 6: TRENDS IN SALES AND CRM	**10**	**16**
Knowledge: AI-powered sales using generative AI - Conversational CRM - Sales in the Metaverse - Relationship intelligence platforms – Sustainability driven selling: ESG integration into sales messaging, green CRM, and responsible customer engagement - Future workforce in sales: human-AI collaboration, reskilling imperatives, and the evolving role of the sales professional - Global CRM trends: hyperlocal customization, regional regulatory frameworks, and cross-border customer management.		
Skill: • Demonstrate practical use of at least three AI-powered sales tools (e.g., ChatGPT for outreach, Gong.io for call analysis, predictive lead scoring) and present a workflow integration plan for a sales team. • Develop a 3-year forward-looking sales and CRM strategy for an organization.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Churchill, Ford, Walker, Johnston & Tanner	Sales Force Management: Planning, Implementation, and Control (12th Ed.)	McGraw-Hill Irwin
2.	Anderson, Dubinsky & Mehta	Personal Selling: Building Customer Relationships and Partnerships (2nd Ed.)	Cengage Learning
3.	Salesforce (Contributed)	The Salesforce Economy: How AI, Mobile, and the Cloud are Transforming the Enterprise	Wiley
4.	Gitomer, J.	The Sales Bible: The Ultimate Sales Resource (New Edition)	Wiley
5.	Cespedes, F. V.	Sales Management That Works: How to Sell in a World That Never Stops Changing	Harvard Business Review Press
6.	Peppers, D. & Rogers, M.	Managing Customer Relationships: A Strategic Framework (2nd Ed.)	Wiley
7.	Buttle, F. & Maklan, S.	Customer Relationship Management: Concepts and Technologies (4th Ed.)	Routledge (Taylor & Francis)

8.	Kotler, P., Rackham, N. & Krishnaswamy, S.	Ending the War Between Sales and Marketing	Harvard Business Review Press
9.	Payne, A. & Frow, P.	Strategic Customer Management: Integrating Relationship Marketing and CRM	Cambridge University Press

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Salesforce Trailhead	https://trailhead.salesforce.com
2.	HubSpot Academy	https://academy.hubspot.com
3.	CRM Magazine & Destination CRM	https://www.destinationcrm.com
4.	Gartner Magic Quadrant (CRM)	https://www.gartner.com/en/sales
5.	LinkedIn Learning — Sales Courses	https://www.linkedin.com/learning

9. Resources required:

1.	Digital learning Infrastructure
2.	Library Resources & CRM Software Access
3.	Collaboration & Simulation Platforms
4.	Data Analytics Tools

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	3	3	2	3	2
PO2-Analyse & synthesize data for informed decisions	2	3	3	3	3	3
PO3-Create & manage a new venture, fostering innovation	2	2	2	3	3	3
PO4-Formulate, implement & evaluate strategic plans	3	3	3	2	3	3
PO5-Evaluate & apply ethical frameworks	2	2	3	2	3	2
PO6-Develop oral & written communication skills	2	2	3	2	3	2
PO7-Demonstrate leadership, teamwork & networking skills	3	2	3	2	3	2
PO8-Analyse contextual social issues & explore solutions	1	2	2	1	2	3

3.4.1 LEARNING AND DEVELOPMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course provides a comprehensive understanding of how organizations design and deliver learning interventions to build individual and institutional capability. It integrates foundational theories of learning psychology with the practical realities of designing, facilitating, and evaluating training programmes in diverse organisational contexts. The course covers a broad spectrum of training methodologies, from traditional classroom instruction to experiential learning and digital delivery formats. A significant focus is placed on management development, career management, and the evolving landscape of digital learning ecosystems, including AI-curated learning paths and virtual reality simulations.

   The course prepares students to serve as strategic learning partners who can align talent development initiatives with organisational goals and measure their return on investment.

2. Course Learning Objectives:

1.	To provide a deep understanding of learning psychology and its application in organisational development.
2.	To impart knowledge on the strategic alignment of training initiatives with business goals.
3.	To make students proficient in designing, delivering, and evaluating diverse training methodologies.
4.	To elucidate the pathways for employee and management development for sustainable growth.
5.	To help understand contemporary workplace shifts and the integration of digital tools in the learning ecosystem.
6.	To enable students to critically evaluate the ethical and governance dimensions of AI-driven learning and automated skill assessment systems.

3. Course Learning Outcomes: By the end of this course, students will be able to-

1.	Demonstrate a comprehensive understanding of learning theories (Behavioural, cognitive, social, and experiential) and apply them to design effective learning interventions in organizational contexts.
2.	Analyse organizational goals and strategically align training and development initiatives to enhance individual, team, and organizational performance.
3.	Design, develop, and deliver structured training Programmes using diverse methodologies such as instructor-led training, e-learning, blended learning, simulations, and experiential techniques.
4.	Assess the effectiveness of training programmes using appropriate evaluation models (such as Kirkpatrick's framework and ROI analysis) and recommend improvements based on data-driven insights.
5.	Identify and implement pathways for employee development, leadership grooming, succession planning, and career progression to ensure sustainable organizational growth.
6.	Examine contemporary workplace trends and effectively integrate digital tools (LMS, AI-based platforms, microlearning, gamification) into the learning ecosystem.
7.	Critically analyse the ethical, legal, and governance implications of AI-driven learning systems, including automated skill assessments, data privacy, bias, and transparency in decision-making.

4. Pre-requisites for the Course:

1.	Fundamentals of Human Resource Management
2.	Organisational Behaviour
3.	Basics of Psychology and Adult Learning Principles

5. SDGs associated with the Course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: FOUNDATIONS OF LEARNING AND COGNITIVE PROCESSES	**08**	**12**
Knowledge: Concepts and Phases of Learning. Key Learning Theories: Reinforcement Theory, Social Learning Theory, and Expectancy Theory. Adult Learning Theory (Andragogy) versus Pedagogy. The Kolb Learning Cycle and its instructional implications.		
Skill: Administer the Kolb Learning Style Inventory to a peer group and prepare a brief reflective report on the implications for training design.		
UNIT 2: STRATEGIC TRAINING AND NEEDS ASSESSMENT	**10**	**17**
Knowledge: Evolution of the Training Function: From Activity-based to Result-based approaches. The Strategic Training and Development Process. Models of Training Departments: Faculty, Customer, and Matrix models. Training Needs Assessment (TNA): Organisational, Task, and Person Analysis. Identifying Buy versus Build training strategies and aligning TNA findings with business priorities.		
Skill: Conduct a mock TNA for a chosen organization using structured questionnaires at all three analysis levels and present a prioritized training plan.		
UNIT 3: INSTRUCTIONAL DESIGN AND TRAINING CLIMATE	**10**	**17**
Knowledge: Designing the Training Programme: Setting learning objectives and sequencing content. Developing the Training Climate: Psychological safety and learner readiness. Facilitation Skills and Diverse Training Styles. Evaluating Training Effectiveness: Kirkpatrick's Four Levels of Evaluation and Phillips' ROI Model. Post-training support mechanisms and transfer of learning strategies.		
Skill: Design a complete training session plan for a specific skill gap including measurable objectives, facilitation activities, and a four-level Kirkpatrick evaluation plan.		
UNIT 4: TRADITIONAL AND EXPERIENTIAL TRAINING METHODS	**12**	**20**
Knowledge: Presentation Methods: Lectures, demonstrations, and Audio-visual tools. Hands-on Methods: On-the-Job Training (OJT), Self-directed learning, Apprenticeships, and Simulations. Group Building Methods: Adventure learning, Team training, and Action learning. Case Studies, Business Games, and Role-Playing as developmental tools. Blended Learning: Integrating face-to-face instruction with online content delivery for enhanced learner engagement and flexibility. Selecting the appropriate training method based on learning objectives, audience profile, and available resources.		
Skill: Demonstrate any two experiential training methods in a 20-minute peer-teaching exercise and solicit structured feedback on facilitation quality, content clarity, and learning impact using a standardized rubric.		

UNIT 5: EMPLOYEE AND MANAGEMENT DEVELOPMENT	10	17
Knowledge: Differences between Training and Development. Essential ingredients of Management Development Programmes (MDPs). Approaches to Development: Formal Education, Job Experiences (Rotation and Enlargement), and Interpersonal Relationships (Mentoring and Coaching). Assessment Centre and 360-degree Feedback for development. Career Management: Career Paths, Managing Career Plateaus, and Coping with Career Breaks.		
Skill: Design a Management Development Plan (MDP) and a 360-degree Feedback instrument for a supervisory-level position and present the developmental rationale with supporting evidence.		
UNIT 6: CONTEMPORARY ISSUES AND DIGITAL LEARNING AND DEVELOPMENT	**10**	**17**
Knowledge: Specialised Training: Orientation, Diversity and Inclusion, and Cross-cultural Training. Training for Virtual and Hybrid Work Arrangements. Digital Evolution: E-Learning, Blended Learning, and Mobile Technology. Introduction to AI-curated learning paths, VR simulations, and ethical governance of AI in automated skill assessments.		
Skill: Build a micro-learning module on a chosen workplace topic using a free e-learning tool and evaluate its design against digital learning best practice criteria.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Noe, Raymond A.	Employee Training and Development	McGraw-Hill Education
2.	Goldstein, Irwin L. and Ford, J. Kevin	Training in Organisations	Thomson Wadsworth
3.	Blanchard, P. Nick and Thacker, James W.	Effective Training: Systems, Strategies and Practices	Pearson Education
4.	Pareek, Udai and Purohit, Sandeep	Training Instruments in HRD and OD	Tata McGraw-Hill
5.	Lynton, Rolf P. and Pareek, Udai	Training for Development	Sage Publications
6.	Kirkpatrick, Donald L. and Kirkpatrick, James D.	Evaluating Training Programmes	Berrett-Koehler Publishers
7.	Swanson, Richard A. and Holton III, Elwood F.	Foundations of Human Resource Development	Berrett-Koehler Publishers
8.	Krishnaveni, R.	Human Resources Development	Excel Books

8. Digital and Online Resources:

Sl. No.	Name of the Website	URL
1.	Association for Talent Development (ATD)	www.td.org
2.	Society for Human Resource Management (SHRM)	www.shrm.org
3.	Chartered Institute of Personnel and Development (CIPD)	www.cipd.co.uk
4.	Kirkpatrick Partners (Evaluation Model Resources)	www.kirkpatrickpartners.com

5.	eLearning Industry (Digital Learning Insights)	www.elearningindustry.com
6.	Coursera (Online Learning Platform)	www.coursera.org
7.	LinkedIn Learning (Professional Development)	www.linkedin.com/learning
8.	Training Magazine (Industry Resources)	www.trainingmag.com

9. Resources Required:

1.	e-Learning authoring tools (such as Canva, Google Slides, or Articulate 360 free trial) for micro-learning module design
2.	Learning Management System access (such as Moodle or Google Classroom) for blended learning demonstration exercises
3.	Validated Learning Style assessment instruments (such as the Kolb LSI) for self-awareness and reflective practice activities

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	3	3	2	2	2
PO2-Analyse & synthesize data for informed decisions	2	3	2	2	1	2
PO3-Create & manage a new venture, fostering innovation	1	2	2	1	1	2
PO4-Formulate, implement & evaluate strategic plans	2	3	3	2	2	2
PO5-Evaluate & apply ethical frameworks	2	2	2	2	2	3
PO6-Develop oral & written communication skills	2	2	3	2	2	2
PO7-Demonstrate leadership, teamwork & networking skills	3	2	3	3	3	2
PO8-Analyse contextual social issues & explore solutions	2	2	2	2	2	2

3.4.2 INDUSTRIAL RELATIONS AND LABOUR CODES		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course provides a systematic understanding of the legal and institutional framework governing employer-employee relationships in India. It examines the evolution of industrial relations and the modernization of labour regulations through the consolidation of the four Labour Codes: Wages (2019), Social Security (2020), Industrial Relations (2020), and Occupational Safety, Health and Working Conditions (2020). The curriculum addresses statutory frameworks for wage determination, social security benefits, workplace safety, trade unions, and dispute resolution mechanisms. Special emphasis is placed on navigating emerging challenges like the gig economy, platform work, fixed-term employment, and the integration of AI in HR.

2. Course Learning Objectives:

1.	To understand the evolution of Industrial Relations in India, transitioning to Strategic Employment Relations.
2.	To interpret the provisions and managerial implications of India's Four Labour Codes and their corresponding Central Rules, 2026.
3.	To design HR policies that ensure legal compliance while fostering employee engagement and high-performance work systems.
4.	To manage collective bargaining, grievance handling, and industrial disputes using statutory resolution mechanisms.
5.	To apply labour laws to emerging forms of employment including gig, platform, and hybrid work models.
6.	To evaluate labour governance through the lenses of ESG (Environmental, Social, and Governance), sustainability, and global employment standards

3. Course Learning Outcomes: By the end of this course, students will be able to

1.	Analyze IR Frameworks: Identify stakeholders and apply industrial relations models (Dunlop, Strategic Choice) to reported disputes.
2.	Navigate Collective Representation: Manage trade union registration and recognition, and conduct mock collective bargaining sessions.
3.	Resolve Conflicts: Develop competence in dispute prevention, domestic enquiries, and the statutory resolution process from conciliation to adjudication.
4.	Audit Workplace Governance: Prepare statutory compliance audit checklists for safety, health, and contract labour requirements.
5.	Administer Compensation: Compute statutory contributions (ESI, EPF, Gratuity) and analyze take-home pay under different wage structures.
6.	Lead Future-Ready HR: Develop HR strategies addressing AI surveillance, digital privacy, and global supply chain standards.

4. Pre-requisites for the Course:

1.	Fundamentals of Human Resource Management
2.	Business Regulations
3.	Principles of Industrial Relations

5. SDGs associated with the Course:

SDG 1	Ensuring fair wages, social security benefits, and minimum wage protections that safeguard workers from economic vulnerability
SDG 5	Gender Equality (Focus on POSH Act, maternity benefits, and inclusive workplaces).
SDG 8	Decent Work and Economic Growth: Promoting labour rights, safe working conditions, fair employment practices, and the prevention of forced and child labour
SDG 10	Reducing Inequalities: Enforcing equal remuneration legislation, eliminating wage discrimination, and ensuring equitable employment opportunities across social groups
SDG 16	Strengthening legal institutions for dispute resolution, promoting transparent industrial relations, and upholding the rule of law in employment relationships

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: EVOLUTION OF INDUSTRIAL RELATIONS AND FRAMEWORKS	**08**	**12**
Knowledge: Concepts, scope, and determinants of IR; Evolution of Industrial Relations in India. Role of the State, employers, and trade unions. Industrial Relations models: Dunlop's Systems Theory, Pluralist, and Marxist perspectives; Contemporary Industrial Relations under the Industrial Relations Code, 2020, Strategic IR and High-Performance Work Systems (HPWS).		
Skill: Analyze a reported industrial dispute to identify IR framework elements and applicable models.		
UNIT 2: INDUSTRIAL RELATIONS & UNION MANAGEMENT	**10**	**17**
Knowledge: Registration/recognition of Negotiating Unions; Standing Orders; Fixed-Term Employment; Union multiplicity and rivalry. Collective bargaining: Concept, process, levels, and negotiation strategies. Trade unions and collective bargaining under the Industrial Relations Code, 2020, including negotiating unions, settlements, and industrial harmony.		
Skill: Conduct a mock collective bargaining session representing management and union sides and prepare a draft bipartite settlement agreement incorporating statutory requirements.		
UNIT 3: INDUSTRIAL DISPUTES AND RESOLUTION	**10**	**17**
Knowledge: Definitions of Worker, Industry, and Dispute; Conciliation, Arbitration, and Tribunals; Domestic Enquiry procedures and Natural Justice. Provisions relating to strikes, lock-outs, lay-off, retrenchment, and closure. Grievance redressal, standing orders, disciplinary procedures, and dispute resolution under the Industrial Relations Code, 2020 and the corresponding central rules, 2026.		
Skill: Study a reported industrial dispute case and trace the complete statutory resolution machinery used, from the conciliation stage through adjudication, identifying lessons for management.		
UNIT 4: THE OCCUPATIONAL SAFETY, HEALTH AND WORKING CONDITIONS	**12**	**20**
The Occupational Safety, Health and Working Conditions (OSHWC) Code, 2020 and the corresponding central rules, 2026: Provisions relating to health, safety, welfare, working hours, leave, employment of women and young persons, contract labour, and inter-state migrant workers. Standing Orders, disciplinary procedures, and workplace governance. Contemporary issues in labour compliance. ESG and Sustainability Reporting; POSH Act.		
Skill: Prepare a statutory compliance audit checklist; Identify gaps and recommend corrective measures for a facility		
UNIT 5: WAGE ADMINISTRATION AND SOCIAL SECURITY	**10**	**17**

Knowledge: Wage definitions (Floor/Min Wages); EPF, ESI, and Gratuity; Social security for gig and platform workers. The Code on Wages, 2019 and the Code on Social Security, 2020 along with their corresponding central rules, 2026.		
Skill: Compute ESI and EPF contributions for a sample payroll dataset and prepare a comparative net take-home pay analysis under different wage structures, highlighting legal compliance requirements.		
UNIT 6: CONTEMPORARY TRENDS AND FUTURE OF WORK	**10**	**17**
Knowledge: AI in HR; Algorithmic management; Digital surveillance; ILO/Global standards; Modern Slavery Due Diligence		
Skill: Prepare a policy brief on the impact of any one New Labour Code on a chosen industry sector, with specific management action recommendations for compliance and adaptation.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1	Taxmann Editorial Board	Taxmann's New Labour Codes with Labour Rules – Single-volume Desk Companion	Taxmann Publications
2	Corporate Professionals Editorial Team	New Labour and Industrial Codes with Central Rules 2026	Commercial Law Publishers (India) Pvt. Ltd.
3	V. K. Kharbanda & Vipul Kharbanda	Commentary on New Industrial & Labour Codes	Law Publishing House
4	Dr. Ramesh Chandra Srivastava	Commentary on New Labour & Industrial Code – Edition 2026	Commercial Law Publishers
5	Law & Justice Editorial Team	New Labour Codes with Central Rules, 2026	Law and Justice Publishing Company
6	Commercial's Editorial Team	New Labour & Industrial Codes Along with Central Rules Bare Act with Comments	Commercial Law Publishers
7	Taxmann Editorial Board	Taxmann's Code on Wages Law Manual & Compliance Handbook	Taxmann Publications
8	Taxmann Editorial Board	Taxmann's New Labour Codes with Central Rules COMBO (4-Volume Compliance Set)	Taxmann Publications
9	Commercial's Editorial Team	The Occupational Safety, Health and Working Conditions Code E-Book (2026 Compliance Edition)	Commercial Law Publishers (India) Pvt. Ltd.
10	Ministry of Labour & Employment	Official Compliance Handbook for Employers	Government of India (Internal Digital Publication)

8. Digital and Online Resources:

Sl. No.	Name of the Website	URL
1.	Ministry of Labour and Employment, Government of India	www.labour.gov.in
2.	International Labour Organisation (ILO)	www.ilo.org
3.	Employees' State Insurance Corporation (ESIC)	www.esic.nic.in
4.	Employees' Provident Fund Organisation (EPFO)	www.epfindia.gov.in
5.	India Code -Central Legislation Repository	www.indiacode.nic.in
6.	Manupatra -Indian Legal Database	www.manupatrafast.com
7.	SCC Online -Indian Case Law Database	www.scconline.com

8.	ILO Statistics (ILOSTAT)	www.ilostat.ilo.org

9. Resources required:

1	Access to Indian legal databases (SCC Online or Manupatra) for case law research and legal analysis
2	Access to Government ministry portals (Ministry of Labour, EPFO, ESIC) for regulatory updates and compliance notifications
3	Digital Tools: Labour Audit Checklists and HR Compliance Dashboards
4	Case Repository: Maruti Suzuki Manesar Crisis, Tata Steel's Collaborative Model, Toyota Kirloskar Negotiations, and Foxconn India
5	Global Guidelines: ILO Fundamental Conventions, OECD Guidelines for Multinational Enterprises, and UN Guiding Principles

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	2	3	2	1	1
PO2-Analyse & synthesize data for informed decisions	1	3	2	1	3	2
PO3-Create & manage a new venture, fostering innovation	1	1	2	1	3	2
PO4-Formulate, implement & evaluate strategic plans	2	2	3	2	2	3
PO5-Evaluate & apply ethical frameworks	2	1	2	2	2	3
PO6-Develop oral & written communication skills	1	2	2	3	2	2
PO7-Demonstrate leadership, teamwork & networking skills	1	1	2	3	2	2
PO8-Analyse contextual social issues & explore solutions	3	1	2	2	3	3

3.4.3 PERFORMANCE MANAGEMENT SYSTEMS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course provides a holistic understanding of Performance Management Systems (PMS) as a strategic tool for aligning individual and team contributions with organisational objectives. It covers the complete PMS cycle of planning, monitoring, and reviewing performance, along with a wide range of appraisal methods from traditional ranking systems to modern approaches such as the Balanced Scorecard, 360-degree Feedback, and Management by Objectives. It addresses the critical links between performance outcomes, compensation, career development, and succession planning. Contemporary issues including the management of remote teams, the use of HR analytics and e-PMS software, and the ethical and legal dimensions of appraisal processes are also examined.

2. Course Learning Objectives:

1.	To provide a comprehensive understanding of the Performance Management System (PMS) and its strategic role in achieving organisational goals.
2.	To impart knowledge on the process of performance planning, monitoring, and competency mapping.
3.	To make students learn various traditional and modern methods of performance appraisal.
4.	To elucidate the link between performance, compensation, and employee development.
5.	To help understand contemporary issues and technological advancements in performance management.
6.	To enable students to evaluate the ethical, legal, and digital dimensions of performance management in a globalized work environment.

3. Course Learning Outcomes: By the end of this course, students will be able to

1.	Design and implement an effective Performance Management System within an organisation.
2.	Conduct performance planning and set SMART goals and Key Performance Indicators (KPIs) for diverse roles.
3.	Analyse and apply different appraisal techniques to minimize rater bias.
4.	Link performance outcomes to career development and reward systems.
5.	Identify and address performance gaps through coaching and legal compliance.
6.	Examine the role of HR analytics, e-PMS technology, and ethical considerations in modernizing performance management systems.

4. Pre-requisites for the Course:

1.	Fundamentals of Human Resource Management
2.	Organisational Behaviour
3.	Basic Statistics and Data Interpretation

5. SDGs associated with the Course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 10	Reduced Inequalities

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: FOUNDATIONS OF PERFORMANCE MANAGEMENT	**08**	**12**
Knowledge: Concept and Philosophy of Performance Management. Difference between Performance Appraisal and Performance Management. The Performance Management Cycle: Planning, Acting, Monitoring, and Reviewing. Strategic Linkage: Aligning Individual Goals with Organisational Vision.		
Skill: Map the complete Performance Management Cycle for a chosen organisation and identify gaps between its current PMS and ideal strategic alignment, presenting findings as a diagnostic report.		
UNIT 2: PERFORMANCE PLANNING AND GOAL SETTING	**10**	**17**
Knowledge: Defining Performance and its Determinants at individual and team levels. Goal Setting Theory: Developing SMART Goals and Key Performance Indicators (KPIs). Competency Mapping: Identifying Core, Functional, and Behavioural Competencies. Role Analysis and establishing Performance Standards and Expectations aligned to business objectives.		
Skill: Conduct a role analysis for a chosen position and develop a set of SMART KPIs and a competency framework aligned with organisational strategy.		
UNIT 3: MONITORING AND COACHING	**10**	**17**
Knowledge: Continuous Monitoring and Mid-term Reviews: frequency, tools, and documentation. Performance Mentoring and Coaching: Skills and Techniques for Constructive Feedback. Documentation of Performance Logs and building an evidence-based appraisal record. Managing Underperformance: performance improvement plans (PIPs) and the role of the supervisor as a facilitator.		
Skill: Role-play a performance coaching conversation between a supervisor and an underperforming employee and receive structured peer feedback using a standardised observation checklist.		
UNIT 4: PERFORMANCE APPRAISAL METHODS	**12**	**20**
Knowledge: Traditional Methods: Ranking, Forced Distribution, Graphic Rating Scales, and Critical Incident Method -- their advantages, limitations, and appropriate use cases. Modern Methods: Management by Objectives (MBO) -- setting objectives, reviewing performance, and evaluating results. 360-Degree Feedback: design, administration, and developmental interpretation. Psychological Appraisals and Assessment Centres: competency-based evaluation for senior roles. Balanced Scorecard (BSC) Approach: translating strategy into measurable HR performance dimensions. Identifying and mitigating Rater Biases: Halo Effect, Leniency, Central Tendency, Recency Bias, and Similarity Bias.		
Skill: Design a 360-degree Feedback questionnaire for a managerial position, administer it within the class cohort, analyse the results to identify development priorities, and present findings with an evidence-based development plan.		
UNIT 5: PERFORMANCE-LINKED REWARDS AND DEVELOPMENT	**10**	**17**
Knowledge: Linking Performance to Pay and Incentives: merit pay, variable pay, and bonus structures. Performance-based Career Planning and Succession Planning. Identifying Training and Development Needs (TNA) based on appraisal outcomes. Potential Appraisal: Distinguishing between Current Performance and Future Potential using the Nine-Box Grid.		
Skill: Develop a Performance-Linked Incentive (PLI) plan and a succession planning matrix for a chosen organisation, linking appraisal outcomes to rewards, development interventions, and career paths.		

UNIT 6: CONTEMPORARY ISSUES AND ETHICS IN PERFORMANCE MANAGEMENT SYSTEM	10	17
Knowledge: Ethics in Performance Management: Confidentiality, Transparency, and Procedural Justice. Legal Aspects of Appraisal and Documentation. Impact of Remote Work and Virtual Teams on Performance Tracking. Use of HR Analytics and e-PMS software. Challenges of managing performance in a Globalized Environment.		
Skill: Create a sample e-PMS performance dashboard using MS Excel incorporating at least five key performance metrics and a data privacy compliance checklist.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Armstrong, Michael and Baron, Angela	Performance Management: The New Realities	Bantam Books
2.	Aguinis, Herman	Performance Management	Bantam Books
3.	Rao, T.V.	Performance Appraisal: Theory and Practice	TalentSmart
4.	Murphy, Kevin R. and Cleveland, Jeanette N.	Understanding Performance Appraisal	Jossey-Bass
5.	Smither, James W. (Ed.)	Performance Appraisal: State of the Art in Practice	Jossey-Bass
6.	Dessler, Gary	Human Resource Management	Basic Books
7.	Biswas, Somnath	Compensation and Performance Management	Harvard Business School Press
8.	Kaplan, Robert S. and Norton, David P.	The Balanced Scorecard: Translating Strategy into Action	Holt Paperbacks

8. Digital and Other Resources:

Sl. No.	Name of the Website	URL
1.	Society for Human Resource Management (SHRM)	www.shrm.org
2.	Chartered Institute of Personnel and Development (CIPD)	www.cipd.co.uk
3.	Gallup Workplace Research and Insights	www.gallup.com/workplace
4.	Association for Talent Development (ATD)	www.td.org
5.	Harvard Business Review (HBR)	www.hbr.org
6.	Balanced Scorecard Institute	www.balancedscorecard.org
7.	Culture Amp-Employee Engagement and Performance Resources	www.cultureamp.com/resources
8.	15Five -Performance Management Resources	www.15five.com/resources

9. Resources required:

1.	MS Excel for performance data analysis, dashboard creation, and PLI modelling exercises
2.	Performance management software (such as Zoho People or Darwinbox on a trial basis) for e-PMS design and simulation
3.	Sample 360-degree feedback instruments and validated competency framework templates for appraisal design exercises

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	3	2	3	2	2
PO2-Analyse & synthesize data for informed decisions	2	3	2	3	2	3
PO3-Create & manage a new venture, fostering innovation	1	2	1	2	1	2
PO4-Formulate, implement & evaluate strategic plans	3	3	2	3	3	2
PO5-Evaluate & apply ethical frameworks	2	2	2	2	2	3
PO6-Develop oral & written communication skills	2	2	3	2	2	2
PO7-Demonstrate leadership, teamwork & networking skills	2	2	3	2	2	2
PO8-Analyse contextual social issues & explore solutions	2	3	3	2	2	3

3.4.4 EMOTIONAL INTELLIGENCE FOR MANAGERS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course provides a comprehensive understanding of Emotional Intelligence (EI) and its pivotal role in managerial effectiveness, leadership, and organizational health. It traces the evolution from IQ-centric perspectives to multidimensional models of EI proposed by Goleman, Mayer-Salovey-Caruso, and Bar-On, and systematically covers the five domains of EI -- self-awareness, self-regulation, motivation, empathy, and social skills. The course explores the application of EI in leadership styles, conflict resolution, team building, and change management. Contemporary challenges including stress and resilience management, the ethical dimensions of emotional influence, and the intersection of EI with AI and remote work are also addressed.

2. Course Learning Objectives:

1.	To provide an understanding of the concept of Emotional Intelligence (EI) and its critical role in managerial effectiveness.
2.	To impart knowledge on the biological and psychological foundations of emotions.
3.	To make students learn various models and frameworks of Emotional Intelligence.
4.	To elucidate the application of EI in leadership, conflict resolution, and team building.
5.	To help understand contemporary issues and global perspectives on emotional literacy in the workplace.
6.	To enable students to develop a personal EI improvement plan and evaluate the governance of EI in AI-augmented work environments.

3. Course Learning Outcomes: By the end of this course, students will be able to

1.	Demonstrate an understanding of Emotional Intelligence (EI) and analyse its role in enhancing managerial effectiveness, leadership, and workplace relationships.
2.	Examine the neurological and psychological foundations of emotions and their influence on individual behaviour and decision-making in organizational contexts.
3.	Compare and apply key EI models (such as ability-based and mixed models) to assess emotional competencies in managerial settings.
4.	Apply EI principles to improve leadership effectiveness, conflict resolution, communication, and team building in diverse organizational environments.
5.	Analyse emerging trends and global perspectives on emotional intelligence, including emotional literacy, cross-cultural sensitivity, and workplace well-being.
6.	Design a personal Emotional Intelligence development plan and evaluate the ethical and governance aspects of EI in AI-augmented and technology-driven workplaces.

4. Pre-requisites for the Course:

1.	Organisational Behaviour
2.	Fundamentals of Psychology
3.	Managerial Communication

5. SDGs associated with the Course:

SDG 3	Promoting mental health awareness, stress management, emotional resilience, and psychological safety in the workplace through EI-based interventions
SDG 4	Developing emotional literacy as a core management competency and integrating reflective learning practices into professional development
SDG 8	Creating emotionally intelligent workplaces that support employee well-being, reduce burnout, and improve productivity and retention

SDG 16	Using EI for conflict resolution, promoting empathetic leadership, and building psychologically safe and inclusive organisational cultures

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO EMOTIONAL INTELLIGENCE	**08**	**12**
Knowledge: Concepts and Definitions of EI versus IQ. Evolution of EI: From Social Intelligence to Emotional Literacy. The Biology of Emotions: The Amygdala Hijack and the Brain's Emotional Centre. Significance of EI for Modern Managers.		
Skill: Take a free validated EI self-assessment and write a structured reflective report identifying personal EI strengths and development areas.		
UNIT 2: SELF-AWARENESS AND SELF-REGULATION	**10**	**17**
Knowledge: Developing Self-Awareness: Recognising Personal Emotions, Strengths, and Weaknesses. Self-Regulation Techniques: Managing Impulses, Adaptability, and Trustworthiness. The Role of Mindfulness and Reflection in Building Emotional Maturity. Developing an Internal Locus of Control and its impact on managerial decision-making.		
Skill: Maintain a 30-day Emotional Awareness Journal documenting daily emotional triggers, responses, and application of self-regulation techniques, and present key learning to the class.		
UNIT 3: EMPATHY AND SOCIAL AWARENESS	**10**	**17**
Knowledge: The Concept of Empathy: Cognitive versus Emotional Empathy and their managerial applications. Reading Social Cues and Non-verbal Communication. Understanding Organisational Awareness and Service Orientation. Active Listening in Managerial Communication: techniques and barriers. Developing Cross-Cultural Empathy in Global Teams.		
Skill: Practice active listening and empathy in a structured pair exercise and provide feedback on non-verbal cues, tone, and listening quality observed in the interaction.		
UNIT 4: SOCIAL SKILLS AND RELATIONSHIP MANAGEMENT	**12**	**20**
Knowledge: Developing Interpersonal Influence and Persuasion Skills: the role of trust, credibility, and emotional atonement. Conflict Management: Using EI to de-escalate tensions -- identifying emotional triggers, choosing response strategies, and achieving resolution. Building and Leading High-Performance Teams through Emotional Connection: team cohesion, psychological safety, and collective EI. Change Management: Helping individuals navigate the emotional stages of change -- resistance, acceptance, and commitment. Motivating others: understanding intrinsic versus extrinsic motivators through an EI lens. Networking and relationship maintenance as a strategic managerial competency		
Skill: Role-play a conflict resolution scenario using EI-based de-escalation techniques and evaluate the approach against a structured rubric, with peer feedback on emotional regulation and communication effectiveness.		
UNIT 5: EMOTIONAL INTELLIGENCE IN LEADERSHIP AND DECISION MAKING	**10**	**17**
Knowledge: Leadership Styles driven by EI: Visionary, Coaching, Affiliative, and Democratic styles. Resonant Leadership versus Dissonant Leadership: building versus depleting emotional capital. Integrating Emotions with Logic in Strategic Decision-Making. Building an Emotionally Intelligent Organisational Culture.		
Skill: Identify the leadership style most evident in a chosen case study leader, assess its EI basis, and design a targeted EI development intervention using evidence from the Goleman or Bar-On model.		

UNIT 6: CONTEMPORARY ISSUES AND PERSONAL DEVELOPMENT IN EMOTIONAL INTELLIGENCE	10	17
Knowledge: Stress Management and Emotional Resilience in the Workplace. EI and Ethics: The Dark Side of Emotional Manipulation. Measuring EI: Review of Assessment Tools (MSCEIT, Goleman's ECI, Bar-On's EQ-i). Future Trends: EI in the age of Artificial Intelligence and Remote Work.		
Skill: Develop a 90-day Personal EI Improvement Plan with specific, measurable goals across the five EI domains and identify at least two evidence-based tools or practices to support each development goal.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Goleman, Daniel	Emotional Intelligence: Why It Can Matter More Than IQ	Bantam Books
2.	Goleman, Daniel	Working with Emotional Intelligence	Bantam Books
3.	Bradberry, Travis and Greaves, Jean	Emotional Intelligence 2.0	TalentSmart
4.	Bar-On, Reuven and Parker, James D.A. (Eds.)	The Handbook of Emotional Intelligence	Jossey-Bass
5.	Cherniss, Cary and Goleman, Daniel (Eds.)	The Emotionally Intelligent Workplace	Jossey-Bass
6.	Salovey, Peter and Sluyter, David J. (Eds.)	Emotional Development and Emotional Intelligence	Basic Books
7.	Boyatzis, Richard E. and McKee, Annie	Resonant Leadership	Harvard Business School Press
8.	Segal, Jeanne	Raising Your Emotional Intelligence	Holt Paperbacks

8. Digital and Online Resources:

Sl. No.	Name of the Website	URL
1.	Six Seconds - The Emotional Intelligence Network:	www.6seconds.org
2.	Consortium for Research on Emotional Intelligence in Organisations	www.eiconsortium.org
3.	TalentSmart (EI Assessment and Resources)	www.talentsmart.com
4.	Institute for Health and Human Potential (IHHP)	www.ihhp.com
5.	Harvard Business Review (EI and Leadership):	www.hbr.org
6.	MindTools (Self-Management and Emotional Intelligence)	www.mindtools.com
7.	Multi-Health Systems (EQ-i 2.0 Publisher)	www.mhs.com
8.	Psychology Today (Emotional Health Resources)	www.psychologytoday.com

9. Resources Required:

1.	Validated EI assessment instruments (free online versions from www.6seconds.org or www.talentsmart.com) for self-assessment exercises
2.	Role-play scenario scripts and case vignettes for conflict resolution and leadership simulation activities
3.	Mindfulness and stress management exercise guides for self-regulation practice sessions

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1- Apply management theories & principles for value creation	3	3	2	2	3	2
PO2- Analyse & synthesize data for informed decisions	2	3	2	2	2	3
PO3 - Create & manage a new venture, fostering innovation	1	1	2	2	1	2
PO4 - Formulate, implement & evaluate strategic plans	2	2	2	3	3	2
PO5 - Evaluate & apply ethical frameworks	3	3	3	3	2	3
PO6 - Develop oral & written communication skills	3	2	3	3	3	2
PO7- Demonstrate leadership, teamwork & networking skills	3	3	3	3	3	3
PO8-Analyse contextual social issues & explore solutions	2	3	3	2	2	3

3.5.1 BIG DATA AND WEB ANALYTICS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course provides an understanding of Big Data concepts, technologies, and analytical techniques used for data-driven decision making in organizations. It introduces the characteristics, sources, and business applications of Big Data along with the supporting infrastructure such as Hadoop, NoSQL databases, cloud platforms, and data processing frameworks. The course also covers data mining and predictive analytics techniques used to analyse large datasets and generate business insights. Students are introduced to the fundamentals of web analytics, including website performance measurement, customer behaviour analysis, and key web metrics.

   Further, the course explores practical tools such as Google Analytics, SEO analytics, social media analytics, and data visualization tools to support digital marketing and business intelligence. It also discusses ethical issues, data privacy, governance, and emerging trends such as artificial intelligence, IoT analytics, and blockchain in Big Data. Overall, the course equips students with the knowledge to apply Big Data and Web Analytics for effective business analysis and strategic decision-making.

2. Course Learning Objectives:

1.	To understand the concepts, characteristics, and applications of Big Data in business environments.
2.	To explain the architecture and technologies used in Big Data infrastructure such as Hadoop, NoSQL databases, and cloud platforms.
3.	To apply data mining and predictive analytics techniques to analyse business data and generate insights.
4.	To interpret web analytics metrics to evaluate website performance and customer behaviour.
5.	To utilize web analytics tools such as Google Analytics, SEO analytics, and data visualization tools for business decision-making.
6.	To assess ethical, privacy, and governance issues related to Big Data and Web Analytics.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Explain the concepts, characteristics, and business applications of Big Data and its role in data-driven decision making.
2.	Describe the architecture and technologies used in Big Data infrastructure including Hadoop, HDFS, NoSQL databases, and cloud platforms.
3.	Apply data mining and predictive analytics techniques such as classification, clustering, regression, and decision trees to analyse business data.
4.	Analyse website performance and customer behaviour using web analytics metrics and key performance indicators.
5.	Use web analytics tools such as Google Analytics, SEO analytics tools, and data visualization platforms for business insights and reporting.
6.	Evaluate ethical, privacy, and governance issues in Big Data and Web Analytics and identify emerging trends such as AI and IoT analytics.

4. Pre-requisites for the Course:

1.	Basic understanding of computer applications and information systems.
2.	Fundamental knowledge of statistics and data interpretation.
3.	Familiarity with internet technologies and digital platforms.

4.	Basic knowledge of databases and data management concepts.
5.	Understanding of business decision-making and analytical thinking.

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 16	Peace, Justice and Strong Institutions

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO BIG DATA	**10**	**17**
Knowledge: Meaning and Characteristics of Big Data, Evolution of Big Data and Analytics, Big Data Vs Traditional Data, Types of Data – Structured, Semi-Structured and Unstructured Data, Big Data Ecosystem and Architecture, Applications of Big Data in Business, Role of Big Data in Decision Making, 5 V's of Big Data – Volume, Velocity, Variety, Veracity and Value, Data Lifecycle in Big Data, Sources of Big Data.		
Skill: Case Study Analysis: Students analyse a real company and identify how Big Data is used for decision-making and customer insights		
UNIT 2: BIG DATA TECHNOLOGIES AND INFRASTRUCTURE	**10**	**17**
Knowledge: Big Data Storage Technologies, Hadoop Ecosystem and Architecture, Hadoop Distributed File System (HDFS), MapReduce Framework, NoSQL Databases – Mongo dB, Cloud Computing Platforms for Big Data, Data Warehousing and Data Lakes, Apache Spark for Big Data Processing, ETL (Extract, Transform, Load) Process in Big Data Environment, Big Data and Blockchain - Its Applications.		
Skill: Technology Mapping Activity: Students create a diagram showing the Big Data ecosystem, including Hadoop, HDFS, NoSQL, Cloud, and Spark, and explain how data flows in the system		
UNIT 3: DATA MINING AND PREDICTIVE ANALYTICS	**10**	**17**
Knowledge: Concepts and Techniques of Data Mining, Classification and Clustering Techniques, Association Rule Mining, Predictive Analytics and Forecasting Methods, Basics of Machine Learning in Business Analytics, Tools Used for Analytics – R, Python and RapidMiner, Business Applications of Predictive Analytics, Regression Analysis, Decision Tree Models, Text Mining and Sentiment Analysis.		
Skill: Data Analysis Exercise: Students Analyse a small dataset using Excel / Google Sheets to identify trends and make basic predictions using regression or charts.		
UNIT 4: WEB ANALYTICS FUNDAMENTALS	**12**	**20**
Knowledge: Meaning and Importance of Web Analytics, Web Analytics Process and Metrics, Key Performance Indicators (KPIs) for Website Performance, Web Analytics Models and Frameworks, Website Traffic Analysis, Customer Behaviour Tracking, Conversion Rate Optimization, Customer Journey and Funnel Analysis, Engagement Metrics – Bounce Rate, Session Duration and Page Views.		
Skill: Website Performance Analysis: Students select a company website and identify key web analytics metrics such as bounce rate, traffic sources, and user behaviour. Any free web analytics tool.		

UNIT 5: WEB ANALYTICS TOOLS AND TECHNIQUES	08	13
Knowledge: Overview of Google Analytics, Tag Management and Tracking Codes, SEO Analytics and Search Performance Measurement, Social Media Analytics, A/B Testing and Multivariate Testing, Dashboard Creation and Reporting Techniques, Data Visualization Using Tableau and Power BI, Google Search Console for Website Performance Monitoring, Heat Maps and Click-Tracking Tools.		
Skill: Google Analytics Demo Account: Students explore Google Analytics demo accounts and prepare a short report on website traffic, audience behaviour, and conversion metrics		
UNIT 6: ETHICS AND FUTURE TRENDS IN BIG DATA AND WEB ANALYTICS	**10**	**16**
Knowledge: Cases of Big Data in Marketing, Finance, Human Resource and Operations Management, Real-Time Analytics and Internet of Things (Iot) Analytics, Data Privacy Issues in Big Data Analytics, Ethical Issues in Data Usage, Data Governance and Data Security, Integration of Artificial Intelligence with Big Data, Responsible AI.		
Skill: Group Presentation: Students present on emerging trends such as AI in analytics, IoT analytics, or data privacy issues and discuss their impact on business decision-making		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No	Author Name(s)	Title of the Book	Name of the Publisher
1.	Parag Kulkarni, Sara Joshi & David Brown	Big Data Analytics	PHI Learning
2.	Seema Acharya & Subhashini Chellappan	Big Data and Analytics	Wiley India
3.	Anil Maheshwari	Data Analytics Made Accessible	Amazon / CreateSpace
4.	Avinash Kaushik	Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity	Wiley
5.	Bill Schmarzo	Big Data MBA: Driving Business Strategies with Data Science	Wiley
6.	Viktor Mayer-Schönberger & Kenneth Cukier	Big Data: A Revolution That Will Transform How We Live, Work and Think	Houghton Mifflin Harcourt
7.	Foster Provost & Tom Fawcett	Data Science for Business	O'Reilly Media
8.	Pete Warden	Big Data Glossary	O'Reilly Media

8. Digital or Online Resources:

Sl. No.	Name of the website	URL
1.	Google Analytics Academy	https://analytics.google.com/analytics/academy/
2.	HubSpot Academy	https://academy.hubspot.com/
3.	Coursera – Marketing Analytics Courses	https://www.coursera.org/courses?query=marketing%20analytics
4.	edX – Marketing / Business Analytics Courses	https://www.edx.org/learn/marketing-analytics
5.	Kaggle Datasets	https://www.kaggle.com/datasets
6.	Tableau Public	https://public.tableau.com/
7.	Google Looker Studio (formerly Data Studio)	https://lookerstudio.google.com/

9. Resources required:

Sl. No.	Resource Type	Details
1.	Computer Lab	Computers with internet access for data analysis and web analytics practice
2.	Software Tools	Google Analytics, Tableau, Power BI, Python, R, Excel
3.	Internet Access	High-speed internet for accessing online datasets, analytics tools, and digital platforms
4.	Learning Platforms	Access to online learning platforms such as Coursera, Kaggle, and Data Camp
5.	Data Sets	Sample datasets for data mining, predictive analytics, and visualization exercises
6.	Projector / Smart Classroom	For demonstrations of analytics tools, dashboards, and web analytics reports

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	2	1	1	1	1
PO2-Analyse & synthesize data for informed decisions	2	3	3	3	2	1
PO3-Create & manage a new venture, fostering innovation	1	1	2	1	1	1
PO4-Formulate, implement & evaluate strategic plans	1	1	1	2	3	2
PO5-Evaluate & apply ethical frameworks	1	1	1	1	1	3
PO6-Develop oral & written communication skills	1	1	1	1	2	2
PO7-Demonstrate leadership, teamwork & networking skills	1	1	1	1	1	1
PO8-Analyse contextual social issues & explore solutions	1	1	1	1	1	2

3.5.2 DATABASE MANAGEMENT SYSTEM		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course provides a comprehensive understanding of database management systems and their role in managing organizational data effectively. It introduces the fundamental concepts of database systems, data models, and database architecture, highlighting the importance of databases in modern business environments. Students will learn how databases are designed, implemented, and managed to support data storage, retrieval, and decision-making processes. The course covers relational database concepts, Structured Query Language (SQL), and database design techniques including entity–relationship modeling and normalization. Students will also gain an understanding of transaction management, concurrency control, and database security to ensure reliability and integrity of data in database systems.

   In addition, the course explores advanced topics such as data warehousing, data mining, and business intelligence tools used to transform organizational data into meaningful insights. Students will also be introduced to business reporting and dashboard development using Tableau, enabling them to visualize and Analyse data effectively for business decision-making. The course concludes with an overview of modern database technologies including distributed databases, NoSQL systems, and cloud-based databases. Overall, the course equips students with the knowledge and practical understanding required to design, manage, and utilize database systems to support business analytics and organizational decision-making.

2. Course Learning Objectives:

1.	To understand the fundamental concepts, components, and architecture of database management systems.
2.	To Analyse different data models and apply database design techniques such as ER modeling and normalization.
3.	To develop and execute SQL queries for data definition, manipulation, and retrieval in relational databases.
4.	To examine database transaction management, concurrency control, and recovery mechanisms to ensure data integrity.
5.	To explore data warehousing, data mining, and business intelligence tools including Tableau for data visualization and reporting.
6.	To evaluate modern database technologies such as distributed databases, NoSQL systems, and cloud databases in business applications.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Explain the fundamental concepts, architecture, and components of database management systems.
2.	Design database schemas using data models, ER diagrams, and normalization techniques.
3.	Develop and execute SQL queries for data definition, data manipulation, and data retrieval.
4.	Analyse transaction management, concurrency control, and recovery mechanisms in database systems.
5.	Apply data warehousing, data mining, and business intelligence tools including Tableau for data analysis and reporting.
6.	Evaluate modern database technologies such as distributed databases, NoSQL databases, and cloud-based database systems.

4. Pre-requisites for the Course:

1	Basic knowledge of computer applications and information systems.
2	Fundamental understanding of data and information management concepts.

3	Familiarity with spreadsheet tools such as Microsoft Excel or similar data handling tools.
4	Basic understanding of business processes and organizational data requirements.
5	Introductory knowledge of statistics and data analysis concepts.

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation, and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 16	Peace, Justice and Strong Institutions

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO DATABASE SYSTEMS	**10**	**17**
Knowledge: Concept of Data and Information, DIKW Model, Database Systems and File Systems, Limitations of Traditional File Processing Systems, Database Management System (DBMS) Concepts, Advantages and Functions of DBMS, Database Environment and Components, Database Users and Administrators, Types of Databases, Database Architecture – Three Schema Architecture, Data Independence, Database Management System Models, Overview of Database Management Tools.		
Skill: Students Analyse the data management system of a business organization (e.g., banking, retail, or e-commerce) and identify how databases are used for storing and managing organizational data.		
UNIT 2: DATA MODELS AND DATABASE DESIGN	**10**	**17**
Knowledge: Concept of Data Models, Hierarchical Model, Network Model, Relational Data Model, Entity-Relationship (ER) Model, Entities, Attributes, Relationships, Cardinality and Participation Constraints, ER Diagrams, Extended ER Models, Database Design Process, Conceptual Design, Logical Design, Physical Design, Introduction to Database Design Tools.		
Skill: Students design an Entity–Relationship (ER) diagram for a real-world business scenario such as a library management system, hospital database, or e-commerce platform.		
UNIT 3: RELATIONAL DATABASE MODEL AND SQL	**10**	**17**
Knowledge: Relational Database Concepts, Relational Model Structure, Relational Algebra and Relational Calculus, Keys in Relational Databases – Primary Key, Foreign Key, Candidate Key, Composite Key, Introduction to Structured Query Language (SQL), Data Definition Language (DDL), Data Manipulation Language (DML), Data Control Language (DCL), SQL Queries-Select, Insert, Update, Delete, Joins, Aggregate Functions, Subqueries.		
Skill: Students create tables and write SQL queries (SELECT, INSERT, UPDATE, DELETE, JOIN) for a sample business dataset such as sales or customer data.		
UNIT 4: DATABASE NORMALIZATION AND TRANSACTION MANAGEMENT	**12**	**20**
Knowledge: Concept of Normalization, Functional Dependencies, Normal Forms – First Normal Form (1NF), Second Normal Form (2NF), Third Normal Form (3NF), Boyce–Codd Normal Form (BCNF), Advantages of Normalization, Database Transaction Management, ACID Properties of Transactions, Concurrency Control, Locking Mechanisms, Deadlock Handling and Recovery Techniques.		
Skill: Students normalise a sample database table from unnormalized form to 3NF and identify functional dependencies in the dataset.		

UNIT 5: DATA WAREHOUSING, DATA MINING, AND BUSINESS INTELLIGENCE	08	13
Knowledge: Concept of Data Warehousing, Characteristics of Data Warehouses, Data Warehouse Architecture, ETL Process (Extract, Transform, Load), Introduction to Data Mining Concepts and Techniques, Classification, Clustering and Association Rules, Applications of Data Mining in Business Analytics, Data Visualization Concepts, Dashboards and Reporting Tools, Business Reporting Using Tableau, Creation of Dashboards and Interactive Reports Using Tableau, Role of Databases in Business Intelligence Systems.		
Skill: Students create a business dashboard using Tableau or Power BI using a dataset such as sales or customer analytics and interpret insights.		
UNIT 6: ADVANCED DATABASE SYSTEMS AND EMERGING TRENDS	**10**	**16**
Knowledge: Distributed Database Systems, Client–Server Database Architecture, NoSQL Databases and Big Data Databases, Cloud Databases, Database Security and Authorization, Backup and Recovery Methods, Database Performance Tuning, Database Administration Roles, Emerging Trends in Database Technologies Including Big Data Platforms and Real-Time Data Processing.		
Skill: Students prepare a presentation or mini project on emerging database technologies such as NoSQL databases, cloud databases, or big data platforms and explain their business applications.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author	Title of the Book	Publisher
1.	Atul Kahate	Introduction to Database Management Systems	Pearson Education
2.	P. K. Yadav	Introduction to Database Management Systems	S. K. Kataria & Sons
3.	Pranab Kumar Das Gupta, P. Radha Krishna	Database Management System, Oracle SQL and PL/SQL	PHI Learning
4.	Dalwinder Singh, R. S. Salaria	Fundamentals of Database Management Systems	Khanna Publishers
5.	Yogesh Sharma, Deepak Gupta	Database Management System	Bhavya Books
6.	Abraham Silberschatz, Henry F. Korth, S. Sudarshan	Database System Concepts	McGraw-Hill Education
7.	Ramez Elmasri, Shamkant B. Navathe	Fundamentals of Database Systems	Pearson Education
8.	Raghu Ramakrishnan, Johannes Gehrke	Database Management Systems	McGraw-Hill Education

8. Digital or Online Resources:

Sl. No.	Name of the Resource	Website Link/URL
1.	W3Schools SQL & DBMS Tutorial	https://www.w3schools.com/sql/
2.	GeeksforGeeks DBMS Tutorial	https://www.geeksforgeeks.org/dbms/
3.	SQLZoo Interactive SQL Learning Platform	https://sqlzoo.net/
4.	Coursera – Database & SQL Courses	https://www.coursera.org
5.	Codecademy – Learn SQL Course	https://www.codecademy.com/learn/learn-sql

9. Resources required:

Sl. No.	Resource Type	Details
1.	Computer Lab	Computers with internet access for practicing database creation, SQL queries, and data analysis.
2.	Database Software	Database management tools such as MySQL, Oracle, PostgreSQL, or Microsoft SQL Server.
3.	Programming Tools	SQL editors and database development tools such as MySQL Workbench or SQL Developer.
4.	Data Visualization Tools	Business reporting and visualization tools such as Tableau or Power BI for dashboard creation.
5.	Dataset Repository	Sample business datasets (sales data, customer data, inventory data) for database design and query practice.
6.	Smart Classroom / Projector	For demonstration of database queries, ER modeling, SQL examples, and Tableau dashboards.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	2	2	1	1	1	1
PO2-Analyse & synthesize data for informed decisions	2	3	3	2	3	1
PO3-Create & manage a new venture, fostering innovation	1	1	1	1	1	1
PO4-Formulate, implement & evaluate strategic plans	1	1	1	2	2	1
PO5-Evaluate & apply ethical frameworks	1	1	1	1	1	2
PO6-Develop oral & written communication skills	1	1	1	1	2	2
PO7-Demonstrate leadership, teamwork & networking skills	1	1	1	1	1	1
PO8-Analyse contextual social issues & explore solutions	1	1	1	1	1	1

3.5.3 MACHINE LEARNING FOR BUSINESS APPLICATIONS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course introduces Machine Learning (ML) concepts, techniques, and applications in the context of modern business management. The course emphasizes data-driven decision-making, practical application of machine learning tools, and interpretation of analytical outputs for managerial decision-making. Students will learn to apply predictive and descriptive analytics to real-world business problems across marketing, finance, operations, and human resources.

   The curriculum integrates theoretical foundations of machine learning, hands-on skill-based activities, and case studies of industry applications, preparing students for managerial roles where AI-driven insights are critical.

2. Course Learning Objectives:

1.	To understand fundamental concepts of Machine Learning, Artificial Intelligence, and Data Science.
2.	To Analyse business data and perform preprocessing, exploratory analysis, and visualization.
3.	To develop and evaluate supervised learning models for prediction and classification tasks.
4.	To apply unsupervised learning techniques for clustering, segmentation, and association rule mining.
5.	To explore advanced ML methods including ensemble learning, neural networks, deep learning, and NLP for business applications.
6.	To integrate machine learning solutions into real-world business problems and present insights effectively.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Evaluate the suitability of ML algorithms for specific business problems.
2.	Prepare and preprocess datasets for analytics tasks.
3.	Build train and test supervised and unsupervised machine learning models.
4.	Apply predictive insights to support managerial decision-making.
5.	Interpret model outputs and present actionable recommendations.
6.	Critically analyse ethical, legal, and privacy implications of machine learning in business.

4. Pre-requisites for the Course:

1	Basic understanding of statistics, probability, and business analytics.
2	Familiarity with spreadsheet software (Excel) or any programming language (Python/R preferred).

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 16	Peace, Justice and Strong Institutions

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO MACHINE LEARNING	**10**	**17**
Knowledge: Introduction to Artificial Intelligence, Machine Learning and Data Science, Evolution of Machine Learning, Importance of Machine Learning in Business Analytics, Types of Machine Learning – Supervised Learning, Unsupervised Learning, Reinforcement Learning, Machine Learning Process and Workflow, Data-Driven Decision Making, Challenges and Limitations of Machine Learning, Ethical Issues and Responsible AI.		
Skill: Case study analysis on how companies use Machine Learning for recommendation systems. Students prepare a short report explaining the business problem, machine learning solution, and the benefits for the organization.		
UNIT 2: DATA PREPARATION AND EXPLORATORY DATA ANALYSIS	**10**	**17**
Knowledge: Business Data Sources, Types of Data – Structured and Unstructured Data, Data Collection and Integration, Data Preprocessing – Data Cleaning, Handling Missing Values, Outlier Detection, Data Transformation, Normalization and Scaling, Feature Engineering and Feature Selection, Exploratory Data Analysis Techniques, Descriptive Statistics, Data Visualization Methods, Introduction to Analytics Tools Using Python Programming Language-Libraries Such as NumPy, Pandas, and Matplotlib.		
Skill: Hands-on activity using Python programming language with libraries such as Pandas and Matplotlib to clean and visualize a business dataset (sales data or customer dataset). Students identify patterns, trends, and insights through charts and dashboards		
UNIT 3: SUPERVISED LEARNING TECHNIQUES	**10**	**17**
Knowledge: Concept of Supervised Learning, Regression Models – Simple Linear Regression, Multiple Regression, Classification Models – Logistic Regression, Decision Trees, Random Forest, K-Nearest Neighbour (KNN), Model Training and Validation, Model Evaluation Techniques – Accuracy, Precision, Recall, F1 Score, Confusion Matrix, Business Applications – Sales Forecasting, Demand Prediction, Customer Churn Prediction, Credit Risk Analysis		
Skill: Build a simple prediction model using tools like Scikit-learn to predict customer churn or sales forecasting. Students compare model results and interpret evaluation metrics such as accuracy and confusion matrix.		
UNIT 4: UNSUPERVISED LEARNING TECHNIQUES	**12**	**20**
Knowledge: Concept of Unsupervised Learning, Clustering Techniques – K-Means Clustering, Hierarchical Clustering, Association Rule Mining, Market Basket Analysis, Apriori Algorithm, Dimensionality Reduction Techniques – Principal Component Analysis (PCA), Pattern Discovery in Business Data, Applications in Business – Customer Segmentation, Product Recommendation Systems, Fraud Detection.		
Skill: Perform a customer segmentation exercise using clustering techniques such as K-Means on a retail dataset. Students identify different customer groups and suggest marketing strategies for each segment.		
UNIT 5: ADVANCED MACHINE LEARNING METHODS	**08**	**13**
Knowledge: Ensemble Learning Techniques – Bagging, Boosting, Introduction to Artificial Neural Networks, Fundamentals of Deep Learning, Basics of Natural Language Processing, Text Analytics, Sentiment Analysis for Marketing Insights, Machine Learning Development Platforms – Scikit-Learn, TensorFlow, Google Colab.		
Skill: Conduct a sentiment analysis project using customer reviews from online platforms to classify feedback as positive, negative, or neutral. Students explore basic concepts of text analytics and natural language processing using tools like TensorFlow or Python libraries		

UNIT 6: MACHINE LEARNING APPLICATIONS IN BUSINESS	10	16
Knowledge: Applications of Machine Learning in Marketing – Customer Lifetime Value Prediction, Personalized Recommendation Systems, Targeted Marketing, Applications in Finance – Fraud Detection, Credit Scoring, Risk Modelling, Applications in Operations and Supply Chain – Demand Forecasting, Inventory Optimization, Logistics Analytics, Applications in Human Resource Management – Employee Attrition Prediction, Talent Analytics, Case Studies of Machine Learning Adoption in Organizations**.**		
Skill: Group project: Analyse a real-world business problem and propose a machine learning solution. Example areas: demand forecasting, fraud detection, or employee attrition prediction. Students present their solution using case studies from companies.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author	Title of the Book	Publisher
1.	Seema Acharya, Subhasini Chellappan	Big Data and Analytics	Wiley India
2.	Anil Maheshwari	Data Analytics Made Accessible	CreateSpace / Amazon
3.	Arvind Sathi	Big Data Analytics: Disruptive Technologies for Changing the Game	IBM Press / McGraw-Hill
4.	Shachi Ghanshyam Sayata, Abhishek Singh Verma	AI and Business Analytics: Leveraging Machine Learning for Enhanced Business Intelligence	DeepMisti Publication
5.	Galit Shmueli, Peter C. Bruce, Nitin R. Patel	Machine Learning for Business Analytics	Wiley
6.	Foster Provost, Tom Fawcett	Data Science for Business	O'Reilly Media
7.	Andreas C. Müller, Sarah Guido	Introduction to Machine Learning with Python	O'Reilly Media
8.	Aurélien Géron	Hands-On Machine Learning with Scikit-Learn, Keras & TensorFlow	O'Reilly Media

8. Digital or Online Resources:

Sl. No.	Name of the Resource	URL
1.	Kaggle – Data Science & Machine Learning Platform	https://www.kaggle.com
2.	Coursera – Machine Learning & AI Courses	https://www.coursera.org
3.	Google Machine Learning Crash Course	https://developers.google.com/machine-learning/crash-course
4.	TensorFlow Learning Resources	https://www.tensorflow.org/resources/learn-ml
5.	Google Colab – Cloud Python Notebook for ML	https://colab.research.google.com

9. Resources required:

Sl. No.	Resource Type	Details
1.	Computer Lab	Computers with internet access and adequate processing capability for machine learning experiments
2.	Software Tools	Python programming environment with libraries such as NumPy, Pandas, Matplotlib, Scikit-learn and TensorFlow

3.	Cloud Computing Platform	Access to Google Colab or similar cloud-based notebook environments for machine learning experiments
4.	Data Sets	Business datasets such as sales data, customer data, financial data for analytics and machine learning practice
5.	Visualization Tools	Data visualization tools such as Power BI, Tableau or Python visualization libraries
6.	Smart Classroom / Projector	Smart classroom or projector for demonstration of algorithms, coding examples and case discussions

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	2	1	1	2	1	1
PO2-Analyse & synthesize data for informed decisions	3	3	3	3	2	1
PO3-Create & manage a new venture, fostering innovation	1	1	1	1	1	1
PO4-Formulate, implement & evaluate strategic plans	1	1	1	2	3	1
PO5-Evaluate & apply ethical frameworks	1	1	1	1	1	3
PO6-Develop oral & written communication skills	1	1	1	1	2	2
PO7-Demonstrate leadership, teamwork & networking skills	1	1	1	1	1	1
PO8-Analyse contextual social issues & explore solutions	1	1	1	1	1	2

3.5.4. DATA ETHICS, PRIVACY AND GOVERNANCE		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course overview:

   This course explores the ethical, legal, and governance aspects of data management in business. It introduces students to the principles of responsible and ethical use of data in organizational contexts. Students will learn the importance of data privacy and protection, covering both personal and organizational data. The course addresses global privacy regulations such as GDPR and CCPA, as well as Indian laws like the DPDP 2023. Emphasis is placed on understanding legal frameworks, compliance requirements, and penalties for data breaches.

   Students will develop knowledge of data governance frameworks, roles, and responsibilities within organizations. The course also discusses risk management and data security, including identification, mitigation, and ethical considerations. Practical applications include case studies of Indian companies and real-world data breaches to highlight challenges and solutions. Emerging issues such as AI ethics, algorithmic bias, and automated decision-making are explored. Students will learn frameworks for ethical decision-making in data strategy and corporate social responsibility. The course incorporates hands-on exercises, mini-projects, and dashboards to apply ethical and governance principles. By the end, students will be equipped to make data-driven decisions responsibly, ensuring compliance, security, and ethical integrity in business contexts.

2. Course Learning Objectives:

1.	To enable students to understand the principles of ethical data use and apply ethical reasoning to business decisions involving data.
2.	To equip students to explain key data privacy principles, regulatory requirements, and best practices for protecting personal and organizational data.
3.	To develop students' understanding of global and Indian data protection laws and their implications for business compliance.
4.	To prepare students to design and implement structured data governance frameworks, including roles, policies, and standards in organizations.
5.	To enable students to identify data risks, apply risk mitigation strategies, and ensure secure and ethical management of organizational data.
6.	To equip students to evaluate emerging data technologies, AI ethics, and algorithmic biases, and make ethically informed business decisions.

3. Course Learning Outcomes: By the end of this course, students will be able to

1.	Explain the concepts and principles of data ethics and evaluate ethical challenges in data usage within Indian organizations and digital platforms.
2.	Analyse data privacy principles and assess the implications of global and Indian data protection regulations such as GDPR and the Digital Personal Data Protection Act (DPDP) 2023.
3.	Examine international and Indian legal frameworks governing data protection and evaluate compliance requirements and legal consequences for organizations.
4.	Evaluate the role of data governance frameworks, roles, and policies in ensuring responsible data management and regulatory compliance in organizations.
5.	Analyse data security risks, cybersecurity threats, and mitigation strategies to ensure ethical and secure data handling practices.
6.	Assess emerging ethical challenges in AI, big data, and digital platforms and apply ethical decision-making frameworks to responsible data strategy.

4. Pre-requisites for the Course:

1.	Basic Understanding of Business Management Concepts	Familiarity with organizational structures, decision-making processes, and business functions.
2.	Introductory Knowledge of Data and Analytics	Awareness of how businesses collect, process, and use data for decision-making.
3.	Fundamentals of Information Technology	Understanding of IT systems, databases, and digital tools used in business environments.
4.	Awareness of Legal and Regulatory Environment	Basic knowledge of business laws, corporate governance, and compliance requirements.

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 10	Reduced Inequalities
SDG 16	Peace, Justice and Strong Institutions
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO DATA ETHICS	**08**	**15**
Knowledge: Concept of Data Ethics and Responsible Use, Ethical Theories and Principles Applied to Data, Business Implications of Ethical vs Unethical Data Practices, Case Studies of Ethical Dilemmas in Data Usage, Corporate Culture and Ethics in Indian Companies, Ethical Challenges in India: Aadhaar Data Usage, Fintech, and E-Commerce Platforms		
Skill: Case Study on Presentation of Ethical vs Unethical Data Practices		
UNIT 2: DATA PRIVACY AND PROTECTION	**10**	**15**
Knowledge: Fundamentals of Data Privacy, Personal Data vs Organizational Data, Global Privacy Regulations: GDPR, CCPA, and Others, Principles of Consent, Purpose Limitation, and Data Minimization, Overview of Indian Data Protection Law: Digital Personal Data Protection Act (DPDP) 2023, Integrating DPDP 2023 Compliance into Governance Frameworks, Sector-Specific Privacy Challenges: Banking, Healthcare, and E-Commerce in India.		
Skill: Students Team Presentations on DPDP Act		
UNIT 3: LEGAL AND REGULATORY FRAMEWORKS	**12**	**20**
Knowledge: Overview of International and Local Data Protection Laws, Compliance Requirements for Businesses, Penalties and Legal Consequences of Data Breaches, Industry Standards and Best Practices for Data Handling, Indian IT Act Provisions Related to Data Security and Cybercrime, RBI and SEBI Guidelines on Data Privacy and Financial Data Protection		
Skill: Short Team based Case Study Project on Data Security & Cybercrime		
UNIT 4: DATA GOVERNANCE	**12**	**20**
Knowledge: Definition and Components of Data Governance, Roles, and Responsibilities: Data Stewards, Data Owners, and Governance Committees, Policies, Standards, and Procedures for Data Management, Implementing Data Governance programmes in Organizations, Indian Corporate Case Studies, Reliance on Data Governance Practices		
Skill: Team Presentation and Industry Experts session on Indian Corporate Case Studies.		

UNIT 5: RISK MANAGEMENT AND DATA SECURITY	10	15
Knowledge: Identifying and Assessing Data Risks, Data Breaches, Cybersecurity Threats, and Risk Mitigation, Data Classification and Access Controls, Ethical Risk Considerations in Data Use, Cybersecurity Guidelines from Indian CERT-In and Sector Regulators, Case Studies of Indian Data Breaches and Lessons Learned.		
Skill: Experts Session on Indian Data Breaches and Lessons Learned		
UNIT 6: EMERGING ISSUES AND ETHICAL DECISION-MAKING	**08**	**15**
Knowledge: AI Ethics, Algorithmic Bias, and Automated Decision-Making, Ethical Use of Big Data and Analytics, Corporate Social Responsibility in Data Practices, Frameworks for Ethical Decision-Making in Data Strategy, AI and Data Ethics Policies Being Considered by NITI Aayog and Other Indian Regulators, Ethical Challenges in Indian Fintech, E-Commerce, and Government Digital Platforms		
Skill: Students select a company that uses AI (e.g., fintech, e-commerce, or digital platforms) and prepare report, Analyse and present: • How AI is used in decision-making • Possible algorithmic bias • Ethical risks for users		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	N. Vijayashankar	Data Protection and Privacy – The Indian Perspective	Notion Press
2.	Pavan Duggal	Cyberlaw: The Indian Perspective	Saakshar Law Publications
3.	A.K. Jain	Cyber Laws and Information Technology	Bharat Law House
4.	Karnika Seth	Computers, Internet and New Technology Laws	LexisNexis India
5.	Rohas Nagpal	Blockchain, Cryptocurrency and Cybersecurity	Kogan Page India
6.	Dr. R.K. Chaubey	Cyber Crime and Cyber Security	S. Chand Publishing
7.	Cathy O'Neil	Weapons of Math Destruction	Crown Publishing
8.	Bernard Marr	Data Strategy: How to Profit from a World of Big Data, Analytics and AI	Kogan Page
9.	Michael Kearns & Aaron Roth	The Ethical Algorithm	Oxford University Press
10.	David J. Hand	Data Ethics: The New Competitive Advantage	Kogan Page

8. Digital and Online Resources:

Sl. No.	Name of the website	URL
1.	Learning Management System (LMS)	Platforms such as Moodle or Google Classroom for sharing course materials, assignments, and assessments
2.	Online Learning Platforms	MOOCs such as Coursera, edX, and MIT Open Courseware for supplementary learning
3.	Academic Databases	Google Scholar, Scopus, and university digital libraries for research articles on data ethics and privacy

4.	Cybersecurity and Data Governance Reports	Industry reports from NASSCOM, CERT-In, and RBI guidelines
5.	Case Study Databases	Business case studies related to AI ethics, data breaches, fintech, and digital governance
6.	Multimedia Resources	Educational videos, webinars, and expert talks on AI ethics, data privacy, and cybersecurity
7.	Software Tools	Analytics and visualization tools such as Excel, Power BI, or Tableau
8.	Regulatory and Policy Documents	Documents such as the Digital Personal Data Protection Act (DPDP) 2023, GDPR, and Indian IT Act provisions

9. Resources required:

1.	Books related to data ethics, data privacy, cybersecurity, and data governance
2.	Platforms such as Moodle or Google Classroom for sharing study materials and assignments
3.	MOOCs such as Coursera, edX, and MIT Open Courseware for additional learning
4.	Basic data analysis and visualization tools such as Microsoft Excel or Power BI
5.	Documents such as GDPR, Digital Personal Data Protection Act (DPDP) 2023, and Indian IT Act provisions

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	2	2	2	2	2	2
PO2-Analyse & synthesize data for informed decisions	1	3	2	2	3	2
PO3-Create & manage a new venture, fostering innovation	-	-	-	-	-	1
PO4-Formulate, implement & evaluate strategic plans	1	1	1	2	2	2
PO5-Evaluate & apply ethical frameworks	3	2	3	3	2	3
PO6-Develop oral & written communication skills	1	1	1	1	1	1
PO7-Demonstrate leadership, teamwork & networking skills	-	-	-	1	1	1
PO8-Analyse contextual social issues & explore solutions	2	2	2	2	2	2

3.6.1 DIGITAL ECONOMY & BUSINESS TRANSFORMATION		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   The course Digital Economy and Business Transformation examine how digital technologies are reshaping industries, organizations, and global economic structures. The rapid evolution of technologies such as Artificial Intelligence (AI), Big Data, Internet of Things (IoT), Blockchain, Cloud Computing, and Generative AI is transforming traditional business models and enabling new forms of value creation in the digital economy.

   The course introduces students to the economic logic of digital platforms, data-driven organizations, and AI-powered enterprises, while also exploring strategic frameworks for implementing digital transformation in organizations. Students will learn how emerging technologies influence value chains, customer experience, operational efficiency, and competitive strategy.

2. Course Learning Objectives:

1.	To explain the structure, characteristics, and economic principles governing the digital economy and technology-driven markets**.**
2.	To Analyse how digital technologies such as AI, Big Data, IoT, Blockchain, and Cloud Computing disrupt industries and create new business models.
3.	To design digital transformation strategies that align technology adoption with organizational goals and competitive advantage.
4.	To apply data-driven decision-making frameworks and analytics tools to solve complex business problems.
5.	To evaluate ethical, regulatory, cybersecurity, and societal implications of digital technologies and AI-driven enterprises.

3. Course Learning Outcomes**:** By the end of the course the learner will be able to

1.	Explain the structure, characteristics, and macro dynamics of the digital economy including Industry 4.0 and platform ecosystems.
2.	Analyse how digital technologies reshape industries, value chains, and sectoral business models (HealthTech, FinTech, AgriTech)
3.	Evaluate macro-level digital transformation policies, e-governance initiatives, and digital public infrastructure impacts.
4.	Assess digital inclusion challenges, digital divide, and government/NGO strategies for equitable access.
5.	Analyse macroeconomic effects of digital economy: productivity, employment, trade, and policy implications.
6.	Examine societal and regulatory governance of digital economy

4. Pre-requisites for the Course:

1.	Basic knowledge of Business Management principles
2.	Introductory understanding of Information Technology in Business
3.	Familiarity with Data Analytics or Statistics (recommended)
4.	Basic exposure to Digital Business or E-commerce concepts
5.	Foundational knowledge of Strategic Management

5. SDGs associated with the Course:

SDG4	Quality Education
SDG8	Decent Work and Economic Growth
SDG9	Industry, Innovation, and Infrastructure
SDG12	Responsible Consumption and Production
SDG16	Peace, Justice and Strong Institutions
SDG17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: FOUNDATIONS OF DIGITAL ECONOMY	**10**	**17**
Knowledge: Evolution of Digital Economy & Industry 4.0, Digital vs Traditional Business Models, Digital infrastructure and data ecosystems, Prosumer economy & fragmented value chains, Digitalization, Digital economy governance, Productivity, employment, GDP contributions of Digital Economy.		
Skill: • Understand evolution of Industrial economy → Industry 4.0 - Analyse structural changes in modern economies. • Compare the traditional models (asset-heavy, linear value chains) - Evaluate and design digital business models. • Understand components - Build and manage data-driven digital ecosystems.		
UNIT 2: GIG ECONOMY	**10**	**17**
Knowledge: Concept and growth of the gig economy, on-demand workforce, Types of gig work (freelancing, crowdsourcing, remote work), Gig economy ecosystem mapping, Role of AI, Cloud IoT in Gig economy, Challenges: job security, regulation, ethics, Case discussion: on quick commerce models - Uber / Swiggy.		
Skill: • Identify stakeholders: platform, gig workers, customers, partners, regulators. • On-Demand Workforce Management – ability to design efficient and flexible workforce strategies. • Identify types - Examine how technologies enable gig platforms.		
UNIT 3: DIGITAL ECONOMY AND TECHNOLOGY DRIVEN BUSINESS	**10**	**17**
Knowledge: Introduction to Sectoral Tech innovation, HealthTech, EdTech, and AgriTech Disruption, AgriTech and FinTech business models and disruption, Regulatory framework and security issues, Case discussion: Banking, healthcare chatbots.		
Skill: • Select sectors (HealthTech, EdTech, AgriTech, FinTech) and map - Analyse sector-specific digital disruption. • Develop skill to examine and compare AgriTech and FinTech business models. • Capability to assess regulatory frameworks.		
UNIT 4: E-GOVERNANCE	**10**	**16**
Knowledge: Concept and evolution of e-governance, Digital public infrastructure (Aadhaar, Digital India), E-government services and citizen engagement, Transparency, accountability, and efficiency, Policy challenges and data privacy issues, Case discussion: Digital India initiatives		
Skill: • Understand evolution - Analyse how technology transforms government services.		

• Study key initiatives - Evaluate large-scale digital infrastructure for governance. • Understand E-Government Services - Improve citizen-centric service design.		
UNIT 5: DIGITAL INCLUSION	**10**	**17**
Knowledge: Concept of digital inclusion and digital divide, Barriers to access infrastructure, affordability, literacy, Inclusive digital design principles, Role of government and NGOs in inclusion, Social and economic impact, Case discussion: Rural digital initiatives		
Skill: • Select a government or fintech app (e.g., Digital India services) and redesign it for low-literacy rural users. • Conduct a field study or secondary research to identify- Propose practical interventions (subsidies, training, infrastructure). • Policy & Institutional Role - Evaluate policy interventions for digital inclusion		
UNIT6: MACROECONOMIC IMPACT	**10**	**16**
Knowledge: Macro-level digital economy and societal transformation, Impact on productivity and employment, Digital trade and globalization, Innovation and competitiveness in digital economies, Policy implications and future trends.		
Skill: • Understand how digital technologies transform - Analyse economy-wide impacts of digital transformation. • Evaluate - Assess economic and workforce implications. • Understand policy implications - Align strategies with public policy and regulation.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Erik Brynjolfsson & Andrew McAfee	The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies	W.W. Norton & Company
2.	Thomas M. Siebel	Digital Transformation: Survive and Thrive in an Era of Mass Extinction	Rosetta Books
3.	Nicholas Negroponte	Being Digital	Vintage Books / Knopf
4.	Viktor Mayer-Schönberger & Kenneth Cukier	Big Data: A Revolution That Will Transform How We Live, Work, and Think	Houghton Mifflin Harcourt
5.	Andrew McAfee & Erik Brynjolfsson	Machine, Platform, Crowd: Harnessing Our Digital Future	W.W. Norton & Company
6.	Geoffrey G. Parker, Marshall W. Van Alstyne & Sangeet Paul Choudary	Platform Revolution: How Networked Markets Are Transforming the Economy	W.W. Norton & Company
7.	Bernard Marr	Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning	Wiley
8.	Paul Scharre	Four Battlegrounds: Power in the Age of Artificial Intelligence	W.W. Norton & Company
9.	Klaus Schwab	The Fourth Industrial Revolution	World Economic Forum

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Coursera – Business Analytics Courses	https://www.coursera.org
2.	Google Analytics Learning Center	https://analytics.google.com
3.	MIT Sloan Management Review – Digital Transformation Insights	https://sloanreview.mit.edu/
4.	McKinsey Global Institute – Technology and Digital Transformation Reports	https://www.mckinsey.com/mgi/overview
5.	Stanford Human-Centered AI (HAI) – AI Index Report	https://hai.stanford.edu/ai-index

9. Resources required:

1.	Smart classroom with digital access
2.	Access to journals and databases
3.	Data visualization/analytics tools (basic)

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation.	3	2	3	3	2	2
PO2-Analyse & synthesize data for informed decisions	2	3	2	3	2	2
PO3-Create & manage a new venture, fostering innovation	2	2	2	2	1	3
PO4-Formulate, implement & evaluate strategic plans.	2	2	2	3	2	2
PO5-Evaluate & apply ethical frameworks	1	1	2	1	3	2
PO6-Develop oral & written communication skills	1	1	2	1	2	3
PO7-Demonstrate leadership, teamwork & networking skills	1	1	1	2	2	3
PO8-Analyse contextual social issues & explore solutions	1	1	1	2	2	2

3.6.2 DATA DRIVEN DECISION MAKING AND BUSINESS ANALYTICS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course introduces students to the principles and practices of data-driven decision-making using business analytics. It focuses on how organizations leverage data, statistical techniques, and analytical tools to support effective managerial decisions. Students will learn to collect, Analyse, and interpret data, build basic analytical models, and translate insights into actionable business strategies. Emphasis is placed on applying analytics in real-world business contexts and effectively communicating data-driven insights to support organizational performance and strategic decision-making.

2. Course Learning Objectives:

1.	To understand the role of data analytics in supporting effective business decision-making.
2.	To apply statistical and analytical techniques to Analyse business data and solve real-world managerial problems.
3.	To explore and utilize business intelligence tools and technologies for data analysis, visualization, and reporting.
4.	To develop the ability to interpret data insights and use them for strategic planning.
5.	To recognize ethical considerations, data privacy, and regulatory compliance in the use of data for business decision-making.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Explain key concepts in data-driven decision-making, data types, and business analytics.
2.	Apply descriptive and inferential statistics to business datasets.
3.	Build and interpret basic predictive models (e.g., regression, forecasting).
4.	Design and interpret dashboards and visualizations for managerial decisions.
5.	Recognize ethical and governance considerations in data usage.
6.	Demonstrate effective communication of Data-driven insights and solutions for managerial decision-making.

4. Pre-requisites for the Course:

1.	Basic understanding of business management concepts**.**
2.	Fundamental knowledge of statistics and quantitative techniques**.**
3.	Familiarity with basic computer applications and spreadsheet tools.

5. SDG SDGs associated with the Course

SDG4	Quality Education
SDG8	Decent Work and Economic Growth
SDG9	Industry, Innovation, and Infrastructure
SDG12	Responsible Consumption and Production
SDG17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: DATA FOUNDATIONS AND TYPES	**10**	**17**
Knowledge: Meaning and importance of data in business decision-making, Types of data: structured vs unstructured, sources, Data classification and interpretation, Data literacy for managerial decisions, Primary and Secondary data, introduction to Data Warehouse.		
Skill: • Select a business (e.g., retail/e-commerce) and identify, classify and organize business data effectively. • Analyse Basic data exploration using spreadsheets. • Interpret simple data summaries and charts		
UNIT 2: DATA COLLECTION AND DATA PREPARATION	**10**	**17**
Knowledge: Data Collection techniques, Data lifecycle, Methods of data collection: surveys, databases, web data, Data quality and reliability, Data cleaning and preprocessing, Handling missing values and data errors, Introduction to data management, Data Integration, data transformation, data reduction.		
Skill: • Design a data collection plan for a business problem (e.g., customer satisfaction) - Choose methods: surveys, databases, web scraping to design effective data collection strategies • Skill to perform data cleaning, handling missing values, correcting errors, and preprocessing data. • Apply data integration, transformation, and reduction techniques.		
UNIT 3: DATA ANALYTICS AND DATA VISUALIZATION	**12**	**20**
Knowledge: Introduction to Descriptive, prescriptive, predictive Analytics, Concepts and techniques, Decision modelling, Measures of central tendency and dispersion, data visualization in business, Visualization principles, Types of charts and dashboards, storey telling.		
Skill: • Take a business problem (e.g., declining sales) and classify - Apply analytics types to real decision-making. • Develop skill to compute and interpret measures of central tendency and dispersion, enabling meaningful insights from business data. • Design effective data visualizations, dashboards, and business storytelling.		
UNIT 4: STATISTICAL TOOLS FOR BUSINESS DECISION MAKING	**10**	**17**
Knowledge: Importance of Statistical tools, Basic statistical concepts in business analytics, Correlation, and simple regression, regression metrics, error measures, forecasting basics, and statistical insights for decision making.		
Skill: • Perform basic statistical analysis using Excel. • Develop skill to evaluate Statistical models using metrics and error measures. • Derive statistical insights and use them effectively.		
UNIT 5: DATA-DRIVEN BUSINESS APPLICATIONS	**10**	**16**
Knowledge: Data-driven decision-making in functional areas, Customer analytics and personalization, Role of data in reducing uncertainty in managerial decisions, Understanding key performance indicators (KPIs) in organizations, Use of data analysis in solving practical business problems, Examples of data-informed decision-making in organizations.		

Skill: • Select a functional area (Marketing/Finance/HR/Operations) and Analyse - Use data analytics to support decision-making across functional areas. • Using sample customer data - Develop customer-centric analytics skills • Apply data analysis techniques to real-world business problems and interpret insights		
UNIT 6: DATA GOVERNANCE AND EMERGING TRENDS	**08**	**13**
Knowledge: Understanding Big data and real-time analytics, Data Governance and Data Strategy, Data monetization strategies, Ensure data privacy and confidentiality, Future trends in data-driven business.		
Skill: • Identify sources of big data for a business (e.g., e-commerce, FinTech) – Visualize data flow and volume using a data pipeline diagram. • Develop skill to design frameworks and data strategies. • Assess ethical usage of data in Business environments.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Evans, J. R.	Business Analytics: Methods, Models, and Decisions	Pearson.
2.	Winston, W. L.	Data Analysis and Decision Making.	Cengage Learning.
3.	Wolfgang Jank	Business Analytics for Managers	Springer
4.	Peter C. Bell & Gregory S. Zaric	Analytics for Managers with Excel Routledge	Routledge
5.	Rahul Saxena & Anand Srinivasan	Business Analytics: A Practitioner's Guide	Springer

8. Digital or Online Resources

Sl. No.	Name of the Website	URL
1.	World Economic Forum – Digital Economy Reports	https://www.weforum.org/
2.	OECD Digital Economy Outlook	https://www.oecd.org/en/topics/digital.html
3.	MIT Sloan Management Review – Digital Transformation Insights	https://sloanreview.mit.edu/
4.	Kaggle	https://www.kaggle.com
5.	World Economic Forum – Data and AI Reports	https://www.weforum.org

9. Resources required:

1.	Smart classroom with digital access
2.	Access to journals and databases
3.	Data visualization/analytics tools (basic)

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation.	3	2	3	3	2	2
PO2-Analyse & synthesize data for informed decisions	2	3	2	3	2	2
PO3-Create & manage a new venture, fostering innovation	2	2	2	2	1	3
PO4-Formulate, implement & evaluate strategic plans.	2	2	2	3	2	2
PO5-Evaluate & apply ethical frameworks	1	1	2	1	3	2
PO6-Develop oral & written communication skills	1	1	2	1	2	3
PO7-Demonstrate leadership, teamwork & networking skills	1	1	1	2	2	3
PO8-Analyse contextual social issues & explore solutions	1	1	1	2	2	2

3.6.3 TECHNOLOGY MANAGEMENT FOR DIGITAL TRANSFORMATION		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course focuses on the strategic role of technology and innovation in achieving competitive advantage in modern organizations. It introduces students to the processes involved in managing technological change, fostering innovation, and integrating technology with business strategy.

2. Course Learning Objectives:

1.	To make them understand the role of technology and innovation in creating competitive advantage
2.	To introduce concepts, tools, and frameworks used in managing technological change and innovation
3.	To enable with tools and techniques for technology forecasting and innovation strategy formulation.
4.	To evaluate emerging technologies and their implications for business strategy and transformation.
5.	To gain knowledge about intellectual property management and commercialization of technological innovations.

3. Course Learning Outcomes**:** By the end of the course the learner will be able to

1.	Explain technology management principles, evolution, classification, and competitive role
2.	Analyse innovation processes, design thinking, and drivers of organizational creativity.
3.	Evaluate sources of technology, R&D management, and new product development pathways.
4.	Apply technology forecasting, road mapping, and strategic technology planning techniques
5.	Assess commercialization strategies, IPR management, and technology transfer processes.
6.	Examine technology entrepreneurship, startup ecosystems, and responsible innovation principles

4. Pre-requisites for the Course:

1.	Basic awareness of technology and digital transformation
2.	Understanding of fundamental business concepts
3.	Interest in emerging technologies and innovation

5. SDG SDGs associated with the Course:

SDG4	Quality Education
SDG8	Decent Work and Economic Growth
SDG9	Industry, Innovation, and Infrastructure
SDG12	Responsible Consumption and Production
SDG17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: FOUNDATIONS OF TECHNOLOGY MANAGEMENT	**10**	**16**
Knowledge: Evolution of Technology: Stages of technological evolution, Meaning and definition of technology, Characteristics of Technology, Classification of Technology: Application, Complexity, Ownership, Usage, Role of Technology, Technological environment and external forces		
Skill: • Understand the meaning and definition of technology - Analyse how technology evolves and shapes industries. • Evaluate key characteristics - Assess nature and impact of technologies. • Classify technology-based categories and select appropriate technologies for business use.		
UNIT 2: INNOVATION MANAGEMENT AND DESIGN THINKING	**10**	**16**
Knowledge: Concept of innovation and creativity, Difference between invention and innovation, Types of innovation (product, process, service, business model), Innovation process and innovation life cycle, Drivers of innovation in organizations, Innovation Process: Idea generation to validation, Design Thinking: meaning and Key principles, Stages of Design Thinking, Importance of Innovation and Design Thinking in Business applications.		
Skill: • Take examples of real-world innovations (e.g., Tesla electric cars, Netflix streaming) - Understand the distinction and strategic impact of innovation • Select a product or service and map its innovation life cycle - Analyse how innovations progress from idea to market adoption. • Innovation Classification - Apply the right type of innovation in business contexts.		
UNIT 3: SOURCES OF TECHNOLOGY AND R&D MANAGEMENT	**10**	**17**
Knowledge: Sources of Technology: Internal and external sources, Role of Research & Development (R&D), Technology acquisition and technology transfer, New product development (NPD) process, Challenges: Product failure and managing, patent analysis.		
Skill: • Identify internal and external sources of technology for a selected company (e.g., Tata Motors, Infosys) • Understand and manage the New Product Development (NPD) process. • Develop capability to assess intellectual property issues.		
UNIT 4: TECHNOLOGY FORECASTING AND STRATEGY	**10**	**17**
Knowledge: Meaning and importance of technology forecasting, objectives, Types of Technology Forecasting: Normative, Exploratory, Growth Curve method, Technology Roadmap: components, make-or-buy of tech, Challenges.		
Skill: • Select a technology relevant to an industry (e.g., AI in healthcare, EV batteries) - Identify stakeholders who benefit from the forecast. • Develop a skill to interpret technology roadmaps. • Capability to evaluate challenges in technology forecasting		
UNIT 5: COMMERCIALISATION OF INNOVATION AND IPR	**10**	**17**
Knowledge: Introduction to Commercialisation, Intellectual Property Rights (IPR): patents, trademarks, copyrights, Innovation ecosystems and incubators, Innovation to Market Process: Idea, Prototype, Testing and validation, Technology transfer, Case studies on successful technological innovations.		

Skill: • Select a technology/product (e.g., Tesla EV battery, AI software) – Identify relevant IPR protection mechanisms: patents, trademarks, copyrights. • Analyse concepts such as patents, trademarks and copyrights • Capability to evaluate innovation ecosystems.		
UNIT6: TECHNOLOGY ENTREPRENEURSHIP, STARTUP ECOSYSTEMS AND ETHICS	**10**	**17**
Knowledge: Technology Startups: characteristics and stages of startups, Lean startup methodology, Product-market fit, MVP, Growth strategies, Startup Ecosystems: components, Managing Ethical Issues, Responsible Innovation principles.		
Skill: • Select 2–3 technology startups (e.g., Uber, Byju's) - Identify their stage: ideation, early, growth, expansion, maturity. • Design a growth roadmap for a startup - Build strategic planning capabilities for scaling startups. • Identify and manage ethical issues in startups.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1	Melissa A. Schilling	Strategic Management of Technological Innovation	McGraw-Hill Education
2	Paul Trott	Innovation Management and New Product Development	Pearson Education
3	Frederick Betz	Strategic Technology Management	Wiley
4	V. K. Narayanan	Managing Technology and Innovation for Competitive Advantage	Pearson Education
5	Robert A. Burgelman, Clayton Christensen	Strategic Management of Technology and Innovation	McGraw-Hill Education

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1	Coursera – Innovation & Technology Courses	https://www.coursera.org
2	MIT Sloan AI Resources	https://mitsloan.mit.edu
3	NITI Aayog AI India	https://www.niti.gov.in
4	Harvard Business Review	https://hbr.org
5	World Economic Forum – Technology Reports	https://www.weforum.org

9. Resources required:

1.	Smart classroom with digital access
2.	Access to journals and databases
3.	AI and technology
4.	Industry interaction/guest lectures

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation.	2	3	3	3	2	2
PO2-Analyse & synthesize data for informed decisions	2	3	2	3	2	2
PO3-Create & manage a new venture, fostering innovation	2	3	2	2	1	3
PO5-Evaluate & apply ethical frameworks	1	1	2	1	3	2
PO6-Develop oral & written communication skills	1	1	2	1	2	3
PO7-Demonstrate leadership, teamwork & networking skills	1	1	1	2	2	3
PO8-Analyse contextual social issues & explore solutions	2	1	1	2	2	2

3.6.4 DIGITAL BUSINESS MODELS AND PLATFORM MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   Digital Business Models & Platform Management course introduces how organisations design, launch, and scale digital businesses in an era defined by platform economies, network effects, and data-driven competition. It addresses the fundamental question of how firms create, deliver, and capture value through digital models — from traditional pipeline businesses to multi-sided platforms and digital ecosystems.

2. Course Learning Objectives:

1.	To provide foundational knowledge of digital business models, platform economics, and the strategic frameworks for understanding digital transformation and disruption.
2.	To develop understanding of platform architecture, network effects, multi-sided market pricing, and ecosystem management as instruments of building and scaling digital platforms.
3.	To enable students to plan and execute digital product management, operational transformation, and data-driven marketing strategies that drive business performance and customer value.
4.	To examine the governance, regulatory, trust, and ethical challenges of managing large-scale digital platforms, including antitrust policy, openness vs. control trade-offs, and responsible algorithmic decision-making.
5.	To prepare students to design growth strategies, apply digital product analytics, and lead digital ventures across diverse sectors and global markets using AI, data, and agile methodologies.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Explain digital business models, platform economies, and their evolution from pipeline to ecosystem models.
2.	Design and Analyse platform architecture, network effects, and multi-sided market pricing strategies.
3.	Execute digital product management, growth strategies, and data-driven platform operations.
4.	Evaluate platform governance, antitrust regulations, and trust mechanisms at scale.
5.	Develop AI-enabled platform strategies for sectoral applications and global scaling.
6.	Communicate platform strategy insights and growth recommendations to stakeholders.

4. Pre-requisites for the Course:

1.	Basic understanding of management principles and business strategy
2.	Familiarity with digital technologies, e-commerce concepts, or digital marketing (desirable)
3.	Introductory knowledge of microeconomics or market structures (desirable)

5. SDGs associated with the Course:

SDG4	Quality Education
SDG8	Decent Work and Economic Growth
SDG9	Industry, Innovation, and Infrastructure
SDG12	Responsible Consumption and Production
SDG17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO DIGITAL BUSINESS	**08**	**10**
Knowledge: Digital business models: E-commerce, Platform based, subscription based, Understanding disruptive technologies (AI, IoT, Cloud) and their role in business growth. Digital vs. Traditional Models: Similarities and differences in managing "pipeline" (traditional) vs. digital businesses. Disruption Landscape: Analyzing the digital matrix and crafting value in the digital era.		
Skill: • Select a company (e.g., Amazon, Netflix, or a SaaS startup) - Identify its business model type: E-commerce, Platform-based, Subscription-based. • Analyse a traditional business (e.g., a retail chain) vs. a digital counterpart - Compare operations, supply chain, revenue flow, customer engagement. • Choose a disruptive technology (AI, IoT, Cloud - Assess its impact on growth, efficiency, and innovation		
UNIT 2: PLATFORM BUSINESS MODELS AND ECONOMICS	**10**	**15**
Knowledge: Network Economics: Core concepts of network effects, demand-side economies of scale, and "penguin problems" (adoption challenges). Platform Architecture: Design trade-offs between open and proprietary ecosystems and managing complementors. Pricing Strategies: Selecting pricing models for multi-sided markets, including subsidy and monetization decisions. Ecosystem Management: Building and scaling digital platforms and competing in oligopolistic platform markets.		
Skill: • Select a digital platform (e.g., Uber, Airbnb) - Identify adoption challenges (“penguin problems”). • Analyse a platform’s architecture - Develop strategic decision-making skills in platform design. • Develop and manage digital platform ecosystems		
UNIT 3: DIGITAL PRODUCT AND EXECUTION MANAGEMENT	**12**	**20**
Knowledge: Meaning and characteristics of digital products, Difference between digital and physical products, Digital product lifecycle (idea → development → launch → growth), Types of digital products, Role of a digital product manager, Cross-functional team collaboration, Continuous integration and delivery, Execution Management: DevOps & Continuous Delivery, Concept of DevOps, CI/CD (Continuous Integration & Continuous Deployment).		
Skill: • Select 2–3 products (e.g., Spotify, Netflix, Tesla Infotainment System - Understand unique features and management requirements of digital products. • Simulate a cross-functional product development team. • Capability to understand and apply DevOps principles, CI/CD practices		
UNIT 4: SECTORAL PERSPECTIVES	**08**	**20**
Knowledge: Digital technologies in sectoral: Mobile banking, Healthcare: Telemedicine, chatbots, predictive models, Retail & E-commerce Models: Digital marketplaces and omnichannel retail, Agriculture: Smart Farming, Weather prediction, SaaS, marketplaces, and aggregators. Data-Driven Decision Making: Using analytics tools to create new business opportunities. Digital Globalization: Strategies for scaling digitally modified businesses globally.		
Skill: • Select a sector (e.g., Banking, Healthcare, Retail, Agriculture) - Understand how digital technologies are applied across industries. • Use analytics tools and data-driven decision-making.		

• Try to design and implement strategies for scaling digitally-enabled businesses.		
UNIT 5: PLATFORM GOVERNANCE AND REGULATORY STRATEGY	**12**	**20**
Knowledge: Openness vs. Control: Managing the trade-offs between making a platform open to third-party developers (complementors) and maintaining a closed, proprietary "walled garden". Trust and Safety: Implementing mechanisms to manage user behaviour, Platform Monetization and Pricing Strategy. ANTITRUST and Policy: Understanding the legal landscape for "Big Tech," including competition laws, platform liability, and the regulatory challenges of managing oligopolistic digital markets.		
Skill: • Select a digital platform (e.g., Apple, Google Play Store) - Evaluate openness vs. control trade-offs. • Role-play scenario- managing a social media or marketplace platform. • Analyse a case study of "Big Tech" regulation (e.g., Meta, Amazon) - Identify antitrust, competition, or platform liability issues		
UNIT 6: PLATFORM GOVERNANCE AND REGULATION	**10**	**15**
Knowledge: Introduction to Platform Governance, Trust, safety, and moderation, Antitrust and competition law, Platform liability, Ethical and regulatory issues		
Skill: • Understand and manage platform governance mechanisms. • Skill to Analyse antitrust laws, competition policy, and platform liability. • Capability to evaluate ethical and regulatory issues in platform ecosystems		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Geoffrey G. Parker, Marshall W. Van Alstyne, and Sangeet Paul Choudary	Platform Revolution: How Networked Markets Are Transforming the Economy and How to Make Them Work for You	W. W. Norton & Company
2.	Michael A. Cusumano, Annabelle Gawer, and David B. Yoffie	The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power	Harper Business (HarperCollins)
3.	R. Srinivasan	Platform Business Models: Frameworks, Concepts and Design	Springer
4.	David L. Rogers	The Digital Transformation Playbook: Rethink Your Business for the Digital Age	Columbia Business School Publishing
5.	Dave Chaffey, Tanya Hemphill, and David Edmundson-Bird	Digital Business and E-Commerce Management	Pearson Education Limited

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Advanced Programme in Digital Business Leadership	IIM Calcutta - Platform Business Models & Strategy (MBAEx Outline)
2.	Certificate Programme in Digital Transformation and AI for Leaders	IIM Ahmedabad - Digital Transformation Online Programme
3.	Digital Business Models and Strategy	IIM Bangalore - Digital Business Models and Strategy (EEP)

9. Resources required:

1.	Smart classroom with digital access
2.	Case study repository (AI-focused)
3.	Access to journals and databases
5.	Industry interaction/guest lectures

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation.	3	2	3	3	2	2
PO2-Analyse & synthesize data for informed decisions	2	3	2	3	2	2
PO3-Create & manage a new venture, fostering innovation	2	2	2	2	1	3
PO4-Formulate, implement & evaluate strategic plans.	2	2	2	3	2	2
PO5-Evaluate & apply ethical frameworks	1	1	2	1	3	2
PO6-Develop oral & written communication skills	1	1	2	1	2	3
PO7-Demonstrate leadership, teamwork & networking skills	1	1	1	2	2	3
PO8-Analyse contextual social issues & explore solutions	1	1	1	2	2	2

3.7.1 FUNDAMENTALS OF INNOVATION AND ENTREPRENEURSHIP		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course focuses on innovation as a core driver of entrepreneurship, emphasizing advanced feasibility analysis, entrepreneurial team development, business planning, and venture sustainability. It builds on foundational concepts and enables students to apply innovation frameworks, develop investment-ready business plans, and manage venture growth using structured tools and metrics.

2. Course Learning Objectives**:**

1.	To Analyse types of innovation and their strategic implications.
2.	To evaluate opportunities using advanced feasibility frameworks.
3.	To design entrepreneurial teams and leadership structures.
4.	To construct investment-ready business plans.
5.	To apply innovation management concepts for growth.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Classify innovations by type, industry, and stage; explain diffusion patterns using Rogers; adoption curves.
2.	Design an entrepreneurial team structure, identify skill gaps and develop team development plan aligned to venture needs.
3.	Conduct comprehensive feasibility analysis including market sizing, and technology validation using multiple frameworks.
4.	Develop a detailed business plan with realistic financial projections, milestones, and contingency plans.
5.	Calculate and explain key innovation metrics for venture performance measurement.
6.	Analyse venture sustainability through business model longevity, competitive advantage and market positioning frameworks.

4. Pre-requisites for the Course:

1.	Completion of Entrepreneurship & Design Thinking.
2.	Basic understanding of business models.
3.	Analytical and research skills.

5. SDG associated with the Course:

SDG 8	Decent Work and Economic Growth.
SDG 9	Industry, Innovation and Infrastructure.
SDG 12	Responsible Consumption and Production.
SDG 17	Partnerships for the Goals.

6. Course Content**:**

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INNOVATION THEORIES AND FRAMEWORKS	**10**	**16**
Knowledge: Types of innovation (product, service, process, business model, delivery), Radical vs. incremental innovation trade-offs, Schumpeter's creative destruction and innovation theory, Christensen's disruptive innovation framework, Innovation diffusion and Rogers' adoption curve, Industry analysis and innovation patterns, Radical vs. adjacent vs. core innovation, Innovation lifecycle stages.		
Skill: • Classify ventures based on innovation types • Analyse adoption curves across market segments • Evaluate industry risks impacting venture success • Identify strategic opportunities from innovation comparison.		
UNIT 2: ENTREPRENEURIAL COGNITION AND TEAM BUILDING	**10**	**16**
Knowledge: Entrepreneurial cognition theory (pattern recognition, cause-effect reasoning), Team composition: founder, technical, business, operations roles, Diversity in entrepreneurial teams (cognitive, demographic, functional), Team dynamics and psychological safety, Founder fit and co-founder dynamics, Leadership styles for startups, Advisory boards and board composition, Culture creation in early-stage ventures.		
Skill: • Self-assess entrepreneurial thinking and mindset • Design teams and formal partnership agreements • Evaluate team diversity and skill alignment • Build networks with mentors and investors		
UNIT 3: ADVANCED FEASIBILITY ANALYSIS	**10**	**17**
Knowledge: Market feasibility: sizing, Total Addressable Market (TAM)/Serviceable Available Market (SAM)/ Serviceable Obtainable Market (SOM), market research methods, Competitive feasibility: Porter's Five Forces, competitive positioning, Technology feasibility: technical readiness levels (TRL), Minimum Viable Product (MVP) requirements, financial feasibility: burn rate, runway, unit economics. Operational feasibility: supply chain, key partnerships. Risk feasibility: regulatory, market, technology risks, Go/no-go decision frameworks.		
Skill: • Analyse markets and estimate TAM SAM • Assess technology readiness and feasibility levels • Model unit economics for business viability • Evaluate risks and support strategic forecasting		
UNIT 4: BUSINESS PLAN DEVELOPMENT	**10**	**17**
Knowledge: Business plan structure and components, Executive summary best practices, Company description and positioning, Market analysis and segmentation details, Marketing and sales strategy development, Operations plan and key processes, Management team and organizational structure, financial projections (3-to-5-year horizons), Funding requirements and use of funds, Appendices and supporting documents.		
Skill: • Develop business plans with market analysis • Perform financial modeling for strategic decisions • Communicate strategies clearly to stakeholders • Create investor ready impactful presentations		

UNIT 5: INNOVATION MANAGEMENT AND METRICS	10	17
Knowledge: Innovation metrics: speed, efficiency, impact, adoption, Time-to-market measurement and optimization, Innovation funnel management (ideas to commercialization), Stage-gate processes for innovation, Balanced scorecard for innovation, Leading and lagging indicators, Benchmarking innovation performance, Learning metrics for early-stage ventures.		
Skill: • Design innovation metrics for performance tracking • Build dashboards to monitor key indicators • Track performance using data-driven methods • Analyse insights to improve decision making		
UNIT 6: VENTURE GROWTH AND SUSTAINABILITY INNOVATION THEORIES AND FRAMEWORKS	**10**	**17**
Knowledge: Growth models and scaling strategies, Revenue model sustainability assessment, Customer retention and lifetime value, Repeat business vs. one-time transactions, Product-market fit evolution, Profitability pathways, Venture lifecycle stages (seed, early growth, scale, mature), Business model pivots and adaptations, Long-term competitive advantage creation.		
Skill: • Forecast growth and plan scaling strategies • Evaluate opportunities for business expansion • Simulate profits for financial planning decisions • Guide product development for market needs		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books**:**

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1	Christensen, C.	The Innovator's Dilemma	Harvard Business Review Press
2	Blank, S.	The Startup Owner's Manual	K&S Ranch
3	Osterwalder, A.	Value Proposition Design	Wiley
4	Ries, E.	The Lean Startup	Crown Publishing
5	Tidd, J., Bessant, J.	Managing Innovation	Wiley

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1	Harvard Business Review	https://hbr.org
2	NASSCOM Reports	https://www.nasscom.in
3	Startup India Portal	https://www.startupindia.gov.in

9. Resources required:

1.	Financial modeling tools
2.	Industry reports
3.	Research databases

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	3	2	2	0	0
PO2-Analyse & synthesize data for informed decisions	2	0	2	0	3	3
PO3-Create & manage a new venture, fostering innovation	3	3	0	0	1	1
PO4-Formulate, implement & evaluate strategic plans	2	3	1	0	2	1
PO5-Evaluate & apply ethical frameworks	2	2	0	2	2	3
PO6-Develop oral & written communication skills	2	1	2	2	3	1
PO7-Demonstrate leadership, teamwork & networking skills	2	2	3	3	2	2
PO8-Analyse contextual social issues & explore solutions	1	2	3	1	1	2

3.7.2 CREATIVITY, DESIGN THINKING AND PROBLEM SOLVING		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course focuses on advanced problem-solving and organizational innovation by applying systems thinking, structured creativity techniques, and design sprints. It enables students to Analyse complex problems, generate innovative solutions, design organizational innovation strategies, and communicate solutions effectively.

2. Course Learning Objectives**:**

1.	To Analyse complex problems using systems thinking and root cause analysis frameworks
2.	To apply advanced ideation techniques (TRIZ, SCAMPER, Six Thinking Hats) to generate innovative solutions
3.	To design and facilitate design sprints for rapid prototyping and solution validation
4.	To develop organizational innovation strategies and creativity culture initiatives
5.	To evaluate innovative solutions against stakeholder needs and organizational constraints

3. Course Learning Outcomes**:** By the end of the course the learner will be able to

1.	Decompose complex problems into components, identify root causes, and using multiple problem-solving frameworks
2.	Generate advanced ideation techniques, evaluate and refine solutions through iteration cycles
3.	Plan and execute a design sprint from problem definition through prototype testing with stakeholder feedback
4.	Design organizational changes that foster creativity culture, including incentive structures, processes, and training
5.	Create stakeholder journey maps and service blueprints showing touchpoints, pain points, and improvement opportunities
6.	Present problem-solution relationships clearly, defend design choices, and explain organizational implications

4. Pre-requisites for the Course**:**

1.	Entrepreneurship & Design Thinking
2.	Basic understanding of innovation concepts
3.	Analytical and creative thinking skills

5. SDG associated with the Course:

SDG 9	Industry, Innovation and Infrastructure
SDG 11	Sustainable Cities and Communities
SDG 12	Responsible Consumption and Production
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: SYSTEMS THINKING AND COMPLEX PROBLEM ANALYSIS	**10**	**17**
Knowledge: Systems thinking principles and complexity frameworks, Causal loop diagrams and systems mapping, Root cause analysis techniques (5 Whys, Fishbone, fault trees), Problem decomposition strategies, Stakeholder analysis and mapping, Systems archetypes common in organizations, Leverage points for system change, Unintended consequences and second-order effects.		
Skill: • Investigate complex systems and causal relationships • Map causal loops for system understanding • Identify root causes of systemic issues • Design effective system level solutions		
UNIT 2: ADVANCED IDEATION TECHNIQUES	**10**	**17**
Knowledge: TRIZ (Theory of Inventive Problem Solving) principles and contradictions, SCAMPER technique (Substitute, Combine, Adapt, Modify, Eliminate, Reverse), Six Thinking Hats method for parallel thinking, Lateral thinking and random input techniques, forced connections and attribute listing, Reverse brainstorming, DREAM framework (different, reverse, explore, advocate, mind-shift), Ideation metrics: quantity, diversity, feasibility.		
Skill: • Apply TRIZ and SCAMPER techniques creatively • Use lateral thinking for idea generation • Solve problems using structured innovation methods • Evaluate feasibility of innovative solutions		
UNIT 3: DESIGN SPRINTS AND RAPID PROTOTYPING	**10**	**17**
Knowledge: Design sprint methodology, Sprint planning and objective setting, understanding and map customer journey, Sketch multiple solutions, decide on prototype concept, build prototype (high-fidelity), Test and gather feedback, Remote design sprints adaptations, Prototyping approaches (low-fidelity, high-fidelity, digital, physical), Iteration cycles and rapid refinement.		
Skill: • Plan design sprints and innovation workflows • Map user journeys for experience insights • Prototype solutions for rapid validation testing • Test with users and iterate improvements		
UNIT 4: ORGANIZATIONAL INNOVATION STRATEGY	**10**	**17**
Knowledge: Organizational culture and innovation readiness, Creativity culture characteristics and development, Organizational structures for innovation, Innovation incentive systems and metrics, Open innovation and collaboration models, Innovation governance and decision-making, change management for innovation adoption, sustaining innovation vs. disrupting the status quo, Leadership for innovation.		
Skill: • Assess readiness for innovation and change • Design systems to support innovation processes • Manage change across organizational structures • Build stakeholder support through strategic communication		

UNIT 5: SERVICE DESIGN AND JOURNEY MAPPING	10	16
Knowledge: Customer journey mapping principles, Touchpoint identification and analysis, Pain point and opportunity identification, Service blueprint components, Stakeholder journey analysis, Experience design principles, Emotional journey and moments of truth, Omnichannel experience design, Journey improvement opportunities.		
Skill: • Map customer journeys across experience stages • Identify touchpoints and customer pain points • Analyse experiences to uncover improvement areas • Design enhancements for better customer experience		
UNIT 6: PRESENTING AND COMMUNICATING SOLUTIONS	**10**	**16**
Knowledge: Problem-solution framing for different audiences, Visual communication of complex ideas, Storytelling for impact, Data visualization for insights, Presentation structure and flow, Anticipating and addressing objections, facilitating stakeholder feedback, Implementation communication, Measuring solution impact, Learning and adaptation communication.		
Skill: • Create clear problem solution communication messages • Use visuals and storytelling for engagement • Engage stakeholders through effective communication • Handle feedback confidently and improve messaging		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books**:**

Sl. No.	Author	Title	Publisher
1	Brown, T.	Change by Design	Harper Business
2	Kelley, T., Kelley, D.	Creative Confidence	Crown Publishing
3	Liedtka, J.	Design Thinking for the Greater Good	Columbia Press
4	De Bono, E.	Six Thinking Hats	Penguin
5	Martin, R.	The Design of Business	Harvard Business Press

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1	Stanford d.school	https://dschool.stanford.edu
2	IDEO Design Thinking	https://www.ideo.com
3	Harvard Business Review	https://hbr.org

9. Resources required:

1.	Design tools and prototyping materials
2.	Digital collaboration tools
3.	Research resources

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	2	2	3	1	1
PO2-Analyse & synthesize data for informed decisions	2	2	3	3	2	0
PO3-Create & manage a new venture, fostering innovation	2	3	2	0	3	1
PO4-Formulate, implement & evaluate strategic plans	3	2	3	3	2	1
PO5-Evaluate & apply ethical frameworks	2	2	2	3	3	2
PO6-Develop oral & written communication skills	0	0	0	1	1	2
PO7-Demonstrate leadership, teamwork & networking skills	0	1	1	2	2	2
PO8-Analyse contextual social issues & explore solutions	1	1	3	3	2	2

3.7.3 TECHNOLOGY AND INNOVATION MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview**:**

   This course focuses on emerging technologies, digital business models, and technology strategy for innovation and entrepreneurship. It enables students to evaluate technologies, design platform-based business models, develop technology roadmaps and create technology-enabled solutions for competitive advantage.

2. Course Learning Objectives**:**

1.	To evaluate emerging technologies for business applications.
2.	To Analyse platform business models and digital ecosystems.
3.	To develop technology strategies aligned with business goals.
4.	To apply technology forecasting and scenario planning.
5.	To design technology-enabled solutions.

3. Course Learning Outcomes**:** By the end of the course the learner will be able to

1.	Understanding the emerging technologies, explain their capabilities and limits, identify applications and assess readiness levels.
2.	Compare platform and traditional business models, and design platform strategy with ecosystems.
3.	Develop technology strategy aligned to business goals including adoption, capability building, partnerships.
4.	Conduct technology forecasting using trend analysis, Gartner hype curves, and expert interviews.
5.	Design tech-enabled process improvements and create implementation plan with risk assessment.
6.	Present technology opportunities to diverse audiences with appropriate depth.

4. Pre-requisites for the Course:

1.	Entrepreneurship & Design Thinking
2.	Basic understanding of innovation
3.	Interest in technology applications

5. SDG associated with the Course

SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 17	Partnerships for the Goals

6. Course Content**:**

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: EMERGING TECHNOLOGIES ASSESSMENT	**10**	**16**
Knowledge: Emerging technology categories: AI/ML, IoT, Blockchain, 5G, Quantum, Synthetic Biology, Technology capabilities and current limitations, technical readiness levels (TRL) and maturity curves, Application domains and industry-specific use cases, Data requirements and infrastructure needs, Regulatory and ethical considerations, Technology cost curves and adoption timelines, Competitive landscape for each technology, India-specific tech opportunities.		
Skill: • Assess technology readiness and maturity levels • Map applications across relevant business contexts • Analyse regulations and associated implementation costs • Compare technologies for strategic selection decisions		
UNIT 2: PLATFORM BUSINESS MODELS AND DIGITAL ECOSYSTEMS	**10**	**16**
Knowledge: Platform vs. pipeline business models, multi-sided platforms (consumer, business, hybrid), Network effects and virality, Platform economics: pricing, value capture, incentives, Ecosystem governance, Data monetization strategies, Integration and API strategies, Platform disruption of traditional industries.		
Skill: • Examine platform models and ecosystem structures • Map ecosystems and leverage network effects • Design pricing strategies and incentive mechanisms • Govern platforms and assess disruption potential		
UNIT 3: TECHNOLOGY STRATEGY AND ROAD MAPPING	**10**	**17**
Knowledge: Technology strategy components, Alignment with business strategy, build vs. buy vs. partner decisions, Technology capability assessment, Investment prioritization frameworks, multi-year technology roadmap, Risk management for technology, Change management and adoption, ROI measurement and technology metrics, Industry-specific tech strategies.		
Skill: • Assess gaps and prioritize strategic investments • Build roadmaps and plan phased implementation • Decide to build or buy partner strategic options • Track metrics and adapt strategy continuously		
UNIT 4: TECHNOLOGY FORECASTING AND SCENARIO ANALYSIS	**10**	**17**
Knowledge: Technology trend analysis methods, Gartner Hype Cycle and Magic Quadrant, Expert interviews and Delphi method, Scenario planning framework, Weak signals and emerging trends, Technology adoption curves (Bass model), Disruption potential assessment, Industry-specific forecasts, Long-term technology vision.		
Skill: • Explore technology trends and future scenarios • Map trajectories and assess disruption impacts • Plan contingencies for uncertain environments • Adapt strategies using leading indicators		
UNIT 5: TECHNOLOGY-ENABLED SOLUTIONS DESIGN	**10**	**17**
Knowledge: Problem definition and requirements, Technology solution design, MVP and phased implementation, User experience design for tech Integration with existing systems,		

Data architecture and security, Testing and validation approaches, Scaling strategies for tech solutions, User adoption and training, Technology debt and technical decisions.		
Skill: • State requirements and design system architecture • Map integrations across platforms and data systems • Plan testing phases and pilot implementations • Monitor performance and manage technical debt		
UNIT 6: TECHNOLOGY ENTREPRENEURSHIP AND VENTURE OPPORTUNITIES	**10**	**17**
Knowledge: Tech startup ecosystems, Deep tech vs. software startups, Venture-scale opportunities in tech, Technology transfer from research, Patents and intellectual property, Talent acquisition for tech ventures, Fundraising for tech startups, Hardware vs. software economics, Global tech hubs and networks.		
Skill: • Identify tech venture opportunities and scalability • Manage intellectual property and talent planning • Navigate funding and evaluate location strategies • Position startups and mitigate strategic risks		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books**:**

Sl. No.	Author	Title	Publisher
1	Rogers, E.	Diffusion of Innovations	Free Press
2	Christensen, C.	The Innovator's Dilemma	Harvard Business Press
3	Westerman, G.	Leading Digital	Harvard Business Review Press
4	Parker, G.	Platform Revolution	Norton
5	Tidd, J.	Managing Innovation	Wiley

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1	Gartner Reports	https://www.gartner.com
2	MIT Technology Review	https://www.technologyreview.com
3	NASSCOM Reports	https://www.nasscom.in

9. Resources required:

1.	Industry reports
2.	Technology databases
3.	Digital tools

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	2	3	3	2	0
PO2-Analyse & synthesize data for informed decisions	2	3	2	0	3	0
PO3-Create & manage a new venture, fostering innovation	3	2	3	3	2	0
PO4-Formulate, implement & evaluate strategic plans	2	2	2	3	3	0
PO5-Evaluate & apply ethical frameworks	0	0	0	1	1	2
PO6-Develop oral & written communication skills	1	1	1	2	2	2
PO7-Demonstrate leadership, teamwork & networking skills	2	1	3	3	2	2
PO8-Analyse contextual social issues & explore solutions	0	3	3	1	0	2

3.7.4. NEW VENTURE CREATION AND DEVELOPMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview**:**

   This course focuses on venture execution, investment readiness, and operational planning. It enables students to develop investment-ready business plans, understand startup financing, design go-to-market strategies, evaluate venture performance metrics, and plan venture launch and early-stage operations.

2. Course Learning Objectives**:**

1.	To develop comprehensive, investment-ready business plans with detailed financial models
2.	To Analyse startup financing options and capital structures for different venture stages
3.	To design go-to-market strategies with customer acquisition and retention focus
4.	To evaluate venture performance using key metrics and unit economics
5.	To plan venture launch execution with operational, financial, and risk considerations

3. Course Learning Outcomes**:** By the end of the course the learner will be able to

1.	Develop investment-ready business plan, financials, and realistic milestones with contingencies
2.	Analyse venture finances including burn rate, runway, unit economics and create detailed financial models with sensitivity analysis.
3.	Understand startup financing landscape (bootstrapping, angels, venture capital, crowdfunding) and structure capital raises appropriately.
4.	Design go-to-market strategy with customer acquisition costs (CAC), lifetime value (LTV), and multi-channel approach.
5.	Calculate and track key performance indicators (KPIs) and metrics aligned to venture stage and investor expectations.
6.	Create detailed venture launch plan including operational setup and risk mitigation strategies.

4. Pre-requisites for the Course:

1.	Basic knowledge of management and entrepreneurship concepts.
2.	Interest in startup development and venture planning.
3.	Ability to Analyse market opportunities and business feasibility.

5. SDG associated with the Course:

SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 17	Partnerships for the Goals

6. Course Content**:**

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: ADVANCED OPPORTUNITY VALIDATION	**10**	**16**
Knowledge: Opportunity validation frameworks (advanced), Market sizing accuracy improvements, TAM/SAM/SOM calculations with data, Competitive intelligence and positioning, Customer discovery interviews (advanced), Problem-solution fit validation (advanced), Regulatory and legal landscape assessment, Supply chain and operational feasibility, Investment readiness assessment.		
Skill: • Conduct market research and size markets • Analyse competition and gather customer insights • Assess regulations and supply chain factors • Present investment-ready business opportunities		
UNIT 2: BUSINESS PLAN FOR INVESTMENT	**10**	**17**
Knowledge: Investor expectations for business plans, Executive summary best practices (investment-focused), Company description and mission alignment, Market analysis and segmentation (detailed), Marketing strategy with specific tactics, Sales strategy and customer acquisition plan, Operations plan (detailed) including facilities, processes, supply chain, Management team and organizational structure, Financial projections (detailed 3-5 years), Funding requirements and use of funds (detailed), Appendices and supporting documents, Investor presentation materials, Due diligence readiness.		
Skill: • Develop executive summaries and market analysis • Plan marketing and sales strategies effectively • Design operations and build financial models • Prepare investor ready presentations and documentation		
UNIT 3: FINANCIAL MODELLING FOR BUSINESS VENTURES	**10**	**17**
Knowledge: Startup financial statements (P&L, Balance Sheet, Cash Flow), Revenue modeling by customer segment, Cost structure and burn rate, Break-even analysis and runway calculation, Unit economics (CAC, LTV, payback period), Cash flow management and timing, financial projections (3-5 years), Sensitivity analysis and stress testing, Valuation methods for startups, Funding structure and term sheets, financial metrics tracking.		
Skill: • Build revenue models and forecast cash flow • Analyse unit economics for business viability • Evaluate valuation methods and term sheets • Support informed financial decision making		
UNIT 4: GO-TO-MARKET STRATEGY	**10**	**17**
Knowledge: Go-to-market strategy framework, Customer acquisition strategy by segment, Customer acquisition cost (CAC) modeling, Sales channels and distribution strategy, Customer retention and lifetime value (LTV), Marketing mix and budget allocation, Pricing strategy and willingness to pay, Market entry sequence (geographic, segment, channel), Partnership and distribution agreements, Early customer/early adopter identification.		
Skill: • Develop go to market strategy and segmentation • Calculate CAC and LTV for growth analysis • Design multi-channel marketing strategies effectively		

• Build partnerships and optimize pricing strategies		
UNIT 5: METRICS AND PERFORMANCE MANAGEMENT	**10**	**17**
Knowledge: Startup metrics and KPIs by stage, Founder dashboard essentials, Growth rate measurements, Unit economics metrics, Retention metrics (churn, payback period), Revenue metrics (ARR, MRR, ACV), Fundraising metrics (expected by investors), Operational metrics, Market metrics, Team metrics, Metrics that matter by stage, Metrics tracking systems.		
Skill: • Framework KPIs and define performance metrics • Build dashboards to visualize key insights • Track metrics and Analyse performance trends • Report insights and improve data driven decisions		
UNIT 6: VENTURE LAUNCH AND OPERATIONS PLANNING	**10**	**16**
Knowledge: Venture launch phases and timeline, Operational setup and infrastructure, Legal entity formation and compliance, Insurance requirements, First-year execution plan, Team hiring and onboarding, Supplier and partner agreements, Technology and systems setup, Risk identification and mitigation, Contingency planning, First-mover advantages, Launch communication strategy.		
Skill: • Plan launch timeline and operational setup • Manage legal compliance and business risks • Hire teams and build organizational capability • Execute staged launch and manage challenges		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author	Title	Publisher
1	Blank, S.	The Startup Owner's Manual	K&S Ranch
2	Ries, E.	The Lean Startup	Crown Publishing
3	Osterwalder, A.	Business Model Generation	Wiley
4	Damodaran, A.	Investment Valuation	Wiley
5	Kawasaki, G.	The Art of the Start	Penguin

8. Digital or Online Resources

Sl. No.	Name of the Website	URL
1	Startup India Portal	https://www.startupindia.gov.in
2	Invest India	https://www.investindia.gov.in
3	Y Combinator Resources	https://www.ycombinator.com

9. Resources required

1.	Financial modeling tools
2.	Industry reports
3.	Startup databases

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	3	2	2	1	0
PO2-Analyse & synthesize data for informed decisions	2	2	2	0	3	3
PO3-Create & manage a new venture, fostering innovation	3	3	3	3	3	3
PO4-Formulate, implement & evaluate strategic plans	3	2	2	1	1	3
PO5-Evaluate & apply ethical frameworks	3	2	0	2	2	3
PO6-Develop oral & written communication skills	0	1	2	2	3	1
PO7-Demonstrate leadership, teamwork & networking skills	2	0	3	3	1	1
PO8-Analyse contextual social issues & explore solutions	1	2	3	1	1	2

3.8.1 PRINCIPLES OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course provides a comprehensive, integrated introduction to the fundamental concepts, strategies, and operational processes that drive modern logistics and supply chain management (LSCM). Students will explore how goods, information, and finances flow from raw-material suppliers to end-customers, and how firms achieve competitive advantage through strategic network design, inventory optimisation, transportation planning, warehouse management, and digital integration.

2. Course Learning Objectives:

1.	To understand logistics principles and their role in supply chain integration, thereby gaining a competitive advantage.
2.	To master the core supply chain processes, including warehousing strategies, and the right Logistical solutions.
3.	To apply logistics planning tools by understanding the geopolitical situations and create a supply chain network design for sustained competitive advantage.
4.	To develop integrated supply chain strategies to optimise the cost, service level, and customer satisfaction.
5.	To apply ethical frameworks to logistics decision-making, ensuring compliance with global standards and corporate responsibility.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Execute supply chain planning using forecasting, inventory models, and distribution strategies.
2.	Implement appropriate INCOTERMS and pick the global maritime routes to deliver the best value through Logistics systems.
3.	Formulate logistics strategies aligned with organisational objectives and customer requirements.
4.	Measure logistics performance using KPIs (OTIF, cycle times) and assess risks/sustainability practices for resilient, customer-centric operations.
5.	Design integrated logistics systems, achieving the best possible Service levels and cost optimization.
6.	Design supply chain distribution networks, incorporating transportation modes, warehousing, and contemporary practices like reverse logistics.

4. Pre-requisites for the Course:

1.	Knowledge on Logistics Function and Supply Chain Management
2.	Awareness of Global Trade
3.	Familiarity with ERP/TMS/WMS
4.	Basic Statistics / Quantitative Methods

5. SDGs associated with the course:

SDG8	Decent Work and Economic Growth
SDG9	Industry Innovation and Infrastructure
SDG11	Sustainable Cities & Communities

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: LOGISTICS CONCEPTS AND PROCESSES	**12**	**20**
Knowledge: Transportation Vs. Logistics - Concepts of Logistics importance- Break Bulk, Consolidation, Cross Docking, Drop Shipping, Reclamation - Values created by Logistics (Time, Place and form) - Role of ICD's and CFS, Dry Ports in movement of cargo – Billing for Logistical operations (volumetric, weight, Hybrid Modes of charges), Types of Logistics, Domestic and International Logistics, Service Logistics, Inbound, outbound, Reverse Logistics, RoRo, Contract Logistics, FCL's, LCL's, LTL's, Types of containers - Interface with functional areas – Transportation, Warehousing, Distribution, Processing, Inventory Management, Packaging, Material Handling, EDI and Info sharing systems		
Skill: • Clearly articulate that transportation is the physical movement of goods (one function), while logistics is the end-to-end integration of transport, warehousing, inventory, packaging, and information flow to meet customer service levels. • Select the right logistics model: Inbound (raw-material sourcing), Outbound (finished-goods distribution), Reverse (returns/recycling), Service Logistics (spare parts for MRO), Contract Logistics (3PL-managed), or Domestic vs. International (cross-border compliance) • Build a business case showing how logistics directly impacts customer satisfaction, cash-to-cash cycle time, and working capital. • Combine multiple Less-than-Container-Load (LCL) or Less-than-Truckload (LTL) shipments into full units to reduce per-unit freight costs • Schedule inventory to be available exactly when demand peaks		
UNIT 2: PRINCIPLES AND PROCESSES INFLUENCING SUPPLY CHAIN MANAGEMENT	**08**	**13**
Knowledge: Concepts and Processes involved in Supply Chain Management, Developing and Managing Supply Chain Networks, The Digital Supply Chains & Structures - The era of Network competition - Network design processes, SCOR Model.		
Skill: • Visualise and manage product, information, financial, service, and reverse flows across suppliers, manufacturers, distributors, and customers; identify bottlenecks in each flow. • Decide where to place the push–pull boundary configure hybrid models (e.g., Dell's assemble-to-order) to minimise inventory while maximising responsiveness. • Align procurement, production, logistics, sales, and finance through integrated business planning		
UNIT 3: GREEN ROAD AND RAILWAY LOGISTICS	**08**	**13**
Knowledge: Gaining competitive advantage through Logistics and Supply Chain Networks - Warehousing as an option to gain cost competitiveness - Handling cargo of different types – bulk, Over-dimensional Logistics (ODC), Movement against nominations - Hub & spoke Models for freight movement, distribution - Adding value through processing and Packaging models, Role of EDI, ICEGATE facilitating single window submission of shipment documents.		
Skill: • Apply information sharing, VMI, CPFR, and order smoothing to reduce demand distortion as it moves upstream; quantifiably reduce inventory swings • Align procurement, production, logistics, sales, and finance through integrated business planning (IBP/S&OP); break down silos to achieve a single version of the truth. • Calculate all cost drivers (freight, duties, warehousing, inventory carrying, obsolescence) to compare sourcing options and eliminate hidden costs		

UNIT 4: GLOBAL TRADE LOGISTICS AND SUPPLY CHAIN MANAGEMENT PRACTICES	10	17
Knowledge: Geopolitics and its impact on Logistics and Global Supply Chains - Regional Free Trade Agreements, Comprehensive Economic Treaties, resultant benefits and challenges - Critical Global Trade Routes, Incidence of Insurance on Global Trade - Resilient supply chain design using predictive analytics - Logistics Policy of India and Reforms to promote India's foreign trade – The supply Chains of the future		
Skill: • Map total landed cost (freight, warehousing, inventory, obsolescence, handling) per customer/channel; • Design micro-fulfilment, cross-docking, or hub-and-spoke networks that cut order-to-delivery time • Build dual-sourcing, multi-modal, and buffer-inventory strategies that keep operations running during monsoons, port strikes, or geopolitical shocks • Curate a dynamic network of 3PLs, tech partners, and last-mile couriers; use API-based visibility to offer customers a single-window, real-time experience that competitors cannot match.		
UNIT 5: LOGISTICAL INFRASTRUCTURE AND LOGISTICAL COST	**12**	**20**
Knowledge: Gati Shakti Scheme of India, Lessons from BRI initiative of China, Logistics Model Mix, NITI Ayog Plans for Indian Infrastructure Development, Global Competitiveness Index, World Bank's Logistics Performance Index, LEADS Index of India, Trends of Warehousing in India, Ports-led economic Development, Coastal Corridors, Automated Ports		
Skill: • Identify and score country-level risks (sanctions, regime change, trade wars, civil unrest) using Moody's, Control Risks • Run war-game simulations (e.g., "What if the Taiwan Strait is blocked?" or "What if the Red Sea corridor re-closes?"); quantify impacts on cost, lead time, and service levels and pre-define mitigation Playbooks • Evaluate tier-2/3 supplier exposure to geopolitical hotspots; design dual-sourcing or near-shoring Strategies to avoid production halts • Forecast the impact of rising nationalism, tariffs, and "friend-shoring" policies; re-route sourcing		
UNIT 6: FOUNDATIONS OF SUSTAINABLE SUPPLY CHAIN MANAGEMENT	**10**	**17**
Knowledge: ESG dimensions of supply chains — overview; Supply chain resilience and agility fundamentals; Brief introduction to Circular Economy concept in supply chains; Government strategic commitments: Multi-Modal Logistics Park		
Skill: • Build a balanced scorecard with 30+ KPIs: • Profit: total landed cost, inventory turnover, ROI on green tech. • Build takes back, collection, and refurbishment nodes (e-waste, batteries, textiles); integrate AI-driven sorting and automated disassembly to cut reverse logistics cost • Track circularity intensity (% material recycled/reused), extended product life, waste diverted from landfill, and EPR compliance		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1	Bowersox, D. J., Closs, D. J., Cooper, M. B., & Bowersox, J. C.	Supply chain logistics management (6th ed.).	McGraw-Hill Education
2	Rushton, A., Croucher, P., & Baker, P.	The handbook of logistics and distribution management (6th ed.).	Kogan Page.
3	Chopra, S., & Meindl, P.	Supply chain management: Strategy, planning, and operation (7th ed.).	Pearson.
4	Stock, J. R., & Lambert, D. M.	Strategic logistics management (5th ed.).	McGraw-Hill Education.
5	Ailawadi, S. C., & Singh, R.	Logistics and supply chain management (2nd ed.).	PHI Learning

8. Digital or Online Resources

Sl. No	Name of the Website	URL
1	Alison: Supply Chain Management	alison.com/tag/supply-chain-management
2	Nptel - Logistics & Supply Chain Management	https://onlinecourses.nptel.ac.in/
3	Coursera - Supply Chain Principles	https://www.coursera.org/login
4	MIT Sloan - Beer Game (online version)	https://mitsloan.mit.edu/teaching-resources-library/mit-sloan-beer-game-online

9. Resources Required:

1.	Standard textbooks on Principles of Logistics and Supply Chain Management
2.	Access to online databases and government portals
3.	Case Studies on Logistics Management
4.	ICT-enabled classroom facilities (projector, internet access, LMS) for presentations and case-based learning.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation.	3	3	2	2	2	3
PO2-Analyse & synthesize data for informed decisions	3	2	2	2	2	2
PO3-Create & manage a new venture, fostering innovation	2	2	2	2	2	2
PO4-Formulate, implement & evaluate strategic plans.	3	3	3	3	3	3
PO5-Evaluate & apply ethical frameworks	3	1	2	1	2	3
PO6-Develop oral & written communication skills	2	1	2	1	2	2
PO7-Demonstrate leadership, teamwork & networking skills	3	2	2	2	2	3
PO8-Analyse contextual social issues & explore solutions	3	2	2	2	2	3

3.8.2 OPERATIONS MANAGEMENT FOR SUPPLY CHAINS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   A course on Operations Management for Supply Chains is an end-to-end course that teaches students how firms produce goods and services efficiently while coordinating the flow of inputs, information, and finished products across global networks.

2. Course Learning Objectives:

1.	Develop operations strategies that match competitive priorities like cost, quality, delivery speed, and flexibility using frameworks such as the Hayes-Wheelwright model.
2.	Master core planning techniques for capacity (e.g., rough-cut capacity planning), production scheduling (e.g., MRP/ERP), and inventory control (e.g., EOQ, safety stock).
3.	Implement quality tools (Six Sigma, TQM) and lean principles (value stream mapping, 5S, Kaizen) to eliminate waste and achieve operational excellence.
4.	Coordinate supply chain operations to meet service levels (fill rates, on-time delivery) and cost targets through collaborative planning, forecasting, and replenishment (CPFR).
5.	Analyse supply chain drivers—facilities (location/allocation), inventory (cycle/replenishment stock), transportation (mode/route optimisation), information (visibility systems)—and their impact on competitive performance and customer satisfaction.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Analyse business requirements to apply supply chain strategies, including network design and driver impacts on performance metrics.
2.	Create production plans using aggregate planning and basic MRP, achieving 100% schedule adherence.
3.	Optimise inventory levels through Order Quantity analysis and Inventory classification, reducing holding costs.
4.	Apply quality tools, improving first pass yield.
5.	Measure and improve supply chain performance across quality, productivity, and coordination, addressing bullwhip effects and global challenges.
6.	Design integrated operations linking production with supply chain partners.

4. Pre-requisites for the Course:

1.	Statistics & Data Analysis: descriptive stats, hypothesis testing, regression, and comfort with probability distributions (for forecasting, SPC, inventory models).
2.	Business Fundamentals: familiarity with accounting (cost behaviour), marketing (demand drivers), and organisational behaviour (change management).
3.	Analytical Mindset: ability to frame problems, identify bottlenecks, and interpret data visualisation.

5. SDGs associated with the course:

SDG 9	Industry, Innovation & Infrastructure
SDG 12	Responsible Consumption & Production
SDG 13	Climate Action

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: OPERATIONS PROCESS FUNDAMENTALS	**10**	**16**
Knowledge: Operations strategy alignment with business goals; competitive priorities (cost, quality, delivery, flexibility); process types (job shop, batch, assembly line, continuous); basic capacity planning; plant location factors; operations' role in competitive advantage. Project Models, Network Planning Models, Project Management Information Systems.		
Skill: • Operations-Business Strategy Integration: Ability to translate corporate goals into operational capabilities. • Trade-off analysis: Balancing competitive priorities—cost, quality, delivery, flexibility, and innovation-to support market positioning.		
UNIT 2: MANUFACTURING PROCESSES, FACILITY LAYOUT	**10**	**17**
Knowledge: Qualitative forecasting methods (Delphi, market surveys); Quantitative forecasting: moving averages, exponential smoothing, trend analysis; Forecast accuracy measures (MAD, MSE)- introduction only; Aggregate planning strategies (chase, level, mixed); Master production scheduling basics; Sales & Operations Planning (S&OP) basics.		
Skill: • Qualitative Forecasting: Delphi method, market surveys, executive opinion • Quantitative Forecasting: Moving averages, exponential smoothing, trend analysis • Forecast Accuracy: MAD, MSE calculation and interpretation • Aggregate Planning Chase, level, mixed strategies; cost trade-offs		
UNIT 3: CAPACITY AND PRODUCTION PLANNING	**10**	**16**
Knowledge: Capacity planning techniques, level capacity vs chase demand, rough cut capacity planning, production planning hierarchy (aggregate → master → material), basic scheduling rules (FCFS, SPT, EDD), Gantt charts, line balancing fundamentals. Process Design and Analysis.		
Skill: • Capacity Planning: Level vs. chase strategies; trend analysis; resource utilisation • Scheduling Rules: FCFS, SPT, EDD selection based on objectives • Gantt Charts: Visual scheduling, progress tracking, and tool usage • Line Balancing: Cycle time, precedence diagrams, balancing heuristics, efficiency metrics		
UNIT 4: INVENTORY MANAGEMENT AND MRP SYSTEMS	**10**	**17**
Knowledge: Inventory types (raw materials, WIP, finished goods), Inventory Control Systems, Economic Order Quantity model derivation and applications, safety stock calculation, Economic production quantity (EPQ), material requirements planning (MRP) logic, bill of materials (BOM), and inventory record accuracy. Logistics and distribution Management, Strategic Global Sourcing Strategies.		
Skill: • Inventory Types: Raw materials, WIP, finished goods classification; ABC/VED analysis • Control Systems: Q-system, P-system, ERP/WMS proficiency • EOQ & EPQ: Derivation, application, cost trade-offs, cash flow optimisation • Safety Stock & ROP: Statistical calculation, service level setting		
UNIT 5: QUALITY MANAGEMENT AND LEAN OPERATIONS	**10**	**17**
Knowledge: Seven quality tools (Pareto, cause-and-effect, histograms, etc.), statistical process control basics, inspection vs prevention approaches, total quality management principles, lean manufacturing concepts (waste elimination, 5S, kaizen), just-in-time (JIT)		

basics, and total productive maintenance introduction, Six Sigma Quality. Statistical Quality Control.

Skill:

Domain: Key Skills Required: Seven Quality Tools (Pareto, Fishbone, Histograms, etc.) - Data collection & tallying (check sheets)
- Root cause analysis (cause-and-effect diagrams)
- Pattern recognition (histograms, scatter plots)
- Prioritisation using the 80/20 rule (Pareto)
- Process mapping (flowcharts/stratification)

Statistical Process Control (SPC)- Understanding variation (common vs. special causes)
- Control chart creation & interpretation
- Process capability analysis (Cp, Cpk)
- Real-time monitoring & preventive action

Lean Manufacturing (5S, Kaizen, Waste Elimination)- 5S implementation (Sort, Set, Shine, Standardise, Sustain)
- Value stream mapping
- Identification & elimination of 8 wastes (Muda)
- Kaizen event facilitation
- Pull systems & flow optimisation

Six Sigma & Statistical Quality Control- DMAIC methodology (Define, Measure, Analyse, Improve, Control)
- Hypothesis testing, regression, ANOVA

UNIT 6: SUPPLY CHAIN OPERATIONS INTEGRATION	**10**	**17**

Knowledge: Lean Supply Chain Practices and design, Supply chain coordination challenges, distribution requirements planning (DRP) concepts, supply chain performance measures (OTIF, fill rate, inventory turns), basic supply chain mapping, operations' role in customer service.

Skill:

Domain and Key Skills Required:

Lean Supply Chain Practices & Design Value Stream Mapping (VSM) to visualise end-to-end flow
- Pull-based replenishment & Kanban systems
- Waste identification (8 wastes: overproduction, waiting, transport, etc.)
- 5S workplace organisation in warehouses/distribution centres
- Real-time data integration & visibility tools (EDI, TPI, cloud SCM)
- Alignment of incentives across suppliers, manufacturers, 3PLs, retailers

Distribution Requirements Planning (DRP)
- Time-phased demand forecasting (statistical + judgmental)
- Net requirements calculation: PAB, safety stock, lead times
- DRP software proficiency (e.g., SAP APO, Oracle SCM, Kinaxis)

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl.No	Author Name(s)	Title of the Book	Name of the Publisher
1.	Stevenson, W. J.	Operations and supply chain management (Evergreen ed.).	McGraw-Hill Education.
2.	Jacobs, F. R., & Chase, R. B.	Operations and supply chain management (17th ed.).	McGraw-Hill Education.

3.	Heizer, R., Render, B., & Munson, C.	Operations management: Sustainability and supply chain management (13th ed.).	Pearson
4.	Russell, R. S., & Taylor, B. W.	Operations and supply chain management (10th ed., Indian adaptation).	Wiley India.
5.	Chase, R. B., Jacobs, F. R., & Aquilano, N. J.	Operations and supply chain management (15th ed.).	McGraw-Hill Education.

8. Digital or Online Resources:

Sl. No	Name of the Website	URL
1.	edX by MITx - Supply Chain Analytics	https://www.edx.org
2.	edX by MITx - Green Supply Chain Management	https://www.edx.org
3.	Coursera - Supply Chain Management Specialisation	https://www.coursera.org
4.	MIT - Operations Strategy, Data, Models & Decisions	https://www.edx.org

9. Resources Required:

1.	Standard textbooks on Operations Management for Supply Chain
2.	Access to online databases and government portals
3.	ICT-enabled classroom facilities (projector, internet access, LMS) for presentations and case-based learning.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation.	3	3	2	3	2	2
PO2-Analyse & synthesize data for informed decisions	3	2	2	3	2	2
PO3-Create & manage a new venture, fostering innovation	2	3	2	2	2	2
PO4-Formulate, implement & evaluate strategic plans.	3	3	2	2	2	3
PO5-Evaluate & apply ethical frameworks	2	2	3	1	1	1
PO6-Develop oral & written communication skills	2	1	1	2	2	2
PO7-Demonstrate leadership, teamwork & networking skills	3	2	2	3	3	3
PO8-Analyse contextual social issues & explore solutions	2	2	2	2	2	2

3.8.3 TRANSPORTATION AND DISTRIBUTION MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course dives deep into the digital and operational backbone of modern logistics: Transportation Management Systems (TMS) and Distribution Management frameworks. Students will learn how to plan, execute, optimise, and audit the physical movement of goods (inbound, outbound, and reverse) across road, rail, air, and sea using cloud-based TMS, route-optimisation engines, load-consolidation algorithms, and real-time visibility platforms.

2. Course Learning Objective:

1.	To understand transportation modes (road, rail, air, sea), carrier selection criteria, and cost-service trade-offs to align with supply chain goals.
2.	To apply routing, scheduling, and load consolidation techniques to minimise logistics costs while maximising delivery reliability.
3.	To implement Transportation Management Systems (TMS) and telematics for real-time tracking, fleet optimisation, and performance analytics.
4.	To measure distribution effectiveness using KPIs (OTIF, transit times, fill rates) and develop strategies for reverse logistics and sustainability.
5.	To design distribution networks incorporating hubs, cross-docking, and facility location models for optimal coverage and throughput.

3. Course Learning Outcomes**:** By the end of the course the learner will be able to

1.	Recall transportation modes, INCOTERMS, carrier types, and distribution network components essential for logistics operations.
2.	Explain cost-service trade-offs, routing principles, and the role of TMS/WMS in integrating transportation with supply chain performance.
3.	Execute vehicle routing, load consolidation, and carrier selection using optimisation software to achieve delivery schedules.
4.	Assess distribution network performance through KPIs like OTIF, transit times, and cost per shipment, identifying inefficiencies.
5.	Critique transportation strategies against business goals, sustainability requirements, and risk factors for continuous improvement.
6.	Design integrated logistics systems combining multi-modal networks, cross-docking hubs, and reverse logistics for cost-service excellence.

4. Pre-requisites for the Course:

1.	Principles of Transportation and Distribution Management
2.	Understand the foundational vocabulary (FCL/LCL, FTL/LTL, Incoterms, OTIF, TCO) and conceptual frameworks (push/pull, bullwhip, network design) needed to understand TMS modules and distribution strategies.
3.	Needs to have an idea of process flow, capacity planning, bottleneck analysis, MRP/ERP, and lean concepts that are directly applied in DC operations, load planning, and route optimization

5. SDGs associated with the Course:

SDG 12	Responsible Consumption and Production
SDG 13	Climate Action

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: AN OVERVIEW OF DOMESTIC AND INTERNATIONAL TRANSPORTATION SYSTEMS	**10**	**17**
Knowledge: Different Modes of Transportation – Relative advantages and challenges - Aviation Logistics- Domestic and International Passengers and cargo, Expansion of Airports, Cargo Hubs – Road Logistics network of India, types of Material movement options by road, - Tolled Road network, Challenges in handling ODC's – Indian Railways for passengers and goods mobility, CONCOR's role, -Types of Ports & cargo Terminals and Port capacities expansion and Creation of Transshipment Hubs, Costs Associated in Ocean Cargo, Ropeways Development for terrain cargo and tourism, Pipelines for Liquids, Gasses/Acids, International colour codification for pipelines etc.,		
Skill: • Build multi-criteria decision matrices (speed, cost/tonne-km, capacity, carbon, reliability) to choose the optimal mode for each SKU: • Compute full cost including freight, handling, tolls, demurrage, insurance, carbon tax, and opportunity cost of inventory; identify modal-shift opportunities that cut TLC • Rate each mode for geopolitical, weather, theft, and infrastructure risks; design redundant routes (air+road, rail+coastal)		
UNIT 2: GLOBAL FREIGHT FORWARDING INFRASTRUCTURE	**10**	**16**
Knowledge: Port Related Infrastructure, Dry ports operational in India, Development of Deep draft Transshipment ports in India, Role of Freight Forwarders, Custom House Agents**,** Shipping Agencies, NVOCC's, LTL's, LCL's, FCL's, Inland Container Depots(ICD), Container Freight Stations in handling global freight, Stevedores Role**,** Building Container Manufacturing Capacities, - Multi-Model Logistics Parks (MMLP) of India, MMTG Act 1993.		
Skill: • Identify natural deep-water sites (>18 m draft) that can berth 24,000+ TEU Ultra-Large Container Vessels (ULCVs) without extensive dredging • Deploy automated STS cranes, AGVs, remote yard cranes, and AI-based vessel planning to reduce vessel turnaround		
UNIT 3: DISTRIBUTION	**10**	**17**
Knowledge: Direct and Indirect channels; Modern Channels of Distribution; e-Channels; Regulated Distribution; Pull and Push Models; Hub and Spoke Model of distribution; Fulfilment Centres; Dark Stores; Gig and Platform workers (role in last-mile delivery operations), Transhipment Hubs; Exclusive and Non-exclusive distribution; Foreign Trade Facilitators: Re-exports, Merchant exports, Star Trading Houses, Status Holders.		
Skill: • Design multi-tier networks (manufacturer → national distributor → regional wholesaler → retailer) with incentive-aligned margins, inventory visibility (VMI), and rebate structures; cut double handling and stockouts • Target supermarket chains, hyper markets, convenience stores, and specialty retailers with dedicated SKUs, slotting fees, and joint promotion plans. • Use OMS to synchronize inventory across all channels, prevent overselling, and enable same-day/next-day fulfilment		

UNIT 4: WAREHOUSE – AN ENABLER FOR DISTRIBUTION	08	13
Knowledge: Purposes of creating a warehouse & Stockyards -Types of Warehouses (public, private, bonded, cold chain)- Locational factors for warehouse siting-Processes in a Warehouse: receiving, put away, picking, packing, dispatch-Material Handling Equipment (forklifts, conveyors, pallet jacks)-Inventory Management Processes in warehouses (physical aspects)-Transit Hubs, Retail Warehouses-Government-set standards in warehouse management		
Skill: • Quantify the warehouse cost (rent, labour, MHE, energy, inventory carrying) vs. transportation savings from closer proximity. • Position safety stock at the right node to decouple supply from demand volatility; • Reduce bullwhip effect and stockouts without increasing total inventory • Design kitting, labelling, repackaging, assembly, and drop ship zones inside the warehouse to postpone product differentiation until order confirmation.		
UNIT 5: PERMISSIONS AND PROCESSES TO STORE AND DISTRIBUTE HAZARDOUS, DANGEROUS AND EXPLOSIVE GOODS	**10**	**17**
Knowledge: International Agreements on Maritime Trade, Safety of Lives at Seas, 1974 (SOLAS-74), IMO Hazard Labels of Goods, International Maritime Dangerous Goods (IMDG) Code 1985, Indian standards for storage of Chemicals in warehouses, Manufacture, Transportation, and Sale Licenses, Petroleum and Explosives Safety Organization (PESO) License, Municipal and Local Authorities Permissions – Trade License/ Storage License, Safety Practices and Record Keeping Obligations for regulated and restricted good		
Skill: • Navigate Part A (packaged) and Part B/C (bulk/liquid) requirements; ensure no dangerous goods are loaded unless IMDG compliant; prevent ship detentions and cargo rejections at port • Verify fire-fighting, gas detection, containment, and emergency response systems on cargo/passenger ships built after 1 Jul 2002; issue SOLAS compliance certificates before loading • Prepare **Dangerous Goods Declaration		
UNIT 6: TRADE FACILITATING PLATFORMS	**12**	**20**
Knowledge: Overseas Commercial attaches, JDGFT- incubating IMPEX entrepreneurs, export incentives, Licenses as means for import substitution, RBI & FEMA compliances- NITI Ayog and Ministry of Commerce led supportive policies, Trade Fairs Authority, FIEO, Export Promotion Councils, Commodity Boards, Trade Associations – Chambers of Commerce (Regional and Central), Assocham, IATA, NHAI, Indian Ports Association Bulletins, WTO, IMO, Customs Councils, World Trade Centres, Product specific Testing and Assurance Agencies, Global Neutral Inspection Agencies, Global Consultancy Organizations- facilitating Acquisitions and Mergers, Alliances, Global Financing Organizations, International Payment Systems		
Skill: Interpret WTO schedules, FTA rules of origin, anti-dumping duties, and tariff rate quotas; Lead bilateral talks, business round tables, and GM-level matchmaking; avoid cultural faux pas Rapidly respond to customs holds, sanctions lists, or political unrest; coordinate with MEA, DGFT, and local authorities to restore trade flow		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No	Author Name(s)	Name of the Book	Name of the Publisher
1	John Mangan and Chandra Lalwani	Global Logistics and Supply Chain Management (4th Ed., Indian Adaptation)	Wiley India
2	Dr S. K. Singh	Transportation Management	Himalaya Publishing
3	Indian Institute of Materials Management	Logistics and Warehousing Management	IIPM, New Delhi
4	C. John Langley Jr., Robert T. Murray, and Frank M. Crum.	The Definitive Guide to Transportation: Principles, Strategies, and Decisions	APICS/ASCM
5	John J. Coyle, Robert A. Novack, Brian Gibson, and Edward J. Bardi	Transportation: A Global Supply Chain Perspective (8th Ed.)	Cengage Learning.

8. Digital or Online Resource:

SL. NO.	Name of the Website	URL
1.	SAP - Transportation Management (TM) 9.5 sandbox	sap.com/products/scm/transportation-logistics/what-is-a-tms.html
2.	LogiNext Mile	outvio.com/blog/best-logistics-software-transportation
3.	CSM Digital Logistics Management Solutions (DLMS)	csm.tech/mining/offering/digital-logistics-management-solutions
4.	Transportation Management Systems (TMS) Full Course	youtube.com (search “TMS full course”)
5.	Coursera “Transportation & Logistics”	coursera.org
6.	NPTEL “Transportation & Distribution Management”	nptel.ac.in
7.	Supply Chain Digital – Transportation	supplychaindigital.com

9. Resources required:

1.	Standard textbooks on Transportation and Distribution Management
3.	Access to online databases and government portals
4.	Case Studies on Transportation and Distribution Management
5.	ICT-enabled classroom facilities (projector, internet access, LMS) for presentations and case-based learning.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation.	2	2	2	2	2	2
PO2-Analyse & synthesize data for informed decisions	2	2	2	2	2	2
PO3-Create & manage a new venture, fostering innovation	2	2	2	2	2	2
PO4-Formulate, implement & evaluate strategic plans.	2	2	2	2	2	2
PO5-Evaluate & apply ethical frameworks	1	1	1	1	1	1
PO6-Develop oral & written communication skills	2	1	1	2	1	1
PO7-Demonstrate leadership, teamwork & networking skills	3	2	2	3	3	2
PO8-Analyse contextual social issues & explore solutions	1	1	1	1	1	1

3.8.4 PROCUREMENT AND WAREHOUSING MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   A course on Inventory Management (Procurement and Warehousing Management) provides a comprehensive understanding of the integrated functions of procurement, inventory control, and warehousing within modern supply chain operations. It equips students with practical skills to optimise stock levels, design efficient warehouse layouts, manage supplier relationships, and apply technology-driven solutions for paperless and automated operations.

2. Course Learning Objectives:

1	To integrate procurement, inventory, and warehouse operations using AI, IoT, and digital twins for end-to-end supply chain optimization.
2	To apply Industry 4.0 technologies - drone cycle counts, ASRS automation, GIS location analytics, and real-time IoT monitoring.
3	To optimize multi-echelon planning with MRP/DRP enhanced by predictive analytics and automated replenishment systems.
4	To design sustainable, resilient operations, achieving inventory reduction and 100% accuracy in supply chain operations.
5	To ensure compliance with safety standards, space utilization, and distribution alignment to support overall supply chain flow.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Execute digital procurement strategies using AI spend analytics to optimise supplier portfolios and achieve cost savings.
2.	Design and simulate multi-echelon inventory systems integrating MRP/DRP with IoT real-time data, reducing stockouts through predictive planning.
3.	Implement smart warehouse operations combining ASRS automation, drone cycle counts, and GIS-optimised locations for100% inventory accuracy
4.	Develop Industry 4.0 transformation roadmaps linking procurement-inventory-warehouse via digital twins and ERP integration for sustainable supply chain operations.
5.	Apply supplier evaluation, negotiation, and contract management techniques to secure cost-effective, reliable sourcing while minimising risks like delays
6.	Design layouts for optimal space use (e.g., vertical storage, cross-docking) and deploy WMS/RFID for accurate tracking and order fulfilment

4. Pre-requisites for the Course:

1.	Supply chain fundamentals (flow of materials, information, and finances)
2.	Basic mathematics and statistics (for demand forecasting, EOQ, safety stock calculations)
3.	Microsoft Excel or similar spreadsheet tools (for inventory modelling, data analysis, KPI dashboards)
4	Understanding of business operations (purchase orders, invoices, delivery notes)
5	Basic computer literacy for using warehouse management systems (WMS) or ERP Modules

5. SDGs associated with the Course:

SDG 9	Industry, Innovation, and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 13	Climate Action

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTEGRATED OPERATIONS FOUNDATIONS	**10**	**16**
Knowledge: Introduction to the interdependencies among inventory, procurement, and warehouse management. Working capital cycles, financial implications of holding/buying/storing, Industry 4.0 drivers (IoT, AI, digital twins). Independent/dependent demands, deterministic/stochastic demands across procurement-inventory-warehouse systems.		
Skill: Data & Digital Literacy, Supply Chain & Logistics Fundamentals, Collaboration & Communication, Risk & Compliance		
UNIT 2: STRATEGIC PLANNING AND PROCUREMENT	**10**	**16**
Knowledge: Inventory planning and procurement fundamentals. Service level policies (OTIF), GOLF/FSN/VED/FSN analysis, supplier portfolio strategies, e-procurement systems. Traceability via RFID/blockchain, variety reduction, inventory/supplier coding systems, and integrated planning stages**.**		
Skill: Strategic Sourcing, Negotiation and Contract Management, Supplier Relationship Management (SRM), Digital and Tools Proficiency		
UNIT 3: ADVANCED MODELS AND ANALYTICS	**10**	**17**
Knowledge: Advanced Deterministic/stochastic inventory models + DRP advanced integration. Joint replenishment, bill of materials, production networks. Procurement analytics: AI-powered spend analysis, supplier risk modelling—centralised/decentralized material management with real-time IoT data.		
Skill: Statistical and Mathematical Foundations, Predictive and Machine Learning Modelling, Optimisation and Simulation, Data Engineering and Management, Tools and Programming, Domain Integration, Model Governance and Ethics		
UNIT 4: OPERATIONAL EXECUTION	**10**	**17**
Knowledge: Inventory operations and procurement execution: Receipt/issuance with digital tracking, EOQ/ROP/JIT enhanced by AI optimisation, and supplier performance dashboards. Inventory accuracy via RFID/drone cycle counts, automated replenishment systems, and vendor-managed inventory (VMI).		
Skill: Performance Monitoring and KPI Management, Resource and Capacity Coordination, Quality and Compliance Execution, Cross-Functional Coordination		
UNIT 5: DIGITAL SYSTEMS AND PERFORMANCE	**10**	**17**
Knowledge: Effective management systems + warehouse digitalisation: ERP/SCM platforms, lead time optimisation via predictive analytics. Bull Whip Theory, Supply chain strategy alignment, Industry 4.0 KPIs (OEE, supplier OTIF), performance dashboards integrating procurement-inventory-warehouse data.		
Skill: Automation and Process Digitization, Digital Experience Management, Operation's Continuous Improvement, Strategic Alignment and Change Leadership		
UNIT 6: SMART WAREHOUSING AND INTEGRATION	**10**	**17**
Knowledge: AI-optimised location selection using GIS, Smart layout design for digital operations; AGVs/ASRS robotics implementation; WMS with IoT integration; Materials handling automation; ISO quality standards for digital warehouses; Automated cycle counting with drones/RFID; End-to-end digital supply chain integration.		
Skill: Automation Technologies, IoT and Sensor Integration, WMS and Systems Integration, Digital Twin and Simulation		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl.No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Donald J. Bowersox, David J. Closs, M. Bixby Cooper, John C. Bowersox	Supply Chain Logistics Management. (5th Edition)	McGraw-Hill Education
2.	Sunil Chopra, Peter Meindl, D V Kalra	Supply Chain Management: Strategy, Planning, and Operation, (7th Edition),	Pearson Education
3.	Toomey, J.W.,	Inventory Management: Principles, Concepts and Techniques.	Kluwer Academic Publishers
4.	Edward A. Silver, David F. Pyke, Douglas J. Thomas	Inventory and Production Management in Supply Chains (4th Edition)	CRC Press.

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Coursera - Smart Warehousing & Inventory Management	https://www.coursera.org/
2.	edX – Supply Chain Analytics (MITx) - Data-driven inventory optimization	https://sloanreview.mit.edu/
3.	APICS/ASCM Learning System (CPIM/CSCP) - Modules on MRP, DRP, WMS integration, and procurement strategy	https://www.udemy.com/course/

9. Resources required:

1.	Standard textbooks on Inventory Management (Procurement and Warehousing Management)
2.	Access to online databases and government portals
3.	Case Studies on Inventory Management
4.	ICT-enabled classroom facilities (projector, internet access, LMS) for presentations and case-based learning.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation.	2	3	2	2	1	2
PO2-Analyse & synthesize data for informed decisions	2	3	2	2	2	2
PO3-Create & manage a new venture, fostering innovation	1	2	1	2	1	2
PO4-Formulate, implement & evaluate strategic plans.	2	2	2	2	2	2
PO5-Evaluate & apply ethical frameworks	2	2	1	1	1	2
PO6-Develop oral & written communication skills	1	1	1	2	1	2
PO7-Demonstrate leadership, teamwork & networking skills	2	2	1	2	2	2
PO8-Analyse contextual social issues & explore solutions	1	2	1	1	2	2

3.9.1 PERSPECTIVES ON HEALTH CARE SECTOR		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   The healthcare sector is a critical pillar of the national economy, influencing human development and inclusive growth. This course provides a strategic overview of the Indian healthcare ecosystem, including policy frameworks, epidemiology, and the interplay between public and private stakeholders. It is designed to familiarize students with clinical terminology, non-clinical disciplines, and the emerging drivers of the healthcare industry, such as medical tourism, digital diagnostics, and health insurance.

2. Course Learning Objectives:

1.	To provide a comprehensive understanding of the healthcare sector and its role in economic and social development.
2.	To familiarize students with fundamental healthcare terminology and non-clinical disciplines.
3.	To Analyse the structure and functioning of the Indian healthcare delivery system.
4.	To examine the role of various stakeholders, policies, and regulations in healthcare.
5.	To develop awareness of current trends, challenges, and opportunities in the healthcare sector.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Explain the scope of healthcare and its role in human development and inclusive growth.
2.	Demonstrate proficiency in basic medical terminology and epidemiological concepts.
3.	Analyse the tiered structure of Indian healthcare delivery and current policy reforms.
4.	Evaluate the business potential and regulatory environment of pharmaceuticals and medical tourism.
5.	Formulate strategies to address emerging challenges in healthcare infrastructure and quality accreditation.

4. Pre-requisites for the Course:

1.	Basic understanding of management principles
2.	General awareness of social and economic systems
3.	Awareness of current health policies, schemes, and reforms in India.
4.	Basic quantitative and analytical skills: Ability to read and interpret simple statistics, graphs, and demographic data (population, disease patterns, healthcare indicators) and Social Audit-related discussions.

5. SDGs associated with the Course:

SDG 3	Good Health and Well-being
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation, and Infrastructure
SDG 10	Reduced Inequalities
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO HEALTH AND ECONOMY	**08**	**13**
Knowledge: Meaning, Scope, and Dimensions of Health and Well-being; Determinants of Health (Social, Economic, and Environmental); Role of Healthcare in Human Development Index (HDI), Economic Development, and Inclusive Growth. Healthcare as a Service Sector: Characteristics and Challenges.		
Skill: Link health indicators with economic development using HDI and basic health economy concepts.		
UNIT 2: HEALTHCARE TERMINOLOGY AND FOUNDATIONS	**09**	**15**
Knowledge: Introduction to Epidemiology: Patterns, Causes, and Effects of Health and Disease Conditions; Basics of Human Biology; Familiarization for Managers: Biochemistry, Physiology, Anatomy, Microbiology, Pathology, and Pharmacology (Conceptual Overview).		
Skill: Use basic medical and epidemiological terms to interpret health news and reports		
UNIT 3: INDIAN HEALTHCARE DELIVERY SYSTEM	**12**	**20**
Knowledge: Constitutional Rights and State Obligations; The Tiered Delivery Model: Primary, Secondary, and Tertiary Care. Public vs. Private Health Systems; AYUSH (Indigenous Systems of Medicine); National Health Policy 2017; Ayushman Bharat (PM-JAY) and Recent Healthcare Reforms.		
Skill: Compare public and private healthcare providers and explain the role of Ayushman Bharat–PM-JAY in access and cost.		
UNIT 4: DRIVERS OF THE HEALTHCARE INDUSTRY	**10**	**17**
Knowledge: Medical Diagnostics, Devices, and Imaging Industry; Overview of the Pharmaceutical Sector; Medical Tourism: India as a Global Hub; Health Insurance: Drivers, TPA Role, and Policy Regulations. Profiles of Major Healthcare Groups; Outsourcing in Healthcare: Challenges and Opportunities.		
Skill: • Identify and explain the key drivers of the healthcare industry (diagnostics, devices, pharma, medical tourism, health insurance, and outsourcing) in the Indian context. • Analyse the role of major healthcare groups and health-insurance/TPA models in shaping service delivery and business opportunities.		
UNIT 5: GLOBAL STATUS AND FUTURE OUTLOOK	**12**	**20**
Knowledge: Introduction to Health Demographics; Statistics on Infrastructure (Bed-to-Population Ratio, Workforce Density). Comparative Study: International Health Systems (UK-NHS, US-Private, Cuba) vs. Indian System. Future Trends: Plurality in Healthcare, Coverage Expansion, and Social Audit. Emerging Domains: Preventive Healthcare and Quality/Accreditations (NABH/JCI).		
Skill: • Compare global health systems (UK-NHS, US-private, Cuba) with India using key indicators such as coverage, financing, and access. • Analyse future trends in healthcare, coverage expansion, preventive care, and quality accreditations (NABH/JCI) in the Indian context.		
UNIT 6: ETHICS, GOVERNANCE, AND SUSTAINABILITY IN HEALTHCARE	**09**	**15**
Knowledge: Healthcare ethics and patient rights; corporate governance in hospitals and health-tech firms; regulatory bodies and legal frameworks (clinical establishments, data privacy, telemedicine, insurance, ABHA/ABDM); social responsibility and sustainability in healthcare; role of social audit and accountability mechanisms; ESG-type thinking in health organisations.		

Skill:
- Apply basic ethical and governance principles to analyse real or case-based healthcare decisions (patient consent, data use, pricing, conflicts of interest).
- Evaluate how healthcare organisations can balance profitability with ethics, regulation, and social accountability through governance and reporting mechanisms.

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	S.L. Goel	Health Care Organization and Structure	Deep & Deep Publications
2.	P.K. Majumdar	Fundamentals of Demography	Rawat Publications
3.	Marie A. Moisio	A Guide to Health Insurance Billing	Delmar Cengage Learning
4.	Rajesh Kumar	Global Trends in Health and Medical Tourism	SBS Publishers
5.	Leiyu Shi	Introduction to Health Services	Health Administration Press
6.	Anne Mills et al.	Health System Economics	Open University Press
7.	World Health Organization	World Health Reports	WHO Publications
8.	Pradeep Bhardwaj	Hospital Management: An Evaluation,	Vikas Publishing

8. Digital or Online Resources:

Sl. No.	Name of the website	URL
1	Ministry of Health & Family Welfare (India)	https://www.mohfw.gov.in
2	National Health Portal of India	https://www.nhp.gov.in
3	World Health Organization (WHO)	https://www.who.int
4	National Health Systems Resource Centre	https://nhsrcindia.org
5	World Bank Health Data	https://data.worldbank.org
6	NITI Aayog Health Index	https://www.niti.gov.in

9. Resources required:

1.	Data Sources: WHO, World Bank, Government Health Databases
2.	Learning Resources: Case studies, policy reports, healthcare analytics reports

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation.	3	2	2	2	2	3
PO2-Analyse & synthesize data for informed decisions	2	3	3	2	2	2
PO3-Create & manage a new venture, fostering innovation	1	1	2	2	2	1
PO4-Formulate, implement & evaluate strategic plans.	2	2	3	3	2	2
PO5-Evaluate & apply ethical frameworks	2	1	1	2	3	2
PO6-Develop oral & written communication skills	1	2	2	2	2	1
PO7-Demonstrate leadership, teamwork & networking skills	1	1	2	2	2	1
PO8-Analyse contextual social issues & explore solutions	3	2	2	2	3	3

3.9.2 MANAGEMENT OF PUBLIC HEALTH SYSTEMS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   Guided by the principle that “prevention is better than cure,” this course provides a strategic framework for managing public health systems. It focuses on the development, implementation, and evaluation of large-scale health initiatives. The curriculum enables professionals to Analyse health programmes within diverse community contexts, integrating social, economic, ethical, and legal dimensions. Students will gain insights into disease control, disaster management, and the crucial role of community participation in achieving 'Health for All.

2. Course Learning Objectives**:**

1.	To introduce students to the multidisciplinary domain of public health and its systemic importance.
2.	To develop an understanding of the principles of epidemiology and disease transmission.
3.	To analyse the planning and management of national health programmes and disaster response.
4.	To examine the role of information, communication, and education (ICE) in public health advocacy.
5.	To foster an ethical mindset regarding patient rights, clinical trials, and distributive justice.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Appreciate and articulate the role of public health in enhancing the overall healthcare ecosystem.
2.	Apply epidemiological methods to monitor and control communicable and non-communicable diseases.
3.	Evaluate the effectiveness of National Health Missions and the role of NGOs in community health.
4.	Design effective health communication strategies using various mass media platforms.
5.	Navigate complex ethical dilemmas in healthcare, including organ transplantation and end-of-life care
6.	Appreciate and articulate the role of public health in enhancing the overall healthcare ecosystem.

4. Pre-requisites for the Course:

1.	Basic understanding of healthcare systems
2.	General awareness of social and environmental issues
3.	Familiarity with Indian public-health-related schemes or news (e.g., national health programmes, maternal and child health, vaccination drives).
4.	Awareness of basic concepts of ethics, rights, and social justice (e.g., equality, fairness, informed consent) for medical-ethics discussions.

5. SDGs associated with the Course:

SDG 3	Good Health and Well-being
SDG 6	Clean Water and Sanitation
SDG 10	Reduced Inequalities
SDG 11	Sustainable Cities and Communities

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO PUBLIC HEALTH	**08**	**13**
Knowledge: Meaning and Scope of Public Health; Evolution of Public Health Concepts (Traditional to Social Medicine); Concept of Disease and Wellness; Principles of Disease Transmission and Control; Philosophy of 'Health for All' vs. Commercialized Healthcare; Social Determinants of Health.		
Skill: Compare the "Health for All" approach with commercialized healthcare and evaluate its implications for equity, access, and health outcomes.		
UNIT 2: PUBLIC HEALTH PLANNING AND MANAGEMENT	**10**	**16**
Knowledge: Healthcare of the Community; Strategic Planning and Management of Public Health Systems; Role of Environment (Air, Water, Land) in Community Health; Disaster Management: Prediction, Preparedness, Response, and Rehabilitation; Communization of Health: Decentralized Planning and Local Governance.		
Skill: Apply concepts of communization of health to design a basic decentralized public-health plan that links local-level needs, planning, and resource allocation with national health goals.		
UNIT 3: PRINCIPLES AND METHODS OF EPIDEMIOLOGY	**10**	**17**
Knowledge: Epidemiology of Communicable and Non-Communicable Diseases; Vital Statistics in Public Health (Morbidity and Mortality Rates); Principles of Epidemiological Studies: Observational and Experimental Methods; Surveillance and Monitoring Systems; Data-driven Decision Making in Health.		
Skill: • Interpret morbidity and mortality data (vital statistics) and use them to describe the epidemiology of key communicable and non-communicable diseases in a population. • Apply basic epidemiological study types (observational and experimental) and surveillance concepts to support data-driven decision-making in public health or hospital settings.		
UNIT 4: NATIONAL HEALTH PROGRAMMES AND INTERVENTIONS	**10**	**17**
Knowledge: Overview of National Health Programmes: Maternal and Child Health (MCH), Family Welfare, Nutrition, and Mental Health; Geriatric and Occupational Health; National Health Mission (NHM) and its Components; Role of NGOs and Community Participation; Advocacy Campaigns and Social Marketing.		
Skill: • Map major national health programmes (MCH, Family Welfare, Nutrition, Mental Health, Geriatric, Occupational Health, NHM) and explain how they link to public health goals and service delivery. • Analyse the role of NGOs, community participation, and advocacy/social-marketing campaigns in strengthening national health programmes and improving health outcomes.		
UNIT 5: HEALTH EDUCATION AND COMMUNICATION	**12**	**20**
Knowledge: Information, Communication, and Education (ICE) in Health: Principles and Methods; Behavioural Change Communication (BCC); Materials for Health Literacy; Role of Mass Media and Digital Platforms in Public Health Awareness; Mass Communication Strategies for Crisis Management		
Skill: • Apply principles of ICE and Behavioural Change Communication (BCC) to design simple health-literacy materials and messages for a target community. • Plan and critique mass-communication and digital-media strategies for public health awareness and crisis-response campaigns.		

UNIT 6: MEDICAL ETHICS AND LEGAL FRAMEWORK	10	17
Knowledge: Codes of Conduct: MCI/NMC Regulations; Ethics of Trust vs. Ethics of Rights; Patient Rights and Informed Consent; Distributive Justice in Healthcare Resource Allocation; Ethical Dilemmas: Organ Transplantation, Clinical Trials, Care of Terminally Ill, and Euthanasia (Assisted Death).		
Skill: • Apply core medical-ethics principles (patient rights, informed consent, distributive justice) to analyse common ethical dilemmas in healthcare settings. • Evaluate the role of regulatory codes (MCI/NMC) and ethical frameworks (trust vs. rights) in guiding decisions on organ transplantation, clinical trials, end-of-life care, and euthanasia.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Schneider, M. J.	Introduction to Public Health	Jones & Bartlett Learning
2.	Fleming, M. & Parker, E.	Introduction to Public Health (latest edition)	Elsevier
3.	Turnock, B. J.	Essentials of Public Health	Jones & Bartlett Learning
4.	Riegelman, R. & Kirkwood, B.	Public Health 101: Healthy People – Healthy Populations	Jones & Bartlett Learning
5.	Aschengrau, A. & Seage, G. R.	Essentials of Epidemiology in Public Health	Jones & Bartlett Learning
6.	Government of India	Operational Guidelines of National Health Mission (and related programme manuals)	Ministry of Health & Family Welfare (MoHFW), Government of India
7.	Francis C. M	Medical Ethics	Medical Ethics
8.	Webber, Roger	Communicable Disease Epidemiology and Control	Oxford University Press.
9.	S. L. Goel	Healthcare Systems and Managements	Deep and Deep Publications

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	World Health Organization (WHO)	https://www.who.int
2.	National Health Mission (NHM Portal)	https://nhm.gov.in
3.	World Bank – Health Data	https://data.worldbank.org

9. Resources required:

1.	Software: MS Word, MS PowerPoint, MS Excel (or Google Sheets).
2.	Data Sources: Government of India health portals (MoHFW, NHM, NFHS-5), WHO India/SEARO reports, Census and demographic data.
3.	Key Materials: Public-health textbooks (Schneider, Fleming & Parker, Turnock, Riegelman & Kirkwood), NMC Code of Ethics, NCERT/state-board health-related textbooks, health-education posters/leaflets.
4.	Audio-visual Resources: Short videos on public-health programmes and health-education campaigns
5.	Practical Aids: Case-study sheets on national health programmes and community participation, and guest-speaker / recorded-talk options with public-health professionals.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation.	3	2	2	2	2	3
PO2-Analyse & synthesize data for informed decisions	2	3	3	2	2	2
PO3-Create & manage a new venture, fostering innovation	1	1	2	2	2	1
PO4-Formulate, implement & evaluate strategic plans.	2	2	3	3	2	2
PO5-Evaluate & apply ethical frameworks	2	1	1	2	3	2
PO6-Develop oral & written communication skills	1	2	2	2	2	1
PO7-Demonstrate leadership, teamwork & networking skills	1	1	2	2	2	1
PO8-Analyse contextual social issues & explore solutions	3	2	2	3	3	3

3.9.3 HEALTH ECONOMICS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   Healthcare consumes a significant proportion of national resources, necessitating a specialized economic lens to analyse its utilization and allocation. This course is designed to bridge microeconomic and macroeconomic theories with the practicalities of the healthcare sector. It addresses critical questions regarding resource scarcity, the 'right' amount of healthcare spending, and equitable distribution. The curriculum covers foundational economic theories-including demand and supply dynamics, market structures, and valuation techniques-essential for policymakers, planners, and hospital managers.

2. Course Learning Objectives:

1.	To introduce students to the core micro and macro-economic principles tailored to the unique characteristics of healthcare.
2.	To develop an understanding of health as both a consumer good and a capital investment.
3.	To Analyse healthcare market structures, including the roles of competition, monopoly, and public-private partnerships.
4.	To familiarize students with the financial and accounting standards governing healthcare assets and liabilities.
5.	To equip students with tools for economic evaluation and efficiency measurement in medical care delivery

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Apply basic economic concepts like the circular flow and scarcity to Analyse health issues.
2.	Evaluate the monetary and qualitative value of health and life through economic evaluation models.
3.	Demonstrate proficiency in accounting standards (AS) related to inventory and fixed asset valuation in healthcare.
4.	Analyse the impact of externalities and equity on healthcare planning and public-private collaborations.
5.	Critique the functions of money and capital markets in financing healthcare infrastructure.

4. Pre-requisites for the Course:

1.	Basic Economics
2.	Quantitative Techniques

5. SDGs associated with the Course:

SDG-3	Good Health
SDG-8	Economic Growth
SDG-10	Reduced Inequality
SDG-12	Responsible Consumption

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: NATURE AND SCOPE OF HEALTH ECONOMICS	**09**	**15**
Knowledge: Definition and Concept of Health Economics; Difference between Health Economics and Healthcare Economics; Scarcity and Choice in Healthcare; Circular Flow of Economic Activity in the Health Sector; Relevance of Economics to Medical Care; Studying Health Issues through Economic Models.		
Skill: Apply basic concepts of health economics (scarcity, choice, circular flow, and economic models) to analyse resource allocation and decision-making in the health sector.		
UNIT 2: HEALTHCARE AND MACROECONOMICS	**12**	**20**
Knowledge: The unique nature of Health as an Economic Activity; Health as a Consumer Good vs. Investment Good (Human Capital Theory); Macroeconomic Policy impacts on Health; Valuation and Measurement of Health: Monetary evaluation of length of life; Quality-Adjusted Life Years (QALYs) and Disability-Adjusted Life Years (DALYs); Foundations of Welfare Economics in Health.		
Skill: Analyse health as an economic activity by applying human-capital and welfare-economics concepts, and interpret health valuation measures such as QALYs and DALYs in decision-making.		
UNIT 3: MICROECONOMICS AND ASSET MANAGEMENT IN HEALTH	**10**	**17**
Knowledge: Financial Micro-foundations: Current Assets and Inventory Valuation; Application of Accounting Standards: Cost Formulas (AS-2), Fixed Assets and Cost of Acquisition (AS-10), Depreciation Methods (AS-6); Liabilities and their Classification in Hospital Balance Sheets.		
Skill: Apply basic financial micro-foundations (inventory valuation, fixed-asset accounting, depreciation, and liability classification) to interpret and analyse a hospital balance sheet using relevant accounting standards (AS-2, AS-10, AS-6).		
UNIT 4: HEALTHCARE ECONOMICS AND PLANNING	**09**	**15**
Knowledge: Market Failures in Health: Externalities and Spillover Effects; Equity vs. Efficiency in Health; Techniques of Measurement: Economic Efficiency, Operational Efficiency, and Allocative Efficiency; Economic Rationale and Framework of Public-Private Partnerships (PPP) in Health.		
Skill: Analyse market failures in health (externalities, equity–efficiency trade-offs) and apply efficiency concepts and PPP frameworks to evaluate public–private collaboration in healthcare delivery.		
UNIT 5: HEALTHCARE MARKETS AND FINANCE	**10**	**16**
Knowledge: Market Structures: Meaning and Definition; Role and Functions of Financial Markets in Health Infrastructure; Constituents of Financial Markets; Money Market Instruments for Healthcare working capital; Capital Markets: Equity and Debt instruments for Hospital Expansion; Role of Financial Institutions.		
Skill: Apply basic market-structure and financial-market concepts to analyse how money-market and capital-market instruments, and financial institutions, support working capital and hospital-expansion financing in the health sector.		
UNIT 6: HEALTH EXPENDITURE EVALUATION AND PRIORITY SETTING	**10**	**17**
Knowledge: Overview of health-sector expenditure (public vs private, out-of-pocket, insurance); health-care financing methods (tax-based, insurance, user fees); burden of catastrophic health expenditure; priority-setting approaches (cost-effectiveness, priority-setting frameworks, health-technology assessment concepts); basic overview of health-budgeting and resource-allocation processes at the institutional and system level.		
Skill: Analyse health-expenditure patterns and apply basic priority-setting ideas (cost-effectiveness and budget-impact thinking) to rank health interventions or services in a constrained-resource setting.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Schneider, M.J.	Introduction to Public Health	Schneider, M.-J.
2.	Fleming, M. & Parker, E.	Introduction to Public Health (latest edition)	Fleming, M. & Parker, E.
3.	Turnock, B.J.	Essentials of Public Health	Turnock, B.-J.
4.	Riegelman, R. & Kirkwood, B.	Public Health 101: Healthy People – Healthy Populations	Riegelman, R. & Kirkwood, B.

8. Digital or Online Resources:

Sl. No.	Name of the website	URL
1.	World Health Organization (WHO) – Health Economics	https://www.who.int/health-topics/health-economics
2.	World Bank – Health, Nutrition and Population	https://www.worldbank.org/en/topic/health
3.	Ministry of Health & Family Welfare (MoHFW), India	https://www.mohfw.gov.in
4.	National Health Mission (NHM)	https://nhm.gov.in

9. Resources required:

1.	Software: MS Excel (or Google Sheets) for demand-supply tables, cost calculations, and basic economic analysis; MS Word for assignment write-ups.
2.	Data Sources: RBI Database on Indian Economy, WHO-India/SEARO data, MoHFW/NHM reports, and Economic Survey of India for health-related statistics and policy examples.
3.	Key Libraries / Materials: Selected health-economics and financial-accounting textbooks (see above), ICAI-style accounting-standards material, and printed copies of recent Economic Survey chapters on health.
4.	Digital / Online Aids: Access to the above websites for data download, simple charts, and case-based material; classroom display of curated dashboards or PDF reports on health economics

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation.	3	3	2	2	2	3
PO2-Analyse & synthesize data for informed decisions	3	3	3	3	2	3
PO3-Create & manage a new venture, fostering innovation	1	2	2	2	2	1
PO4-Formulate, implement & evaluate strategic plans.	2	2	3	3	3	2
PO5-Evaluate & apply ethical frameworks	1	1	2	2	3	1
PO6-Develop oral & written communication skills	1	2	2	2	2	1
PO7-Demonstrate leadership, teamwork & networking skills	1	1	2	2	2	1
PO8-Analyse contextual social issues & explore solutions	2	2	2	3	3	2

3.9.4 ENVIRONMENT AND OCCUPATIONAL HEALTH		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

This course focuses on health issues, scientific understanding of causes, and possible future approaches to control major environmental and occupational health problems in industrialized and developing countries. It explores how the body reacts to environmental pollutants; physical, chemical, and biological agents of contamination; vectors for dissemination (air, water, soil); solid and hazardous waste management; susceptible populations; biomarkers and risk analysis; the scientific basis for policy decisions; and emerging global challenges like climate change impacts and pandemics.

2. Course Learning Objectives:

1.	To provide comprehensive knowledge of environmental issues affecting health, sanitation, and sustainable development.
2.	To describe the history of hygiene and environmental health, including its development in India.
3.	To explain the significance of environmental health, along with its basic components and purpose of environmental health planning.
4.	To teach basic concepts of occupational health, discuss various occupational diseases and their prevention strategies, and demonstrate contemporary issues in occupational safety and health.

3. Course Learning Outcomes: By the end of the course the learner will be able to

1.	Define major environmental agents-such as chemical, biological, and physical agents-that cause adverse effects on human health, and identify their sources.
2.	Discuss the transport and fate of environmental agents in the environment, and identify carriers or vectors (air, water, soil, food) that transfer these agents to humans.
3.	Describe the toxico kinetics and toxico dynamics of environmental agents in the body, including effects of entry routes (inhalation, ingestion, absorption).
4.	Identify and address occupational safety and health problems.
5.	Demonstrate professional and ethical responsibility in occupational safety and health.

4. Pre-requisites for the Course:

1.	Basic understanding of human anatomy, physiology, and general biology.
2.	Fundamental concepts in environmental science or chemistry (pollutants, ecosystems)
3.	Basic computer literacy (Excel for data analysis, report writing).
4.	Ability to read and interpret technical standards/regulations.
5.	Basic understanding of public health, environmental studies, or occupational safety.

5. SDGs associated with the Course:

SDG 3	Good Health and Well-being
SDG 6	Clean Water and Sanitation
SDG 11	Sustainable Cities and Communities
SDG 12	Responsible Consumption and Production
SDG 13	Climate Action

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: ENVIRONMENTAL POLLUTION	**10**	**16**
Knowledge: Pollutants and their resources, effects on human health, air pollution control legislation. Noise pollution: sources and effects, control measures. Water pollution: sources, classification of water pollutants, Sewage and agricultural run-off, inorganic pollutants suspended solids and sediments, radioactive materials, purification of water and waste water treatment. Central Pollution Control Board (CPCB) guidelines		
Skill: • Pollution Monitoring & Analysis: Identify pollutants and their sources; assess human health effects through case studies; Analyse CPCB guidelines and air pollution control legislation for compliance reporting. • Pollution Control Practical: Map noise pollution sources and control measures; classify water pollutants (sewage, runoff, solids, radioactive); demonstrate water purification techniques and wastewater treatment processes**.**		
UNIT 2: ENVIRONMENTAL HEALTH IMPACT ASSESSMENT	**10**	**17**
Knowledge: Climate change & health: Definition, direct effects (heat stress, extreme weather, UV radiation), indirect effects (vector-borne diseases, food insecurity, mental health); vulnerable populations; adaptation and mitigation strategies. Lifestyle and dietary effects on health: Sedentary behaviour, processed foods; links to NCDs (obesity, diabetes, cardiovascular); nutrition transitions, micronutrient deficiencies; food adulteration and pesticide residues. Food safety: Hazards classification (microbial pathogens, chemical contaminants, physical agents); contamination sources; HACCP principles; FSSAI standards. Management of environmental hazards: Risk assessment process; exposure pathways; control hierarchy (engineering, administrative, PPE); monitoring and surveillance; emergency response planning.		
Skill: • Health Risk Assessment: Conduct environmental health impact assessments; identify climate-related hazards and vulnerable groups; apply risk calculation methods (e.g., exposure-dose-response models) using case studies like heatwave vulnerability mapping. • Hazard Management Planning: Develop practical hazard control plans; design exposure mitigation strategies (hierarchy of controls); evaluate food safety protocols through mock HACCP audits and emergency response simulations.		
UNIT 3: WASTE MANAGEMENT	**10**	**17**
Knowledge: Biomedical Waste Management: meaning, importance, BMW Rules 2016: Classification (yellow, red, white, blue); segregation; treatment (incineration, autoclaving, microwaving); secure disposal. Solid Waste Management: meaning, importance, Composting (aerobic/vermicomposting); sanitary landfilling (leachate/gas control); SWM Rules 2016. Hazardous Waste Management: meaning, importance, Sources (industrial, e-waste); HOWM Rules 2016; treatment (neutralization, incineration); TSDF facilities. E-Waste Management: Meaning, definitions importance Hazardous components; EPR; formal recycling; E-Waste Rules 2016. CPCB Guidelines: Authorization, manifest system, compliance monitoring.		

Skill:

- Waste Segregation & Treatment: Colour-code biomedical waste segregation; demonstrate autoclaving/chemical treatment procedures; prepare BMW treatment records per Schedule I standards.
- Waste Management Planning: Design waste minimization plans using 3R hierarchy; conduct hazardous waste characterization audit; map compliance requirements for TSDF authorization.

UNIT 4: INTRODUCTION TO OCCUPATIONAL HEALTH	12	20

Knowledge:

Definition and Scope: Definition of occupational health (WHO/ILO); scope covering physical, chemical, biological, ergonomic, psychosocial hazards; worker health protection vs. productivity. Historical Development: Evolution: Industrial Revolution (factory acts), ILO formation (1919), Bhopal disaster impact; Indian milestones (Factories Act 1948, Occupational Safety Codes 2020). Core Principles: Tripartite principle (employer, worker, government); hierarchy of controls (elimination, substitution, engineering, administrative, PPE); risk assessment process; health surveillance. Ergonomics Principles: Human factors engineering; workstation design (anthropometry, NIOSH lifting equation); display ergonomics; psychosocial ergonomics (workload, shift work). Legislation and Standards: Indian laws: Factories Act, Mines Act, OSH Code 2020; international: ILO Conventions 155/161; NIOSH recommendations; ACGIH TLVs

Skill:

- Risk Identification: Conduct workplace hazard audits; apply hierarchy of controls to real scenarios; document risk assessments using basic templates.
- Ergonomic Evaluation: Measure workstation anthropometrics; apply NIOSH lifting equation; recommend workstation modifications through practical exercises.

UNIT 5: OCCUPATIONAL DISEASES	12	20

Knowledge:

Occupational Hazards: Meaning definitions, importance, Classification: Chemical (solvents, dusts), physical (noise, vibration, radiation), biological (infections), ergonomic (repetitive strain), psychosocial (stress); exposure limits (TLV, PEL).

Occupational Diseases: Meaning definitions, importance. Categories-Pneumoconioses (silicosis, asbestosis), dermatitis, hearing loss, MSDs (back pain), occupational cancers; dose-response relationships; notifiable diseases.

Prevention Strategies: Medical exams, training, PPE Programmes, ventilation systems; accident investigation; return-to-work protocols.

Skill:

- Disease Recognition: Identify occupational disease symptoms (silicosis, dermatitis); match exposures to notifiable diseases; prepare exposure-disease linkage reports.
- Prevention Planning: Design ventilation/PPE programmes for specific hazards; conduct medical surveillance checklists; Analyse accident investigation case studies.

UNIT 6: OCCUPATIONAL HEALTH MANAGEMENT AND POLICY	06	10

Knowledge: Occupational health programmes (medical surveillance, training); industrial hygiene (ventilation, monitoring); safety committees; workers' compensation; international standards (ILO C155/C161); Indian OSH Code 2020 implementation; NIOSH/ACGIH guidelines.

Skill:

- Programme Development: Design occupational health programmes; prepare medical surveillance schedules; develop safety training modules.
- Compliance Audit: Conduct OSHA-style workplace audits; prepare annual health returns; evaluate ventilation/PPE effectiveness.

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1	Moeller, D. W.	Environmental Health (3rd Edn.)	Harvard University Press
2	Baxter, P., Aw, T. C., Cockcroft, A., Durrington, P., & Harrington, J. M.	Hunter's Diseases of Occupations	CRC Press
3	Smedley, J.	Oxford Textbook of Occupational Health (2nd Edition)	Oxford University Press
4	Levy, B. S. (Ed.)	Occupational and Environmental Health: Recognizing and Preventing Disease and Injury	Lippincott Williams & Wilkins
5	Park, K.	Textbook of Preventive and Social Medicine (23rd Ed.)	M/s Banarsidas Bhanot Publishers

8. Digital or Online Resources:

Sl. No.	Name of the website	URL
1.	Central Pollution Control Board (CPCB)	https://cpcb.nic.in
2.	World Health Organization - Environmental Health	https://www.who.int/health-topics/environmental-health
3.	Occupational Safety and Health Administration (OSHA)	https://www.osha.gov
4.	National Institute for Occupational Safety and Health (NIOSH)	https://www.cdc.gov/niosh
5.	WHO - Occupational Health	https://www.who.int/health-topics/occupational-health

9. Resources Required:

1.	Data Sources: WHO, World Bank, Government Health Databases, CPCB, MoEFCC
2.	Learning Resources: Case studies, policy reports, healthcare analytics reports, CPCB guidelines
3.	Practical Resources: PPE demonstration kits, water testing equipment, waste segregation bins
4.	Digital Resources: Online simulators, CPCB real-time monitoring dashboards, NIOSH ergonomics tools
5.	Reference Materials: Indian Factories Act, BMW Rules 2016, OSH Code 2020

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation.	3	2	2	2	2	3
PO2-Analyse & synthesize data for informed decisions	2	3	3	2	2	2
PO3-Create & manage a new venture, fostering innovation	1	1	2	2	2	1
PO4-Formulate, implement & evaluate strategic plans.	2	2	3	3	2	2
PO5-Evaluate & apply ethical frameworks	2	1	1	2	3	2
PO6-Develop oral & written communication skills	1	2	2	2	2	1
PO7-Demonstrate leadership, teamwork & networking skills	1	1	2	2	2	1
PO8-Analyse contextual social issues & explore solutions	3	2	2	2	3	3

3.10 MANAGEMENT PERSPECTIVES		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This open elective course provides foundational insights into management principles, organisational dynamics, leadership, practical tools, and essential managerial skills. It equips students with a broad perspective on managing organisation effectively in contemporary business environments. The focus is on integrating theory with practical applications across various management functions

2. Course Learning Objectives:

1.	To introduce the nature, functions, and importance of management in organisation.
2.	To explore organizational structures, functional areas, and leadership styles.
3.	To familiarize with key management tools and techniques for problem-solving.
4.	To develop skills in business communication, teamwork, and group dynamics

3. Course Learning Outcomes: By the end of this course, students will be able to

1.	Explain the core functions of management and their role in organizational success.
2.	Analyse types of organizations, structures, and functional areas like HR, finance, marketing, and production.
3.	Differentiate leadership from management, apply motivation theories, and understand delegation principles.
4.	Apply management tools such as brainstorming, SWOT, Pareto Chart, Fishbone Diagram, and process charts.
5.	Demonstrate managerial skills including communication processes, meeting management, teamwork stages, group discussions, and presentations

4. Pre-requisites for the Course:

1.	Basic understanding of business fundamentals.
2.	Awareness of organizational structure settings
3.	Analytical skills for case discussions and tool applications

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work & Economic Growth
SDG 9	Industry, Innovation & Infrastructure
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO MANAGEMENT	**12**	**18**
Knowledge: Meaning, Definitions, Nature, and functions of Management, Management Practices in the Digital era. Management practices of the Eastern and Western worlds. Attitude-Skill-Knowledge-Competency Mix requirements for future enterprise scale-up.		
Skill: Analyse real-world scenarios to identify management functions in action.		
UNIT 2: MANAGEMENT OF ORGANIZATION	**12**	**22**
Knowledge: Definition, importance and Types of Organizations, Organization Structure, Introduction to Functional areas of Organization: Human Resource, Finance, Marketing, Production, Operations, Logistics and Supply Chain and their applications in an organisational set-up.		
Skill: Map organizational structures and functional interdependencies in a case study.		
UNIT 3: LEADERSHIP	**12**	**19**
Knowledge: Leadership and its types, Leadership v/s Management; Styles of Leadership; Control V/s Delegation, Conditions and Principles of delegation. Motivation: Basic Theories of Motivation, Sources of Motivation		
Skill: Evaluate leadership styles and motivation techniques in group exercises.		
UNIT 4: TOOLS OF MANAGEMENT	**12**	**19**
Knowledge: Brainstorming, Swot analysis, Pareto Chart, Fishbone Diagram, Process Chart, Quality Circles		
Skill: Construct and interpret tools like Pareto Chart and Fishbone Diagram for problem-solving.		
UNIT 5: MANAGERIAL SKILLS	**12**	**22**
Knowledge: Business Communication: Process, Methods, 7C's of Communication and Barriers of Communication. Meetings: Planning, Process, Evaluation. Team Work, Characteristic feature of Successful teams, stages of the Development of a team; Group Discussion, presentation skills		
Skill: Conduct mock meetings, group discussions, and team-building presentations.		

Note: *No. hrs -Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Harold Koontz, Heinz Weihrich	Essentials of Management	McGraw Hill worldofbooks+1
2.	Harold Koontz, Heinz Weihrich	Management: A Global Perspective	McGraw Hill
3.	Principles of Management (Open Textbook)	Principles of Management	Open Textbook Library
4.	P. Subba Rao	Essentials of Management	Himalaya Publishing
5.	L.M. Prasad	Principles and Practice of Management	Sultan Chand

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	SWAYAM - Principles of Management	https://swayam.gov.in/ gnsu
2.	OpenStax Principles of Management	https://openstax.org/details/books/principles-management
3.	Harvard Business Review - Management Basics	https://hbr.org/topic/management

9. Resources required:

1.	Textbooks
2.	SWAYAM Access/Registration
3.	Internet Access
4.	Quiz tools

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	2	2	3	2	3
PO2-Analyse & synthesize data for informed decisions	2	3	2	3	2	2
PO3-Create & manage a new venture, fostering innovation	1	1	2	2	1	1
PO4-Formulate, implement & evaluate strategic plans	-	2	3	2	3	-
PO5-Evaluate & apply ethical frameworks	1	1	1	1	2	1
PO6-Develop oral & written communication skills	-	-	1	2	3	-
PO7-Demonstrate leadership, teamwork & networking skills	-	1	3	2	3	-
PO8-Analyse contextual social issues & explore solutions	1	1	1	1	1	1

FOURTH SEMESTER

COURSE OUTLINES

COURSE MATRIX

MBA (DAY & EVE) - FOURTH SEMESTER

COURSE CODE	COURSE	PAGE NO
	CORE COURSE	
4.1	INTERNATIONAL BUSINESS	**187 - 191**
	SPECIALISATION TRACKS	
4.2	**FINANCE**	**192 - 210**
4.2.1	RISK MANAGEMENT AND DERIVATIVES	192 - 196
4.2.2	INTERNATIONAL FINANCIAL MANAGEMENT	197 - 201
4.2.3	BEHAVIOURAL FINANCE	202 - 205
4.2.4	SUSTAINABLE FINANCE AND ESG	206 - 210
4.3	**MARKETING**	**211 - 230**
4.3.1	GLOBAL MARKETING	211 - 215
4.3.2	DIGITAL MARKETING	216 - 220
4.3.3	MARKETING ANALYTICS	221 - 225
4.3.4	INDUSTRIAL AND SERVICES MARKETING	226 - 230
4.4	**HUMAN RESOURCES**	**231 - 250**
4.4.1	TALENT AND KNOWLEDGE MANAGEMENT	231 - 235
4.4.2	STRATEGIC HUMAN RESOURCE MANAGEMENT	236 - 240
4.4.3	HR ANALYTICS AND AI APPLICATIONS	241 - 245
4.4.4	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	246 - 250
4.5	**BUSINESS ANALYTICS**	**251 - 268**
4.5.1	FINANCIAL ANALYTICS AND MODELLING	251 - 254
4.5.2	ANALYTICS IN MARKETING	255 - 259
4.5.3	HR ANALYTICS	260 - 264
4.5.4	SUPPLY CHAIN ANALYTICS	265 - 268

4.6	**ARTIFICIAL INTELLIGENCE & DIGITAL TRANSFORMATION**	**269 - 288**
4.6.1	DIGITAL STRATEGY COMPETITIVE ADVANTAGE	269 - 273
4.6.2	FUNCTIONAL APPLICATIONS OF AI	274 - 278
4.6.3	DIGITAL TRANSFORMATION LEADERSHIP & CHANGE MANAGEMENT	279 - 283
4.6.4	LEGAL AND ETHICAL USE OF TECHNOLOGY	284 - 288
4.7	**INNOVATION & ENTREPRENEURSHIP**	**289 - 305**
4.7.1	BUSINESS MODEL INNOVATION & STRATEGIC ENTREPRENEURSHIP	289 - 292
4.7.2	MANAGEMENT OF START-UPS AND MSMES	293 - 297
4.7.3	FAMILY BUSINESS MANAGEMENT	298 - 301
4.7.4	SOCIAL ENTREPRENEURSHIP	302 - 305
4.8	**LOGISTICS & SUPPLY CHAIN MANAGEMENT**	**306 - 323**
4.8.1	VENDOR MANAGEMENT AND STRATEGIC SOURCING	306 - 310
4.8.2	DIGITAL SUPPLY CHAINS & TECHNOLOGY IN LOGISTICS	311 - 314
4.8.3	GLOBAL LOGISTICS AND SUPPLY CHAIN	315 - 318
4.8.4	SUSTAINABLE LOGISTICS, ETHICS & POLICY	319 - 323
4.9	**HEALTHCARE MANAGEMENT**	**324 - 340**
4.9.1	BASIC MANAGEMENT ASPECTS OF HEALTH CARE	324 - 327
4.9.2	STRATEGIC MANAGEMENT IN HEALTH CARE SETTINGS	328 - 331
4.9.3	MANAGEMENT OF HOSPITAL SERVICES	332 - 335
4.9.4	HEALTH INFORMATION MANAGEMENT SYSTEM (HIMS)	336 - 340

4.1 INTERNATIONAL BUSINESS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course provides a comprehensive understanding of the global business environment and the strategic, operational, and managerial challenges associated with conducting business across national boundaries. It introduces students to the economic, political, legal, cultural, and technological factors that influence international trade and investment.

   The course examines theories of international trade, global market entry strategies, foreign exchange management, cross-cultural management, global supply chains, and international marketing. It also explores emerging trends such as digital globalisation, sustainability, geopolitical risks, and the role of international institutions.

   The course adopts a conceptually rigorous and analytical approach aligned with global MBA standards and prepares students to manage international business operations and strategies effectively in a dynamic global environment.

2. Course Learning Objectives:

1.	To provide foundational knowledge of international business environment and global trade.
2.	To develop an analytical understanding of global market entry and expansion strategies.
3.	To examine cross-cultural and geopolitical influences on international business.
4.	To understand international financial, trade, and regulatory frameworks.
5.	To prepare students for strategic decision-making in global business contexts

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain concepts, theories, and the environment of international business
2.	Apply international market entry and expansion strategies
3.	Analyse global trade patterns, risks, and competitive environments
4.	Evaluate international financial, cultural, and regulatory challenges
5.	Develop strategic recommendations for global business operations
6.	Demonstrate effective communication in international business contexts

4. Pre-requisites for the course:

1.	Principles of Management
2.	Business Environment
3.	Managerial/Business Economics

5. SDGs associated with the course:

SDG 8	Decent Work and Economic Growth
SDG 9	Industry Innovation and Infrastructure

SDG 12	Responsible Consumption and Production
SDG 13	Climate Action
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: GLOBAL BUSINESS ENVIRONMENT, GEOPOLITICS AND GLOBAL INSTITUTIONS	**10**	**17**
Knowledge: Nature and scope of International Business, Globalisation and deglobalization trends, Economic Environment- Gross National Income and Human Development Index, Classification of Countries (Developed, Developing and Least developed Countries). Political Environment - Geopolitics and its impact on global trade, Types of Government and types of Political Risks. Trade Barriers and Protectionism-Tariffs, quotas, subsidies and their impact on global trade. Political Risk Management Strategy. World Economic Forum and Global Competitiveness Index, Business Competitiveness Index, Political Risk Analysis and Country Risk Frameworks. Cultural Environment in Global Business - Hofstede dimensions and cross-cultural differences, Role of World Trade Organisation, Global Regulatory Frameworks and Compliance-Trade compliance, anti-dumping measures, WTO dispute settlement mechanism and non-tariff barriers; Role of the International Monetary Fund, World Bank and Asian Development Bank.		
Skill: • Country risk assessment using real data. • Analysis of Global Competitiveness Rankings. • Geopolitical risk mapping exercise. • Trade data interpretation using World Bank or UNCTAD datasets.		
UNIT 2: THEORIES OF INTERNATIONAL TRADE, FDI AND MODERN PERSPECTIVES	**10**	**17**
Knowledge: Classical Trade Theories (Mercantilism, Theories of Absolute Advantage and Comparative Advantage), Heckscher–Ohlin Theory, Product Life Cycle Theory, Modern Trade Theories (New Trade Theory, Strategic Trade Theory, Porter's Diamond), FDI Theories (Eclectic Paradigm – OLI), Knowledge Capital Model of FDI - Horizontal vs vertical FDI, Market seeking vs Efficiency seeking motives, Greenfield vs Brownfield Investment. Regional Integration Theories: Customs unions, common markets and economic unions. Regional Trade Agreements (EU, ASEAN, USMCA) Institutional Theory and FDI Location Choice – Role of legal systems, governance and political stability in investment decisions; Currency Regimes and Capital Account Convertibility – Fixed vs floating exchange rate implications for trade.		
Skill: • Case analysis: Greenfield vs Brownfield decision. • Trade pattern evaluation using real country data. • FDI attractiveness analysis		

UNIT 3: INTERNATIONAL MARKET ENTRY AND GLOBAL STRATEGY	12	20

Knowledge: International Entry Strategies: Exporting, Licensing, Franchising, Joint Ventures & Strategic Alliances, FDI & Subsidiary Strategy, Turnkey Projects.

Entry Mode Selection Frameworks – Transaction Cost Analysis and Resource-Based View in Entry Decisions.

Pressures Operating on International Firms. Multi-national, International, Transnational and Global Strategies. Global Competitive Strategy.

Global Branding and Positioning Strategy – Managing brand consistency across international markets. International Pricing Strategy.

Skill:

- Market Entry Strategy Project (Country-specific).
- International product launch Exercise.
- Global expansion simulation exercise.
- Comparative Entry Mode Analysis.

UNIT 4: INTERNATIONAL FINANCE AND DOCUMENTATION	12	20

Knowledge: Foreign Exchange Markets, Exchange Rate Systems, Currency Risk & Hedging, International Financial Markets, International Parity Conditions (Purchasing Power Parity, Interest Rate Parity and Fisher Effect).

International Taxation and Transfer Pricing - Double taxation avoidance agreements and profit shifting issues.

FinTech and Digital Payment Systems in Global Trade - Blockchain in trade finance, SWIFT system and cross-border digital payments.

International Financial Documentation: Letter of Credit (LC), Bill of Lading, Commercial Invoice, Export-Import Documentation; Uniform Customs and Practice for Documentary Credit (UCP 600) Framework, Trade Financing, International Payment Systems, EXIM Policy of India

Skill:

- Preparation of export documentation sample.
- Forex exposure calculation.
- Hedging strategy design.
- Sustainability strategy presentation.
- Global disruption response planning.
- Global strategy presentation and risk assessment.

UNIT 5: GLOBAL OPERATIONS AND INTERNATIONAL WORKFORCE MANAGEMENT	10	16

Knowledge: Global Supply Chain Management & Global Value Chain, International Logistics & Network Design in MNCs, Supply Chain Risk.

Global Staffing Approaches (Ethnocentric, Polycentric, Geocentric), Expatriate Management (Selection, Training & Repatriation), Managing Cross-Cultural & Multicultural Teams in MNCs.

Skill:

- Global Supply Chain strategy and risk assessment for a select International company.

UNIT 6: EMERGING ISSUES - SUSTAINABILITY, ETHICS, DIGITAL GLOBALIZATION	6	10
Knowledge: Sustainability in Global Business. Environment, Society and Governance (ESG) in International Markets. Green Finance and Sustainable Investment – Impact investing, climate finance and ESG-linked funding; Circular Economy in International Business – Sustainable production models and waste reduction across borders. Climate change & carbon border tax, Ethics in Cross-border Operations, Responsible Sourcing and Ethical Supply Chains. Human rights, labour standards and fair-trade practices. Global E-Commerce Strategy. Cross-border data regulations and digital governance.		
Skill: • Sustainability practices of Multinational Corporations.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Charles W. L. Hill	International Business	McGraw Hill
2.	Daniels, Radebaugh & Sullivan	International Business	Pearson
3.	John Dunning	Multinational Enterprises	Addison Wesley
4.	Rugman & Collinson	International Business	Pearson
5.	Cateora & Graham	International Marketing	McGraw Hill
6.	Eun & Resnick	International Financial Management	McGraw Hill
7.	Czinkota	International Business	Cengage
8.	Paul Krugman	International Economics	Pearson
9.	Wild & Wild	International Business	Pearson
10.	Peng	Global Business	Cengage

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	World Trade Organisation	https://www.wto.org
2.	World Bank	https://www.worldbank.org
3.	International Monetary Fund	https://www.imf.org
4.	Ministry of Commerce, India	https://commerce.gov.in
5.	UNCTAD	https://unctad.org

9. Resources required:

1.	Smart classroom and AV facilities
2.	Access to international business databases
3.	Trade and economic reports
4.	Industry and export expert interactions

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 –Apply management theories & principles for value creation	3	3	2	2	3	-
PO2 – Analyse & synthesise data for informed decisions	2	2	3	2	2	-
PO3 – Create & manage a new venture, fostering innovation	1	2	1	-	2	-
PO4 – Formulate, implement & evaluate strategic plans	2	1	2	3	3	1
PO5 – Evaluate & apply ethical frameworks	0	1	0	0	2	3
PO6 – Develop oral & written communication skills	0	1	0	0	0	3
PO7 – Demonstrate leadership, teamwork & networking skills	2	1	2	2	2	1
PO8 – Analyse contextual social issues & explore solutions	3	3	2	2	3	-

4.2.1 RISK MANAGEMENT AND DERIVATIVES		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

This course provides a comprehensive understanding of risk management principles and derivative instruments used by corporations and financial institutions to manage financial risks. It integrates theoretical foundations with quantitative tools and real-world applications in capital budgeting, volatility measurement, futures, options, and interest-rate derivatives. The course begins with the concept of risk, types of business risks, and risk governance structures in Indian companies, followed by quantitative techniques for risk analysis in capital budgeting, such as sensitivity analysis, simulation, decision trees, and risk-adjusted discount rate methods. It then introduces volatility risk measurement using Value-at-Risk (VaR) and explores derivative instruments, including forwards, futures, options, and swaps. The course emphasises practical hedging strategies, pricing models (Binomial and Black–Scholes), option Greeks, and interest-rate risk management tools such as swaps, FRAs, caps, floors, and collars. With strong emphasis on spreadsheet modelling, payoff analysis, Indian stock exchange data (F&O segment), and risk governance practices, this course prepares students for careers in - Risk Management, Treasury Management, Derivatives Trading, Investment Banking, Financial Engineering, and the like.

2. Course Learning Objectives:

1.	To develop a comprehensive understanding of risk, enterprise risk management, and governance structures in Indian corporations.
2.	To equip students with quantitative tools for analysing and managing risk in capital budgeting decisions.
3.	To provide conceptual and practical knowledge of derivative instruments, including forwards and futures.
4.	To develop analytical capability in options strategies for hedging and speculative trading.
5.	To enable pricing of derivative instruments using mathematical models and the interpretation of option Greeks.
6.	To provide an understanding of interest-rate risk management using swaps and related derivative instruments.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Identify various types of business risks and evaluate corporate risk governance frameworks.
2.	Apply quantitative risk analysis tools such as sensitivity analysis, simulation, VaR, and decision trees in capital budgeting.
3.	Construct and evaluate hedging strategies using futures contracts and compute futures pricing.
4.	Design option-based hedging and trading strategies and interpret payoff diagrams.
5.	Price options using Binomial and Black–Scholes models and analyse option Greeks for risk management.

6.	Assess and design interest-rate risk management strategies using swaps, FRAs, caps, floors, and collars.

4. Pre-requisites for the course:

1.	Basic knowledge of the Stock Markets, Trading Mechanism.
2.	Knowledge of stock selection, portfolio construction and revision.
3.	Basics of Time Value of Money (including spreadsheet applications).

5. SDGs associated with the course:

SDG 4	Quality Education	Advanced quantitative risk modelling and derivatives knowledge
SDG 8	Decent Work & Economic Growth	Financial risk management supporting stable economic growth
SDG 9	Industry, Innovation & Infrastructure	Innovation in financial engineering and derivative instruments
SDG 12	Responsible Consumption & Production	Responsible risk management and efficient capital allocation
SDG 16	Peace, Justice & Strong Institutions	Strong corporate governance and transparent risk disclosure
SDG 17	Partnerships for the Goals	Risk-sharing mechanisms among firms, financial institutions and markets

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: RISK ANALYSIS IN CAPITAL BUDGETING	**14**	**23**
Knowledge: Meaning of Risk. Types of Risks of a Business Enterprise. Risk Management Governance structure in Indian companies. Risk Analysis in Capital Budgeting – Measuring and Managing Capital Budgeting Risks – Sensitivity Analysis, Scenario Analysis, Simulation, Standard Deviation and Coefficient of Variation, Risk-Adjusted Discount Rate Method, Certainty Equivalent Coefficient Method, Decision Tree Analysis and Probability Distribution Method.		
Skill: • Preparing a report on the Risk Governance Structure, Mechanism, Process and Strategies of any select Indian company.		
UNIT 2: VOLATILITY RISK AND DERIVATIVES	**10**	**17**
Knowledge: Volatility Risk – Meaning, Measurement of Volatility Risk – Value-at-Risk (VaR) Meaning of Derivatives. Types of Derivatives. – Forward Agreements, Future Contracts – Terms associated with Futures – Stock Futures and Index Futures, Differences between Forwards and Futures, Margin and Settlement Mechanism of Futures.		
Skill: • Identify the list of underlying assets on which F&O contracts are available in the Indian Stock Exchanges.		

• For a mock position in any Index Future Contract (Long or Short), prepare pay-off and customer account on a daily basis, till expiry date.		
UNIT 3: FUTURE CONTRACTS – HEDGING AND PRICING	**10**	**17**
Knowledge: Hedging with Futures – Stock Hedging: When there is a future contract available on the stock, and when there is no future contract available on the stock. Portfolio Hedging: Adjusting Portfolio Risk. Pricing of Futures.		
Skill: • Demonstrate on a spreadsheet, the hedging with Future Contracts for investment in any Stock		
UNIT 4: OPTION CONTRACTS – BASICS, HEDGING AND TRADING STRATEGIES	**10**	**17**
Knowledge: Option Contracts – Meaning, Types – Call, Put, American, European. Pay-off and Pay-off Diagrams. Hedging Strategies – Protective Put Strategy and Covered Call Strategy. Trading Strategies with Options – Straddle, Strip, Strap, Strangle, Spreads.		
Skill: • Demonstrate on a spreadsheet the impact of any two strategies, extracting data from the stock markets.		
UNIT 5: OPTION PRICING	**8**	**13**
Knowledge: Put-Call Parity Theory, Portfolio Replication Method, Risk Neutralisation Method, Binomial Method and Black-Scholes Method. Option Greeks.		
Skill: • Using the option pricing Calculator, identify Option contracts that are undervalued and overvalued.		
UNIT 6: INTEREST-RATE RISK	**8**	**13**
Knowledge: Meaning of Interest-rate risk; Importance of hedging Interest-rate Risk; Interest-rate Swaps, Forward Rate Agreements, Caps, Floors and Collars.		
Skill: List out the major Mergers and Acquisitions in India over the past 3 years and analyse the terms of one select merger/acquisition.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Chandra, Prasanna	Financial Management	McGraw-Hill Education
2.	Pattabhiram and Bala	Strategic Financial Management	Snow White Publications
3.	Sridhar A N	Strategic Financial Management	Shroff Publishers and Distributors
4.	Damodaran, Aswath	Corporate Finance	John Wiley
5.	Damodaran, Aswath	Advanced Corporate Finance	John Wiley
6.	Chance/Brooks	An Introduction to Derivatives and Risk Management	Thomson
7.	Hull, John C	*Options, Futures and Other Derivatives*	Prentice Hall

8.	Dubosky and Miller	Derivatives – Valuation and Risk Management	Oxford University Press
9.	Kumar, SSS	Financial Derivatives	Prentice Hall
10.	Parasuraman, N.R;	Fundamentals of Financial Derivatives	Wiley India
11.	Vohra, and Bagri	Futures and Options	MHE India
12.	Gupta S L	Financial Derivatives – Theory, Concepts and Problems	Prentice Hall
13.	Stulz, Rene	Risk Management and Derivatives	Thomson
14.	Sridhar A N	Futures and Options – Equities – Trading Strategies and Skills	Shroff Publishers and Distributors

8. Digital or Online Resources:

Sl. No.	**Name of the Website**	**URL**
1.	Cohen, Guy, "Options Made Easy", FT Prentice Hall	
2.	McCafferty Thomas, "Options Demystified – A Self-teaching Guide", Tata McGraw-Hill.	
3.	Duarte, Joe, "Futures and Options for Dummies", Wiley India.	
4.	BSE (Bombay Stock Exchange)	www.bseindia.com
5.	National Stock Exchange of India	www.nseindia.com
6.	Capital Market	www.capitalmarket.com
7.	Centre for Monitoring Indian Economy (CMIE)	www.cmie.com
8.	Finance Professor	www.financeprofessor.com
9.	Money control	www.moneycontrol.com
10.	Reserve Bank of India (RBI)	www.rbi.gov.in
11.	Securities and Exchange Board of India (SEBI)	www.sebi.gov.in

9. Resources required:

1.	Microsoft Excel.
2.	Corporate Databases like Capitaline, Prowess, etc.,or Open-source Databases like Screener, Yahoo Finance, etc.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation	3	3	3	3	3	3
PO2 – Analyse & synthesise data for informed decisions	3	3	3	3	3	3
PO3 – Create & manage a new venture, fostering innovation	1	2	2	2	2	2
PO4 – Formulate, implement & evaluate strategic plans	3	3	3	3	3	3
PO5 – Evaluate & apply ethical frameworks	3	2	2	2	2	2
PO6 – Develop oral & written communication skills	2	1	2	2	2	2
PO7 – Demonstrate leadership, teamwork & networking skills	2	1	2	2	2	2
PO8 – Analyse contextual social issues & explore solutions	2	2	2	2	2	2

4.2.2 INTERNATIONAL FINANCIAL MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

The course International Financial Management provides a comprehensive understanding of financial decision-making in a global business environment. It examines the evolution of the international monetary system, the structure of global financial markets, and the role of exchange rate regimes in shaping international trade and investment. The course introduces the Balance of Payments (BOP) framework and its relationship with macroeconomic variables. It further explores the foreign exchange market, including quotation systems, cross-currency arbitrage, and the role of various market participants such as banks, corporations, and central banks. A significant focus of the course is on exchange rate determination theories, including Purchasing Power Parity, Interest Rate Parity, and International Fisher Effect, which provide the basis for forecasting exchange rates. The course also covers foreign exchange risk and hedging strategies, including forwards, futures, options, swaps, and money-market hedging. Finally, the course addresses international financial decisions, including international capital budgeting, sources of global financing (ADRs, GDRs, FCCBs, ECBs, Masala Bonds), and international working capital management. Through case studies, analysis of forex market data, BOP analysis, and company reports, the course equips students with the analytical and practical skills required for careers in international banking, multinational corporate finance, treasury management and global financial consulting.

2. Course Learning Objectives:

1.	To develop an understanding of the global financial environment and the evolution of international monetary systems.
2.	To provide knowledge of the structure and interpretation of Balance of Payments and its macroeconomic implications.
3.	To develop an understanding of the structure and functioning of foreign exchange markets and currency quotations.
4.	To enable students to analyse exchange rate determination using economic parity theories.
5.	To develop analytical ability to identify and hedge foreign exchange risks using derivative instruments and financial strategies.
6.	To provide knowledge of international financial decisions related to capital budgeting, financing, and working capital management.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain the evolution of the international monetary system and evaluate global exchange rate regimes.
2.	Interpret Balance of Payments data and analyse its implications for macroeconomic stability and international trade.

3.	Analyse foreign exchange market operations and compute currency quotations, cross rates, and arbitrage opportunities.
4.	Apply exchange rate determination theories such as PPP, IRP, and the International Fisher Effect to forecast exchange rates.
5.	Identify foreign exchange risks faced by firms and design appropriate hedging strategies using derivatives and money-market instruments.
6.	Evaluate international financing and investment decisions and recommend suitable global financing and working capital strategies.

4. Pre-requisites for the course:

1.	Basic knowledge of financial management.
2.	Fundamental knowledge of Macroeconomics and International Economics.
3.	Basic understanding of financial markets and institutions.

5. SDGs associated with the course:

SDG 4	Quality Education	Advanced knowledge of global finance, forex markets and international financial decision-making.
SDG 8	Decent Work & Economic Growth	International trade, investment flows, and financial market integration support economic growth.
SDG 9	Industry, Innovation & Infrastructure	Global capital markets and innovative international financing instruments.
SDG 12	Responsible Consumption & Production	Efficient allocation of financial resources in international investment decisions.
SDG 16	Peace, Justice & Strong Institutions	Transparent international financial systems and regulatory frameworks.
SDG 17	Partnerships for the Goals	Global financial cooperation among nations, institutions and multinational corporations.

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: GLOBAL FINANCIAL ENVIRONMENT	**8**	**14**
Knowledge: Evolution of the International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, the current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime.		
Skill: • Preparing a report on the Monetary system evolution of a select country.		
UNIT 2: BALANCE OF PAYMENTS	**8**	**14**
Knowledge: Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, 'Surplus' and 'Deficit' in Balance of Payments, Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables.		

Skill:

- Analyse the latest Balance of Payments statement of India.
- Compare the Balance of Payments statement of any two select countries and identify the major reasons for the differences.

UNIT 3: FOUNDATIONS OF FOREIGN EXCHANGE AND FOREX MARKETS	8	13

Knowledge: Quotations – Direct and Indirect; Ask Rate, Bid Rate and Spread Points; Spot, Future Spot and Swap Points; Appreciation and Depreciation of Currency (Premium / Discount), Cross Rates, Cross Currency Arbitrage.

Structure and functioning of foreign exchange markets - Meaning and significance of Foreign Exchange Market.

Participants in the Forex Market: Commercial Banks, Central Banks, Corporations, Brokers, Speculators. Types of Forex Markets: Spot Market, Forward Market, Futures Market, Swap Market. Global Forex Trading Centres and Market Hours, Interbank Market and Dealer Market.

Skill

- Extracting data from Forex markets, demonstrate cross currency arbitrage.

UNIT 4: EXCHANGE RATE DETERMINATION	8	13

Knowledge: Purchasing Power Parity Theory, Interest Rate Parity Theory, International Fischer's Effect, Pure Expectations Theory. Covered Interest Arbitrage.

Skill:

- Predict the future spot rate of USD, EUR and JPY against INR for the next 3 months, 6 months and 1 year using the PPP Method and IRP Theory.

UNIT 5: FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES	16	26

Knowledge: Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Forwards – FEDAI Guidelines and Mechanism, Currency Futures, Currency Options, Money-market Hedging, Currency Swaps.

Skill:

- From the Annual report of any select company, identify the forex risk hedging strategies adopted.
- From the website of a select bank, identify the products & services offered by the bank for forex management.

UNIT 6: INTERNATIONAL FINANCIAL DECISIONS	12	20

Knowledge: International Capital Budgeting Decisions: Home Currency Approach and Foreign Currency Approach; Impact of Inflation.

International Financing Decisions: Sources of International Financing – ADRs, GDRs, FCCBs, External Commercial Borrowings, Masala Bonds, Foreign Bonds, Euro Bonds, Floating Rate Notes, etc.

International Working Capital Management: Netting, Leads and Lags, International Money Markets

Skill:

- List out the various sources of external financing adopted by a select company, extracting data from its annual report

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Shapiro, Alan	Multinational Financial Management	Prentice Hall
2.	Prakash, Apte	International Finance – A Business Perspective	McGraw-Hill Education
3.	Madura, Jeff	International Corporate Finance	Thomson South-Western
4.	Jain, Peyrard, and Yadav	International Financial Management	Mc Milan
5.	Rajwade, A V	Foreign Exchange International Finance and Risk Management	Prentice Hall
6.	Avadhani, V A	International Finance- Theory and Practice	Himalaya Publishing House
7.	Sharan, Vyuptakesh	International Financial Management	Prentice Hall
8.	Vij, Madhu	International Financial Management	Excel Books

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	J. Fred Weston, Bart: Guide to International Financial Management.	
2.	Robery O. Edmister: Financial Institutions - Markets and Management.	
3.	Rita M. Rodriguez L. Bigame Carter: International Financial Management.	
4.	Reserve Bank of India (RBI)	www.rbi.gov.in
5.	Ministry of Finance (MoF), Government of India	www.finmin.nic.in

9. Resources required:

1.	Microsoft Excel
2.	Corporate Databases like Capitaline, Prowess, etc., or Open-source Databases like Screener, Yahoo Finance, etc.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation	2	2	3	3	3	3
PO2 – Analyse & synthesise data for informed decisions	3	3	3	3	3	3
PO3 – Create & manage a new venture, fostering innovation	1	1	2	2	2	3
PO4 – Formulate, implement & evaluate strategic plans	2	2	3	3	3	3
PO5 – Evaluate & apply ethical frameworks	2	2	2	2	2	2
PO6 – Develop oral & written communication skills	2	2	1	2	2	2
PO7 – Demonstrate leadership, teamwork & networking skills	2	1	2	2	2	2
PO8 – Analyse contextual social issues & explore solutions	2	3	2	2	2	2

4.2.3 BEHAVIOURAL FINANCE		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

Behavioural Finance is an integrative field that bridges psychology and financial theory to understand why individuals and markets deviate from rational behaviour. This course critically examines the psychological factors, cognitive biases, and emotional influences that affect financial decisions made by investors, managers, and policymakers. Students will explore foundational theories such as Prospect Theory, Nudge Theory, and Herd Behaviour, and apply them to real-world scenarios, including Indian capital markets, personal investment decisions, and corporate finance. The course also connects behavioural finance principles to the United Nations Sustainable Development Goals (SDGs), highlighting the role of behavioural interventions in fostering financial inclusion, responsible investing, and equitable economic growth.

2. Course Learning Objectives:

1.	To introduce students to the foundations and evolution of behavioural finance and its distinction from traditional finance.
2.	To equip students with the ability to identify and analyse key cognitive biases and heuristics affecting financial decision-making.
3.	To enable students to apply Prospect Theory and related frameworks to real-world investment and market scenarios.
4.	To develop critical thinking about market anomalies, investor sentiment, and herding behaviour with a focus on Indian markets.
5.	To foster an understanding of nudge theory and behavioural interventions for promoting sustainable and responsible financial behaviour aligned with the SDGs.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

CO1	Explain fundamental concepts, theories, and cognitive biases that underpin behavioural finance.
CO2	Differentiate between the rational actor model and behavioural models of financial decision-making.
CO3	Apply prospect theory and heuristics to diagnose investor behaviour and evaluate portfolio decisions.
CO4	Evaluate market anomalies using behavioural finance frameworks with specific reference to the Indian context.
CO5	Design nudge-based interventions to promote responsible financial behaviour and sustainable investment aligned with SDGs.
CO6	Critically assess the impact of investor sentiment, social media influence, and herding on financial markets.

4. Pre-requisites for the course:

1.	Fundamentals of Financial Management / Corporate Finance.
2.	Basic understanding of Economics (Micro and Macro).
3.	Introduction to Capital Markets and Investments.

5. SDGs associated with the course:

SDG 1	No Poverty
SDG 4	Quality Education
SDG 8	Decent Work & Economic Growth
SDG 10	Reduced Inequalities
SDG 12	Responsible Consumption & Production
SDG 16	Peace, Justice & Strong Institutions

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: FOUNDATIONS OF BEHAVIOURAL FINANCE	**10**	**17**
Knowledge: Introduction to behavioural finance; Limitations of traditional finance (EMH & rational investor); Psychology of financial decision-making; History and evolution of behavioural finance; Key contributors: Kahneman, Tversky, Thaler, Shiller.		
Skill: Case analysis: Identifying irrational behaviours in historical market events; Reflection journal on personal financial biases		
UNIT 2: COGNITIVE BIASES IN FINANCIAL DECISION- MAKING	**10**	**16**
Knowledge: Heuristics and biases: Availability, Representativeness, Anchoring; Overconfidence bias; Hindsight bias; Framing effects; Mental accounting; Confirmation bias; Loss aversion.		
Skill: Bias identification workshop using real stock market data; Simulation exercise on anchoring and framing.		
UNIT 3: PROSPECT THEORY AND DECISION-MAKING UNDER UNCERTAINTY	**10**	**16**
Knowledge: Expected utility theory vs. Prospect theory; Value function and probability weighting; Risk aversion and risk-seeking behaviour; Ambiguity aversion; Regret theory; Disposition effect in investing.		
Skill: Prospect theory application: Portfolio scenario analysis; Group discussion using Indian mutual fund behavioural data.		
UNIT 4: MARKET ANOMALIES AND BEHAVIOURAL EXPLANATIONS	**10**	**17**
Knowledge: Calendar effects (January effect, Monday effect); Momentum and reversal anomalies; Value vs. growth investing anomalies; Herding behaviour in markets; Noise trader risk; Behavioural explanation of asset bubbles (Tulip mania, Dotcom, 2008 crisis, Crypto bubble).		
Skill: Empirical study on NSE/BSE anomalies; Analysis of Indian stock market bubbles using secondary data.		

UNIT 5: INVESTOR PSYCHOLOGY AND SENTIMENT	10	17
Knowledge: Investor sentiment measures and indices; Social influences on investment decisions; Herd behaviour and its consequences; Role of media and information overload; Behavioural aspects of mutual fund investments in India; Impact of social media on retail investors		
Skill: Sentiment analysis mini-project using financial news; Survey on investor behaviour among Indian retail investors.		
UNIT 6: NUDGE THEORY, SUSTAINABLE FINANCE AND SDG ALIGNMENT	**10**	**17**
Knowledge: Nudge theory and libertarian paternalism (Thaler & Sunstein); Choice architecture in financial planning; Behavioural interventions in public policy; Linking behavioural finance to SDGs (SDG 1, 8, 10, 12, 16, 17); ESG investing through a behavioural lens; Financial inclusion and behavioural barriers in India.		
Skill: Design a nudge intervention for promoting sustainable investing; Policy brief on behavioural barriers to financial inclusion in India		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Kahneman, D.	Thinking, Fast and Slow	Farrar, Straus & Giroux
2.	Thaler, R. H. & Sunstein, C. R.	Nudge: Improving Decisions About Health, Wealth and Happiness	Penguin Books
3.	Shiller, R. J.	Irrational Exuberance	Princeton University Press
4.	Shleifer, A.	Inefficient Markets: An Introduction to Behavioural Finance	Oxford University Press
5.	Thaler, R. H.	Misbehaving: The Making of Behavioural Economics	W.W.Norton & Company
6.	Montier, J.	Behavioural Investing: A Practitioner's Guide to Applying Behavioural Finance	Wiley
7.	Sinha, A. & Sondhi, H. J.	Behavioural Finance: Understanding How Minds Make Financial Decisions	McGraw-Hill Education India
8.	Prasanna Chandra	Behavioural Finance	McGraw-Hill Education India
9.	Pandey, I. M.	Financial Management (Chapter on Behavioural Finance)	Vikas Publishing House
10.	Swarup, R.	Money Wise: A Complete Handbook for the Indian Investor	Hachette India

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	SSRN – Social Science Research Network	https://www.ssrn.com
2.	NBER – National Bureau of Economic Research	https://www.nber.org
3.	NBER – National Bureau of Economic Research	https://www.cfainstitute.org/en/research/topics/behavioral-finance
4.	Investopedia – Behavioural Finance Section	https://www.investopedia.com/behavioral-finance
5.	SEBI – Investor Education Resources (India)	https://www.sebi.gov.in/investor-education

9. Resources required:

1.	Classroom with ICT/AV facility for multimedia case presentations.
2.	Access to BSE/NSE historical data portals and CMIE Prowess IQ database.
3.	Bloomberg Terminal or financial simulation software (where available).
4.	Library access to SSRN, NBER working papers, and EBSCO Business Source Complete.
5.	Behavioural experiment kits / online simulation platforms (e.g., Veconlab, SSEL) for in-class decision experiments.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation.	3	2	1	2	3	2
PO2 – Analyse & synthesise data for informed decisions.	3	3	2	2	2	2
PO3 – Create & manage a new venture, fostering innovation.	2	3	2	3	2	1
PO4 – Formulate, implement & evaluate strategic plans.	3	3	2	3	1	2
PO5 – Evaluate & apply ethical frameworks.	2	2	3	3	3	3
PO6 – Develop oral & written communication skills.	3	3	2	2	3	3
PO7 – Demonstrate leadership, teamwork & networking skills.	3	2	1	2	3	2
PO8 – Analyse contextual social issues & explore solutions.	3	3	2	2	2	2

4.2.4 SUSTAINABLE FINANCE AND ESG		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

Sustainable Finance and ESG (Environmental, Social, and Governance) Investing is an advanced elective that equips MBA Finance students with the knowledge, tools, and frameworks required to integrate sustainability considerations into financial analysis, investment decisions, and corporate strategy. As global capital markets increasingly align with climate goals, social equity imperatives, and governance best practices, finance professionals are expected to navigate the expanding ESG ecosystem with rigour and discernment.

2. Course Learning Objectives:

1.	To familiarise students with the concepts, principles, and evolution of sustainable finance and ESG integration in global and Indian capital markets.
2.	To enable students to understand and critically evaluate ESG rating methodologies, sustainability reporting frameworks (GRI, SASB, TCFD, BRSR, ISSB), and disclosure standards.
3.	To develop competencies in ESG-integrated portfolio construction, green bond analysis, and impact investment evaluation.
4.	To equip students with tools to assess climate-related financial risks and opportunities using scenario analysis and transition risk models.
5.	To build awareness of the regulatory, policy, and fiduciary frameworks governing sustainable finance, including SEBI, RBI, EU Taxonomy, and UN PRI guidelines.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

CO1	Explain the foundations of sustainable finance, the ESG framework, and their integration into mainstream financial markets and corporate strategy.
CO2	Evaluate ESG rating systems, sustainability disclosure standards (GRI, SASB, TCFD, BRSR, ISSB), and corporate sustainability reports for investment relevance.
CO3	Construct and analyse ESG-integrated investment portfolios, applying screening strategies (positive, negative, best-in-class) and factor-based ESG models.
CO4	Assess green, social, and sustainability-linked bonds and instruments using established market standards (ICMA Green Bond Principles, CBI taxonomy).
CO5	Analyse climate-related financial risks (physical and transition risks) using scenario analysis frameworks and integrate them into corporate and portfolio risk management.
CO6	Evaluate the impact investing landscape, blended finance structures, and social return on investment (SROI) methodologies for development finance contexts.

4. Pre-requisites for the course:

1.	Financial Management – Understanding of capital structure, valuation, cost of capital, and financial analysis.
2.	Security Analysis & Portfolio Management – Knowledge of asset pricing, risk-return trade-off, CAPM, and portfolio construction.
3.	Basic understanding of Corporate Governance – Familiarity with board structure, stakeholder theory, and business ethics.

5. SDGs associated with the course:

SDG 1	No Poverty
SDG 7	Affordable & Clean Energy
SDG 8	Decent Work & Economic Growth
SDG 9	Industry, Innovation & Infrastructure
SDG 12	Responsible Consumption & Production
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: FOUNDATIONS OF SUSTAINABLE FINANCE	**8**	**13**
Knowledge: Evolution of sustainable finance: SRI, CSR, ESG, and Impact Investing, Stakeholder theory, shared value, and the business case for sustainability, Sustainable Development Goals (SDGs) and their linkage to finance, Key actors: UNPRI, UNEP FI, GRI, SASB, TCFD, ISSB, EU Taxonomy, Overview of ESG integration in global and Indian markets.		
Skill: • Map SDGs to sectoral investment opportunities in the Indian context, compare SRI, ESG integration, and impact investing approaches with case examples, and discuss the evolution of responsible investing through landmark global events.		
UNIT 2: ESG FRAMEWORKS, RATINGS AND DISCLOSURE STANDARDS	**12**	**20**
Knowledge: ESG rating methodologies: MSCI, Sustainalytics, Sustainability reporting frameworks: GRI Standards, SASB, TCFD, International Sustainable Standards Board (ISSB), (IFRS S1 & S2): global baseline for sustainability disclosures, SEBI's BRSR (Business Responsibility and Sustainability Report): structure and mandate, Greenwashing: risks, detection, and regulatory responses.		
Skill: • Critically analyse a corporate BRSR or sustainability report for completeness and credibility. Compare ESG scores of two companies in the same sector using MSCI or Sustainalytics data, and identify potential greenwashing red flags in fund prospectuses and company disclosures.		

UNIT 3: ESG INTEGRATION IN PORTFOLIO MANAGEMENT	10	16
Knowledge: ESG screening strategies: negative, positive, norms-based, and best-in-class, ESG factor models and their performance attribution, Materiality mapping and ESG- adjusted financial modelling, Passive ESG investing: ESG indices (NIFTY100 ESG, MSCI ESG Leaders), Active ESG integration and engagement strategies for institutional investors.		
Skill: • Construct a hypothetical ESG-screened equity portfolio using Indian market data, and perform a materiality assessment for a chosen sector using SASB materiality maps. • Analyse ESG-adjusted returns and compare with conventional benchmarks.		
UNIT 4: GREEN, SOCIAL & SUSTAINABILITY- LINKED FINANCE	**10**	**17**
Knowledge: Green Bond Principles (GBP) and Climate Bonds Initiative (CBI) taxonomy, Social bonds, sustainability bonds, and sustainability-linked bonds (SLBs), Green loan principles and ESG-linked credit facilities, India's green bond market: RBI sovereign green bonds, SEBI guidelines, Transition finance: financing hard-to-abate sectors.		
Skill: • Evaluate a green bond issuance using ICMA Green Bond Principles criteria, create a use-of-proceeds framework for a hypothetical corporate green bond, analyse India's sovereign green bond and assess its alignment with the CBI taxonomy.		
UNIT 5: CLIMATE RISK AND SCENARIO ANALYSIS	**10**	**17**
Knowledge: Physical risks vs. transition risks in climate finance, TCFD recommendations: governance, strategy, risk management, metrics & targets, Carbon pricing mechanisms: ETS, carbon tax, and CBAM implications for India, Stranded assets and their impact on financial portfolios.		
Skill: • Map TCFD disclosures from an Indian company's annual report, conduct a simplified climate scenario analysis for a sector-specific portfolio, and quantify transition risk exposure for a coal or oil-dependent company.		
UNIT 6: IMPACT INVESTING, BLENDED FINANCE AND ESG REGULATION	**10**	**17**
Knowledge: Impact investing: definition, principles, and the IRIS+ measurement system, Social Return on Investment (SROI) methodology, Blended finance structures: first-loss capital, guarantees, and development finance, Regulatory landscape: EU SFDR, MiFID II ESG suitability, SEBI ESG fund categories, Fiduciary duty in ESG investing and future trends in sustainable finance.		
Skill: • Calculate SROI for a microfinance or rural development investment case, design a blended finance structure for a renewable energy project in India, and compare EU SFDR Article 6, 8, and 9 fund categories and assess their applicability to Indian AMCs.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Eccles, R. G. & Klimenko, S.	The Investor Revolution: Lessons on Sustainable Finance	Harvard Business Review Press
2.	Sandberg, J. & Nilsson, J.	Responsible Investment and the Claim of Corporate Change	Palgrave Macmillan
3.	Schoenmaker, D. & Schramade, W.	Principles of Sustainable Finance	Oxford University Press
4.	Sachs, J. D.	The Age of Sustainable Development	Columbia University Press
5.	Bugg-Levine, A. & Emerson, J.	Impact Investing: Transforming How We Make Money While Making a Difference	Jossey-Bass / Wiley
6.	Task Force on Climate-related Financial Disclosures	Final Report: Recommendations of the TCFD	FSB / TCFD (Free Online)
7.	CFA Institute	ESG Investing and Analysis (Certificate Programme Materials)	CFA Institute
8.	Krosinsky, C. & Robins, N. (Eds.)	Sustainable Investing: The Art of Long-Term Performance	Earthscan / Routledge
9.	Soundararajan, V. & Sahasranamam, S.	Responsible Business in India: Corporate Sustainability in Context	Sage Publications
10.	SEBI	Master Circular on BRSR & ESG Disclosure Requirements	SEBI (Free Online Publication)

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	UN Principles for Responsible Investment (UNPRI)	https://www.unpri.org
2.	Global Reporting Initiative (GRI)	https://www.globalreporting.org
3.	TCFD Knowledge Hub	https://www.tcfdhub.org
4.	SEBI – ESG & BRSR Resources	https://www.sebi.gov.in/legal/circulars.html
5.	Climate Bonds Initiative	https://www.climatebonds.net

9. Resources required:

1.	Finance Laboratory / Computer Lab: Access to Bloomberg Terminal (ESG module), CMIE Prowess, NSE/BSE data, and Excel/Python for ESG data analysis and portfolio simulation.

2.	Library Access: Subscriptions to JSTOR, SSRN, Elsevier ScienceDirect, and Harvard Business Review for ESG research papers, and regulatory documents.
3.	Multimedia Classroom: Smart board and audio-visual system for discussions, regulatory document reviews, and video-based learning on global ESG developments.
4.	Simulation & Data Tools: Access to MSCI ESG Research, Sustainalytics, and NGFS climate scenario datasets for portfolio risk assessment and ESG integration exercises.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation	3	3	2	3	3	2
PO2 – Analyse & synthesise data for informed decisions	3	3	1	2	3	3
PO3 – Create & manage a new venture, fostering innovation	3	3	2	3	2	2
PO4 – Formulate, implement & evaluate strategic plans	2	3	2	3	2	3
PO5 – Evaluate & apply ethical frameworks	2	3	1	3	3	2
PO6 – Develop oral & written communication skills	3	2	3	3	3	3
PO7 – Demonstrate leadership, teamwork & networking skills	3	3	2	3	3	2
PO8 – Analyse contextual social issues & explore solutions	3	3	1	2	3	3

4.3.1 GLOBAL MARKETING		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

Global Marketing is a dynamic, capstone-level course designed to equip MBA students with the strategic knowledge, cross-cultural acumen, and digital competencies required to lead marketing initiatives in an increasingly interconnected world. This course bridges theory and practice by examining how multinational corporations, emerging-market firms, and digital-native startups design, implement, and evaluate marketing strategies across diverse geopolitical, economic, cultural, and technological environments. Students will explore the entire global marketing value chain — from environmental scanning and market entry strategies to brand positioning, pricing dynamics, integrated communications, supply chain marketing, and data-driven decision-making. Special emphasis is placed on current developments, including artificial intelligence in marketing, sustainability-driven branding, geopolitical risk management, digital platform ecosystems, and the future of marketing in a post-digital world.

2. Course Learning Objectives:

1.	To develop a comprehensive understanding of the global marketing environment and international trade dynamics.
2.	To equip students with frameworks and tools for evaluating and selecting international markets, modes of entry, and market segmentation strategies.
3.	To enable students to design and adapt global marketing mix strategies (product, price, place, promotion) that are culturally sensitive, competitive, and consumer-centric.
4.	To build competencies in global brand management, digital marketing strategy, and integrated communications in multicultural contexts.
5.	To cultivate analytical and decision-making skills by applying data analytics, consumer insights, and AI-driven tools to real-world global marketing challenges.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Analyse and interpret global marketing environments using PESTLE, CAGE, and Porter's Diamond frameworks to assess market attractiveness and competitive dynamics.
2.	Recommend appropriate international market entry strategies, including exporting, licensing, joint ventures, strategic alliances, and direct investment.
3.	Implement global marketing mix strategies.
4.	Formulate integrated global communication strategies leveraging digital platforms, social media ecosystems, influencer marketing, and cross-cultural messaging frameworks.
5.	Apply AI, big data analytics, and digital marketing tools.
6.	Assess emerging trends and propose future-ready global marketing strategies.

4. Pre-requisites for the course:

1.	Principles of Marketing
2.	Strategic Management
3.	Consumer Behaviour
4.	Basic International Business knowledge

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work & Economic Growth
SDG 9	Industry, Innovation & Infrastructure
SDG 12	Responsible Consumption & Production
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO GLOBAL MARKETING ENVIRONMENT	**8**	**13**
Knowledge: Global marketing concept: evolution, scope, and contemporary relevance -Global marketing environment: PESTLE and CAGE distance framework analysis - Porter's Diamond Model and competitive advantage of nations - Regional economic integration: EU, ASEAN, RCEP, AFCFTA and their marketing implications - Cultural dimensions: Hofstede, Trompenaars, and GLOBE model - Ethics and corporate social responsibility in global marketing.		
Skill: • Global environmental scanning. • Market intelligence analysis. • Strategic thinking in international contexts.		
UNIT 2: GLOBAL MARKET RESEARCH	**8**	**13**
Knowledge: International Market Research- Methodology, primary & syndicated data, digital research tools, Global Segmentation, Targeting & Positioning (GSTP) - Cross-border consumer segmentation, targeting logic, positioning differentiation, Country Evaluation & Selection Models - The Market Potential Index (MPI), Market Attractiveness Matrix, Gravity Models.		
Skill: • Design a comprehensive international market research project for an assigned industry and target country.		
UNIT 3: GLOBAL PRODUCT, BRANDING & PRICING STRATEGY	**10**	**17**
Knowledge: Global product strategy: standardization vs. adaptation debate and frameworks - Product life cycle in global markets, new product development for international markets - Global brand management: building, extending, and protecting global brands - Country-of-origin effect, brand equity measurement, and global brand valuation - Global pricing strategies: cost-plus, competitive, value-based, dynamic pricing, Transfer pricing, grey markets, parallel imports, and		

dumping regulations - Currency fluctuation management and hedging strategies for global pricing.

Skill:

- Analyse Product Strategy for an Indian brand going global.
- Construct a global brand equity model (Keller's CBBE) for a multinational brand.
- Develop a global pricing strategy for the B2C product.

UNIT 4: GLOBAL DISTRIBUTION MANAGEMENT	10	17

Knowledge: Global distribution channel design: direct vs. indirect, online vs. offline integration - Omnichannel retailing in global markets - Managing global intermediaries: agents, distributors, and e-commerce platforms - Global supply chain management: modes of transportation, marketing dimensions and reverse logistics - Trade logistics: Incoterms, customs compliance, free trade zones, and documentation - Last-mile delivery innovations: drones, autonomous vehicles, micro-fulfilment - Digital marketplaces.

Skill:

- Design an omnichannel distribution strategy for a consumer goods company expanding from India to Southeast Asia
- Develop a marketplace expansion plan on Amazon Global Selling or Alibaba, covering listing optimisation, pricing, logistics, and localisation.

UNIT 5: GLOBAL MARKETING COMMUNICATIONS & DIGITAL STRATEGY	12	20

Knowledge: Integrated Global Marketing Communications (IGMC): principles and planning - Standardisation vs. localisation in advertising, creative strategy across cultures - Global advertising media planning: traditional vs. digital media ecosystems - Cross-cultural messaging frameworks: values-based and emotion-driven communication - Crisis communication and reputation management in international markets.

Skill:

- Design an integrated global marketing communication campaign for a brand entering two culturally distinct markets.

UNIT 6: EMERGING TRENDS, TECHNOLOGY & FUTURE OF GLOBAL MARKETING	12	20

Knowledge: Artificial Intelligence in Global Marketing - Real-time consumer insights, data sovereignty - green washing vs. genuine sustainability - Geopolitical Disruptions & De-globalization - Creator Economy & Influencer Ecosystem - DEI in global campaigns - Metaverse & Immersive Commerce - Neuromarketing & Emotion AI: real-time emotion detection, biometric consumer research, neuroscience-driven global messaging - Voice Search, IoT & Ambient Commerce: voice-enabled global shopping, connected device ecosystems, ambient advertising environments - Regenerative Marketing -Ethical AI and privacy regulations.

Skill:

- Develop an AI-powered marketing strategy for a global brand, specifying tools (e.g., Salesforce Einstein, HubSpot AI, ChatGPT API), use cases, and ethical guardrails for responsible AI use.
- Design a metaverse brand activation for an established global brand, detailing technology platform, target audience, KPIs, and ROI model.

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Kotler, P., Keller, K.L., & Chernev, A.	Marketing Management (16th ed.)	Pearson Education
2.	Cateora, P.R., Gilly, M.C., Graham, J.L., & Money, R.B.	International Marketing (18th ed.)	McGraw-Hill Education
3.	Keegan, W.J. & Green, M.C.	Global Marketing (9th ed.)	Pearson Education
4.	Johansson, J.K.	Global Marketing: Foreign Entry, Local Marketing & Global Management (6th ed.)	McGraw-Hill Irwin
5.	Dave Chaffey & Fiona Ellis-Chadwick	Digital Marketing: Strategy, Implementation and Practice, Pearson	7th Edition, 2022
6.	Chaffey, D. & Ellis-Chadwick, F.	Digital Marketing: Strategy, Implementation & Practice (7th ed.)	Pearson Education
7.	De Mooij, M.	Global Marketing and Advertising: Understanding Cultural Paradoxes (5th ed.)	SAGE Publications
8.	Hollensen, S.	Global Marketing: A Decision-Oriented Approach (7th ed.)	Pearson Education

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Harvard Business Review — Global Business	www.hbr.org
2.	World Trade Organisation (WTO) Data	www.wto.org/statistics
3.	Euromonitor International (Passport)	www.euromonitor.com
4.	Statista Global Research Platform	www.statista.com
5.	Google Think Insights & Google Trends	www.thinkwithgoogle.com

9. Resources required:

1.	Digital Tools & Platforms
2.	Library Resources
3.	Multimedia & AV Materials
4.	Industry Interface
5.	Doctoral qualified faculty or significant industry experience in international marketing

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	3	3	2	2	3
PO2-Analyse & synthesise data for informed decisions	3	3	2	2	3	3
PO3-Create & manage a new venture, fostering innovation	2	3	3	3	3	3
PO4-Formulate, implement & evaluate strategic plans	3	3	3	3	2	3
PO5-Evaluate & apply ethical frameworks	2	2	2	2	2	3
PO6-Develop oral & written communication skills	2	2	3	3	2	3
PO7-Demonstrate leadership, teamwork & networking skills	2	3	2	3	2	3
PO8-Analyse contextual social issues & explore solutions	2	2	3	3	2	3

4.3.2 DIGITAL MARKETING		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

Digital marketing courses outline key modules to build foundational and advanced skills for online promotion. This course offers MBA students a comprehensive, practice-oriented understanding of the digital marketing ecosystem. Students will explore the full spectrum of digital channels alongside contemporary topics, and the evolving landscape of Web 3.0. The curriculum is designed to bridge theory with real-world application, equipping future managers with competencies to design, execute, and measure digital marketing campaigns that are both data-driven and customer-centric. Given the rapid technological evolution, this course also dedicates specific focus to emerging trends, including AI-powered marketing, voice search, personalisation at scale, metaverse marketing, and responsible digital practices aligned with global Sustainable Development Goals.

2. Course Learning Objectives:

1.	To gain a holistic understanding of the digital marketing landscape relevant to modern businesses.
2.	To equip students with the ability to plan and execute data-driven digital marketing strategies.
3.	To build proficiency in Search Engine Optimisation (SEO), Search Engine Marketing (SEM), social media marketing, content marketing, and email campaign management.
4.	To enable students to leverage AI and emerging technologies to create personalised, impactful marketing experiences.
5.	To foster ethical digital marketing practices.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Analyse and design an integrated digital marketing strategy aligning business goals with appropriate digital channels, tools, and KPIs.
2.	Apply digital research techniques to derive actionable marketing insights.
3.	Plan and Apply Search Engine Marketing (SEM) campaigns and SEO initiatives using industry-standard tools and methodologies.
4.	Examine social media marketing campaigns across platforms and measure their effectiveness using analytics tools.
5.	Evaluate and apply online reputation management strategies to monitor, protect, and enhance brand presence in the digital ecosystem.
6.	Assess emerging digital marketing trends to propose forward-thinking strategies.

4. Pre-requisites for the course:

1.	Fundamentals of Marketing Management.
2.	Basic understanding of Consumer Behaviour and Market Research.
3.	Working knowledge of internet browsing, social media platforms, and MS Office / Google Workspace tools.

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work & Economic Growth
SDG 9	Industry, Innovation & Infrastructure
SDG 12	Responsible Consumption & Production
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO DIGITAL MARKETING AND E-COMMERCE ECOSYSTEM	**12**	**20**
Knowledge: Meaning, importance, Evolution of digital marketing - Types of web presence: corporate websites, microsites, landing pages, and progressive web apps (PWAs) - E-commerce business models - Online media options: owned, earned, and paid media frameworks - Fulfilment strategies: logistics, last-mile delivery, and reverse logistics in e-commerce - Payment ecosystems - Introduction to Customer Journey Mapping in the digital context.		
Skill: • Design a simple e-commerce business model canvas for a product/service. • Evaluate and compare payment gateway options for an Indian startup.		
UNIT 2: DIGITAL MARKETING RESEARCH AND CONSUMER BEHAVIOUR	**8**	**14**
Knowledge: Audience profiling, segmentation, and consumer persona development (using data analytics) - Post-internet consumer behaviour - Pillars of direct digital marketing - Online research methods - Behavioural targeting - Google Analytics 4 (GA4) - Competitor analysis tools: SEMrush, SimilarWeb, SpyFu - benchmarking digital strategy - Building first-party data strategies, integrating offline and online marketing intelligence.		
Skill: • Create a digital buyer persona using Google Analytics 4 and social media insights • Conduct a competitor digital audit using SEMrush or SimilarWeb for a chosen industry.		

UNIT 3: SEARCH ENGINE MARKETING AND CONTENT MARKETING	8	13

Knowledge: Search Engine Optimization (SEO): on-page, off-page, and technical SEO; Core Web Vitals - Keyword research tools - Link building strategies - Google Ads (formerly AdWords) – Search Engine Marketing – Performance Marketing and ROI Analysis: CPC, CPM, CPA, ROAS - budget allocation and bid strategies - Landing page optimization - Content Marketing – Affiliate Marketing - Email marketing - Google vs Bing vs. DuckDuckGo: search engine landscape.

Skill:

- Conduct a full SEO audit of a real website using tools like Google Search Console and SEMrush.
- Create a simulated Google Ads campaign with ad groups, keywords, ad copies, and a defined budget strategy.
- Design and write a segmented email sequence (welcome + nurture + conversion) for a fictional product.

UNIT 4: SOCIAL MEDIA MARKETING, INFLUENCER MARKETING AND e-PR	8	13

Knowledge: Platform deep-dive: Instagram Reels, LinkedIn (B2B), YouTube Shorts, X (Twitter), Pinterest, Snapchat, and emerging platforms (Threads, BeReal) - Social media strategy - Paid social advertising - Influencer marketing - Content guidelines for social media - Social media analytics and reporting: reach, engagement rate, share of voice, and social ROI - Viral marketing and the social graph - Social commerce - e-PR: digital press releases, online crisis communication, building media relationships, and digital brand storytelling

Skill:

- Create a social media campaign brief with platform-specific content strategy for a real or fictional brand.
- Develop an influencer marketing plan: identify 5 suitable influencers, define deliverables, and propose an ROI measurement framework.

UNIT 5: ONLINE REPUTATION MANAGEMENT AND DIGITAL ETHICS	12	20

Knowledge: Concept and importance of Online Reputation Management (ORM) for brands and individuals - ORM tools and platforms - Monitoring brand sentiment - Handling negative reviews and crisis communication, the REACT framework - Proactive reputation building: thought leadership, PR, employee advocacy, and community engagement - Data privacy and digital ethics: GDPR, India's PDPA (Personal Data Protection Act), cookie consent, and ethical targeting - Dark patterns in digital marketing.

Skill:

- Conduct an ORM audit for a real brand, analyse Google reviews, social mentions, and Glassdoor ratings.
- Draft a crisis communication response plan and sample replies for a brand facing a social media backlash scenario.
- Identify and document three examples of dark patterns in digital marketing and propose ethical alternatives.

UNIT 6: THE FUTURE OF DIGITAL MARKETING AND EMERGING TRENDS	12	20
Knowledge: AI and Its Application in Digital Marketing - Generative AI for Content Marketing – AI Calling, AI Agents and Workflow Automation - Virtual Influencers and Digital Avatars - Voice and Visual Search Optimisation - Mobile & Hyperlocal Marketing - Personalised Customer Journeys, and Future-Proofing Digital Strategies - Green marketing and ESG communication in the digital space - Inclusive marketing and representation in digital campaigns.		
Skill: • Use a Generative AI tool (ChatGPT/Gemini) to create a full digital ad campaign brief. • Develop a future-ready digital marketing strategy proposal for a chosen brand, incorporating at least two emerging technologies (AR, AI personalisation, voice search, etc.)		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Chaffey, D. & Ellis-Chadwick, F.	Digital Marketing: Strategy, Implementation and Practice (7th Ed.)	Pearson Education
2.	Kotler, P., Kartajaya, H. & Setiawan, I.	Marketing 5.0: Technology for Humanity	Wiley
3.	Ryan, D.	Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation (5th Ed.)	Kogan Page
4.	Halligan, B. & Shah, D.	Inbound Marketing: Attract, Engage, and Delight Customers Online	Wiley
5.	Kingsnorth, S.	Digital Marketing Strategy: An Integrated Approach to Online Marketing (3rd Ed.)	Kogan Page
6.	Godin, S.	Permission Marketing: Turning Strangers into Friends and Friends into Customers	Simon & Schuster
7.	Charlesworth, A.	Digital Marketing: A Practical Approach (3rd Ed.)	Routledge
8.	Patel, N.	Hustle: The Power to Charge Your Life with Money, Meaning, and Momentum	Rodale Books
9.	Smith, P.R. & Ze Zook	Marketing Communications: Integrating Online and Offline, Customer Engagement and Digital Technologies (7th Ed.)	Kogan Page

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Google Digital Garage	https://learndigital.withgoogle.com/digitalgarage
2.	HubSpot Academy	https://academy.hubspot.com
3.	Meta Blueprint (Facebook & Instagram Ads)	https://www.facebook.com/business/learn
4.	SEMrush Academy	https://www.semrush.com/academy
5.	Neil Patel's Blog & Tools	https://neilpatel.com/blog
6.	Think with Google	https://www.thinkwithgoogle.com

7.	Moz Beginner's Guide to SEO	https://moz.com/beginners-guide-to-seo

9. Resources required:

1.	Computer Lab with internet connectivity.
2.	Library & Database Access.
3.	Access to Google Workspace.
4.	Subscriptions or academic access to SEMrush, Canva Pro, HubSpot CRM & Mailchimp (free tier), and Meta Business Suite.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	2	2	3	3	3
PO2-Analyse & synthesise data for informed decisions	2	3	3	3	2	3
PO3-Create & manage a new venture, fostering innovation	3	2	3	3	2	3
PO4-Formulate, implement & evaluate strategic plans	3	3	2	3	3	3
PO5-Evaluate & apply ethical frameworks	2	2	1	3	3	3
PO6-Develop oral & written communication skills	2	2	2	3	3	3
PO7-Demonstrate leadership, teamwork & networking skills	2	1	1	3	2	3
PO8-Analyse contextual social issues & explore solutions	2	2	3	2	2	1

4.3.3 MARKETING ANALYTICS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

Marketing Analytics is a cutting-edge, practice-oriented course designed for MBA students specialising in Marketing. It equips future managers with the quantitative and technological competencies required to translate raw data into actionable marketing intelligence. In an era where every consumer interaction generates data, the ability to measure, analyse, and optimise marketing performance is a core managerial skill. The course blends classical statistical techniques with modern AI-powered analytics tools, covering the full spectrum from customer segmentation and predictive modelling to digital campaign optimisation and emerging technologies. Special emphasis is placed on Module 6, which provides a dedicated exploration of current global developments and future advancements in Marketing Analytics, including AI/ML disruptions, the cookie-less future, metaverse analytics, and autonomous marketing systems, ensuring students are industry-ready for 2026 and beyond.

2. Course Learning Objectives:

1.	To develop an understanding of the data ecosystem in marketing and the strategic value of analytics in managerial decision-making.
2.	To equip students with statistical and machine learning techniques for consumer segmentation, demand forecasting, and predictive modelling.
3.	To enable students to design, execute, and evaluate digital marketing campaigns using data-driven tools and attribution frameworks.
4.	To build proficiency in marketing mix modelling, price analytics, brand health tracking, and competitive intelligence.
5.	To foster critical thinking in interpreting analytical outputs and translating insights into actionable marketing strategies.
6.	To introduce students to emerging technologies - Generative AI, LLMs, AR/VR analytics, privacy-first frameworks and their transformative impact on marketing analytics.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Examine marketing data sources and design data collection frameworks that are ethical, compliant, and analytically robust.
2.	Apply statistical and machine learning models, including regression, clustering, and classification, to derive consumer insights and predict marketing outcomes.
3.	Analyse and optimise digital marketing campaigns across web, social, paid, and email channels using platform-specific analytics and multi-touch attribution models.
4.	Interpret Marketing Mix Models to optimise budget allocation and measure the incremental ROI of marketing investments.

5.	Synthesise analytical insights into compelling data-driven marketing strategies and present findings to diverse business stakeholders.
6.	Assess and apply emerging technologies such as Generative AI, agentic systems, and cookie-less analytics in contemporary marketing analytics contexts.

4. Pre-requisites for the course:

1.	Principles of Marketing
2.	Research Methodology
3.	Business Statistics / Research Methods
4.	Basic familiarity with Excel, exposure to Python or R, and working knowledge of any digital marketing platform

5. SDGs associated with the course:

SDG 8	Decent Work & Economic Growth
SDG 9	Industry, Innovation & Infrastructure
SDG 10	Reduced Inequalities
SDG 12	Responsible Consumption
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO MARKETING ANALYTICS	**8**	**13**
Knowledge: Introduction to Marketing Analytics: definition, scope, evolution, and strategic importance in data-driven business - Marketing Data Ecosystem - Core Marketing Metrics: KPIs, ROI, CAC, CLV, NPS, CSAT, and brand equity indicators - Marketing Information Systems (MkIS) and Decision Support Systems (DSS).		
Skill: • Build an interactive marketing KPI dashboard in Google Looker Studio or Power BI, connecting live data sources. • Translate a real marketing business challenge into a structured analytics problem statement with SMART measurable objectives.		
UNIT 2: CONSUMER INSIGHTS AND BEHAVIOURAL ANALYTICS	**10**	**17**
Knowledge: Consumer Decision-Making Models: EKB model, cognitive biases (anchoring, loss aversion), and behavioural economics applications - Segmentation Analytics: demographic, psychographic, behavioural, and value-based segmentation, Recency Frequency and Monetary Value (RFM) analysis - Sentiment Analysis & Opinion Mining: Natural Language Processing (NLP) techniques — tokenisation, stemming, VADER, BERT-based sentiment on reviews and social media - Customer Journey Analytics - Voice of the Customer (VoC): survey design, Net Promoter Score drivers, qualitative coding, and text analytics.		

Skill:

- Perform RFM analysis on a retail dataset using Python/Excel; classify customers into actionable segments and design targeted campaigns.
- Use Python (VADER/TextBlob or Hugging Face) to analyse product reviews or brand mentions on Twitter/X and present an insight report with visualisations.
- Construct a customer journey map backed by analytics data, identify high-dropout touchpoints, and recommend Customer Experience & User Experience (CX/UX) improvement strategies.

UNIT 3: PREDICTIVE ANALYTICS FOR MARKETING	8	13

Knowledge: Visual analytics - Regression Analysis: simple, multiple, and logistic regression for demand forecasting, price elasticity, and churn prediction - Market Basket Analysis & Association Rules - Cluster Analysis - Conjoint Analysis & Choice Modelling.

Skill:

- Apply the Apriori algorithm on a supermarket transaction dataset to derive association rules, design product bundling and shelf-placement strategies.
- Design a conjoint survey for a real product category, collect data, analyse part-worth utilities using R/Python, and present a product positioning roadmap

UNIT 4: DIGITAL MARKETING ANALYTICS AND CAMPAIGN OPTIMISATION	12	20

Knowledge: Web Analytics & SEO Metrics: Google Analytics, Core Web Vitals, conversion funnels, bounce rate, session analysis, and Search Console integration - Social Media Analytics: reach, engagement rate, virality coefficient, influencer ROI, and platform-specific analytics (Meta, LinkedIn, YouTube, Instagram) - Paid Media Analytics - Email & Content Marketing Analytics - Multi-Touch Attribution Modelling: last-click, first-click, linear, time-decay, data-driven attribution, and Shapley value models.

Skill:

- Configure Google Analytics events and goals for an e-commerce site (demo account), analyse a conversion funnel and recommend UX and content improvements.
- Audit a real or simulated Google/Meta ad campaign; apply A/B test insights, optimise bidding strategy, and build a performance dashboard.

UNIT 5: MARKETING MIX ANALYTICS	12	20

Knowledge: Marketing Mix Modelling (MMM): decomposition of sales drivers, adstock transformation, saturation curves, and ROI estimation across channels - Price Analytics & Revenue Management: price elasticity modelling, dynamic pricing strategies, competitor price monitoring using web scraping - Product Analytics & Innovation Metrics: marketing funnels, product-market fit signals, Net Promoter System, and innovation scorecards - Brand Analytics: share of voice, brand health tracking, social listening dashboards, and brand equity measurement frameworks.

Skill:

- Build a simplified Marketing Mix Model using regression with adstock variables on a multi-channel spend dataset, and recommend budget reallocation to maximise sales ROI.
- Estimate price elasticity for a product category using historical transaction data, design a pricing strategy using regression and scenario analysis.

UNIT 6: EMERGING TECHNOLOGIES IN MARKETING ANALYTICS	10	17
Knowledge: AI & Machine Learning in Marketing - Large Language Models (LLMs) & Conversational Analytics - Hyper-Personalisation at Scale - Privacy-First Analytics & Cookie-less Future - Augmented & Immersive Marketing Analytics - Quantum computing applications in customer modelling, neuroanalytics and biometric marketing research, autonomous marketing systems, and ethical AI governance frameworks for marketing.		
Skill: • Use an LLM API (OpenAI/Anthropic) to build a personalised campaign content generator. • Research and present a 3-year Marketing Analytics Transformation Roadmap for a chosen industry, incorporating AI, privacy regulations, and emerging data sources.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Camm, Cochran, Fry, Ohlmann & Anderson	Business Analytics (4th ed.)	Cengage Learning
2.	Wedel, M. & Kannan, P.K.	Marketing Analytics for Data-Rich Environments	Journal of Marketing / SAGE
3.	Provost, F. & Fawcett, T.	Data Science for Business	O'Reilly Media
4.	Lilien, G.L. & Rangaswamy, A.	Marketing Engineering: Computer-Assisted Marketing Analysis and Planning	Trafford Publishing
5.	Farris, P.W., Bendle, N.T., Pfeifer, P.E. & Reibstein, D.J.	Marketing Metrics: The Manager's Guide to Measuring Marketing Performance (3rd ed.)	Pearson FT Press
6.	Charlesworth, A.	Digital Marketing Analytics	Kogan Page
7.	Shmueli, G., Bruce, P.C., Yahav, I., Patel, N.R. & Lichtendahl Jr., K.C.	Data Mining for Business Analytics (R/Python Edition)	Wiley
8.	Kotler, P., Kartajaya, H. & Setiawan, I.	Marketing 6.0: The Future Is Immersive	Wiley
9.	VanderPlas, J.	Python Data Science Handbook	O'Reilly Media

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Google Analytics Academy	https://analytics.google.com/analytics/academy/
2.	Coursera – Marketing Analytics Specialisation (UVA / Meta)	https://www.coursera.org/specializations/marketing-analytics
3.	Kaggle – Datasets & Notebooks for Marketing	https://www.kaggle.com/datasets?search=marketing
4.	Think with Google – Consumer Insights Hub	https://www.thinkwithgoogle.com/

5.	MIT Open-Course-Ware – Analytics Edge	https://ocw.mit.edu/courses/15-071-the-analytics-edge-spring-2017/
6.	Meta Blueprint – Digital Marketing Analytics	https://www.facebook.com/business/learn
7.	HubSpot Academy – Marketing Analytics Certification	https://academy.hubspot.com/

9. Resources required:

1.	Computing Infrastructure
2.	Software & Platforms
3.	Cloud & API Access
4.	Data Repositories
5.	Library & Journals

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	2	2	3	3	2	2
PO2-Analyse & synthesise data for informed decisions	3	3	3	3	2	3
PO3-Create & manage a new venture, fostering innovation	1	2	2	2	3	3
PO4-Formulate, implement & evaluate strategic plans	2	3	3	3	3	3
PO5-Evaluate & apply ethical frameworks	3	1	1	2	2	3
PO6-Develop oral & written communication skills	2	2	3	2	3	2
PO7-Demonstrate leadership, teamwork & networking skills	1	1	2	2	3	2
PO8-Analyse contextual social issues & explore solutions	2	2	3	2	2	3

4.3.4 INDUSTRIAL AND SERVICES MARKETING		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

The Industrial and Services Marketing course is designed for MBA students specialising in Marketing Management. It equips students with an integrated understanding of Business-to-Business (B2B) industrial marketing dynamics and the distinct strategic challenges of marketing services across high-growth, diverse markets. In an era defined by AI-powered sales intelligence, platform economy disruption, hyper-personalised buyer journeys, and sustainability-driven procurement, this course bridges theory and contemporary practice. Students will critically analyse real-world problems from Indian and global markets, and develop strategic competencies in organisational buying behaviour, service quality management, key account management, CRM systems, and emerging technologies reshaping industrial and services landscapes. The course follows a learning-by-doing pedagogy — every module integrates knowledge with practical skills, preparing graduates to lead marketing functions in B2B and services organisations immediately upon joining.

2. Course Learning Objectives:

1.	To understand the conceptual foundations, scope, and evolving significance of industrial (B2B) and services marketing within the contemporary global and Indian business environment.
2.	To analyse organisational buying behaviour, buying centre dynamics, decision influencers, and the industrial purchase decision-making process across diverse sectors.
3.	To identify and develop strategic skills in B2B market segmentation, targeting, positioning, and designing an effective industrial marketing mix, including pricing, channels, and promotion.
4.	To apply frameworks of service quality measurement (SERVQUAL, Gaps Model), service blueprinting, and customer experience management to improve service delivery outcomes.
5.	To formulate effective sales management, key account management, and CRM strategies leveraging digital tools, data analytics, and relationship marketing principles.
6.	To critically evaluate current AI/IoT-driven developments, Account-Based Marketing, sustainability-led procurement, and future technological advancements reshaping industrial and services marketing.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Understand the nature, scope, and distinctive characteristics of industrial and services markets.
2.	Analyse organisational buying behaviour using the Webster-Wind model, map buying centre roles, and evaluate the impact of environmental and individual factors on industrial purchase decisions.

3.	Apply B2B segmentation, targeting, and positioning frameworks to design context-specific industrial marketing mixes covering product, pricing, channel, and communication strategies.
4.	Evaluate service quality using SERVQUAL and the Gaps Model, design service blueprints, and develop evidence-based service recovery protocols that enhance customer experience and CLV.
5.	Apply CRM systems, digital sales tools, and key account management frameworks to build, sustain, and measure long-term B2B relationships that create mutual value.
6.	Synthesise current AI, IoT, ABM, sustainability, and platform-economy developments to create innovative, forward-looking marketing strategies for industrial and services organisations.

4. Pre-requisites for the course:

1.	Principles of Marketing Management
2.	Business Statistics and Research Methods
3.	Consumer Behaviour
4.	Strategic Management & Basic Digital Literacy

5. SDGs associated with the course:

SDG 8	Decent Work & Economic Growth
SDG 9	Industry, Innovation & Infrastructure
SDG 10	Reduced Inequalities
SDG 12	Responsible Consumption & Production
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO INDUSTRIAL MARKETING	**10**	**17**
Knowledge: Nature, scope, and significance of industrial marketing. Industrial marketing vs. consumer marketing - Classification of industrial goods - Characteristics of industrial markets - Industrial marketing environment - Structure of B2B markets in India: manufacturing, infrastructure, MSME, PSU, and service sectors - Key concepts: make-or-buy decisions, systems selling, value-in-use pricing, and reverse marketing.		
Skill: • Classify various industrial goods based on the RMP (repair, maintenance and parts) model. • Conduct a PESTLE analysis of the Indian industrial marketing environment for a specific industry and present actionable marketing implications for an industrial new entrant.		

UNIT 2: ORGANISATIONAL BUYING BEHAVIOUR AND PURCHASE DECISION PROCESS	12	20

Knowledge: Organisational buying behaviour (OBB): definition, importance, and distinctive features - Webster and Wind Model - The buying centre: roles of initiator, influencer, decider, buyer, user, and gatekeeper -Types of buying situations - The industrial purchase decision-making process - E-procurement, digital B2B purchasing, reverse auctions, and the GeM portal (India) -Ethical issues in industrial buying: gift giving, supplier favouritism, and anti-corruption compliance (Prevention of Corruption Act).

Skill:

- Identify and map the buying centre for a real B2B transaction, profile each role and document influence pathways
- Role-play a new-task buying scenario with defined buying centre roles.
- Explore the GeM portal (gem.gov.in) or SAP Ariba, map its key features, evaluate its advantages over traditional tendering, and present how it transforms industrial buying decisions in the public sector

UNIT 3: INDUSTRIAL MARKETING STRATEGY	12	20

Knowledge: Industrial market segmentation criteria - Targeting approaches in B2B - Industrial product positioning - Industrial product strategy: product lines, branding, packaging, after-sales support, and product life cycle management - Pricing strategies: cost-plus, value-based, competitive, leasing, sealed-bid, and price-performance trade-off analysis - Industrial distribution channels: direct sales force, distributor/dealer network, agents, OEM relationships, and hybrid channels - Industrial promotion mix: technical selling, trade shows, trade journals, digital content marketing, and direct marketing.

Skill

- Design an STP strategy for a new B2B product entry, including segmentation variables, targeting rationale, and a differentiated positioning statement.
- Develop a 12-month integrated industrial marketing communication calendar combining trade shows, LinkedIn campaigns, technical white papers, email nurturing, and webinars to support a new product launch.

UNIT 4: INTRODUCTION TO SERVICES MARKETING	10	17

Knowledge: Nature and characteristics of services: intangibility, inseparability, heterogeneity, perishability (IHIP framework) - Services marketing triangle: company, customers, and employees — internal, external, and interactive marketing - Extended services marketing mix: 7 Ps — Product, Price, Place, Promotion, People, Process, and Physical Evidence - Services marketing in key sectors: BFSI, healthcare, hospitality, education, IT services, logistics, Aviation and consulting.

Skill:

- Design an IHIP framework for a service provider (bank, hospital, or hotel).
- Create an extended services marketing mix for a fictional services institution of your choice.

UNIT 5: SERVICES QUALITY AND CUSTOMER EXPERIENCE	8	13
Knowledge: Service quality: SERVQUAL model, five dimensions - Gaps Model of Service, five gaps and strategic interventions to close them - Service blueprinting: mapping frontstage, backstage, line of visibility, and support processes - Customer satisfaction, delight, service recovery, complaint handling, and service guarantees.		
Skill: • Design a SERVQUAL instrument for a service provider of Indian and a global service provider. • Create a multi-level service blueprint for a new service concept (e.g., a healthcare app, co-working space, or airport concierge service) • Design a service failure and recovery strategy for a logistics or airline company.		
UNIT 6: RECENT TRENDS IN INDUSTRIAL AND SERVICES MARKETING	**8**	**13**
Knowledge: Recent developments in Internet of Things (IoT) & Industry 5.0 in Industrial and Services marketing - Account-Based Marketing (ABM) - Digital Transformation in Services – Challenges in Sustainability-led Industrial Marketing – Developments in Platform Economy & B2B Marketplaces - Social Selling & LinkedIn-Led B2B Marketing – Ethical issues in Industrial and Services Marketing.		
Skill: • Evaluate an AI-powered B2B sales/marketing platform (e.g., HubSpot AI, Apollo.io, Salesforce Einstein, or Lavender.ai). • Design a full-cycle Account-Based Marketing campaign for a SaaS or industrial company.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Hutt, M.D. & Speh, T.W.	Business Marketing Management: B2B (13th Ed.)	Cengage Learning
2.	Anderson, J.C., Narus, J.A. & Narayandas, D.	Business Market Management: Understanding, Creating & Delivering Value (3rd Ed.)	Pearson Education
3.	Zeithaml, V.A., Bitner, M.J. & Gremler, D.D.	Services Marketing: Integrating Customer Focus Across the Firm (7th Ed.)	McGraw-Hill
4.	Lovelock, C. & Wirtz, J.	Services Marketing: People, Technology, Strategy (8th Ed.)	World Scientific Publishing
5.	Kotler, P. & Keller, K.L.	Marketing Management (16th Ed.) — Chapters on B2B and Services	Pearson Education
6.	Havaldar, K.K.	Industrial Marketing: Text and Cases (4th Ed.)	McGraw-Hill Education India
7.	Dixon, M. & Adamson, B.	The Challenger Sale: Taking Control of the Customer Conversation	Portfolio/Penguin

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Harvard Business Review — B2B & Marketing	hbr.org/topic/subject/marketing.
2.	Journal of Business & Industrial Marketing	https://www.emerald.com/jbim
3.	GeM Portal — Government e-Marketplace (India)	gem.gov.in
4.	NASSCOM Knowledge Centre	https://nasscom.in/knowledge-centre
5.	HubSpot Academy — Sales & Marketing Courses	hubspot.com.

9. Resources required:

1.	Digital Learning Infrastructure
2.	Digital Library Resources & CRM Software Access
3.	Collaboration & Simulation Platforms
4.	Industry Interface
5.	Data & Analytics Tools

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	3	3	2	3	3
PO2-Analyse & synthesise data for informed decisions	2	3	2	3	3	3
PO3-Create & manage a new venture, fostering innovation	2	2	2	3	3	3
PO4-Formulate, implement & evaluate strategic plans	1	2	3	2	3	3
PO5-Evaluate & apply ethical frameworks	1	2	1	3	2	3
PO6-Develop oral & written communication skills	3	2	2	3	2	2
PO7-Demonstrate leadership, teamwork & networking skills	2	3	2	2	3	3
PO8-Analyse contextual social issues & explore solutions	2	1	3	2	2	3

4.4.1 TALENT AND KNOWLEDGE MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview

   This course provides an integrated strategic perspective on how organisations identify, develop, and retain high-potential talent, and how they create, capture, and leverage organisational knowledge for competitive advantage. It covers strategic talent management, competency mapping, succession planning, and talent retention strategies. The second part focuses on the Knowledge Management lifecycle using frameworks such as Nonaka and Takeuchi's SECI model and Peter Senge's Learning Organisation. It examines barriers to knowledge sharing, Communities of Practice, and the ethical governance of intellectual property. Contemporary issues, including AI-powered talent analytics and digital knowledge management systems, are also addressed.

2. Course Learning Objectives:

1.	To provide a strategic understanding of how organisations identify, attract, and retain high-potential talent.
2.	To impart knowledge on the lifecycle of Knowledge Management (KM) and its role in organisational learning.
3.	To make students learn the frameworks for converting individual tacit knowledge into organisational explicit knowledge.
4.	To elucidate the processes of competency mapping and succession planning for leadership continuity.
5.	To help understand the socio-cultural and ethical dimensions of managing intellectual capital.
6.	To enable students to assess digital knowledge management systems and the role of AI in automating talent analytics and knowledge discovery.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1	Demonstrate an understanding of how organisations identify, attract, develop, and retain high-potential talent to achieve sustainable competitive advantage.
2	Examine the lifecycle of Knowledge Management (KM) and assess its role in fostering organisational learning, innovation, and performance.
3	Apply models (such as tacit-to-explicit knowledge conversion frameworks) to facilitate knowledge sharing and institutionalisation within organisations.
4	Develop competency frameworks and succession planning strategies to ensure leadership continuity and effective talent pipeline management.
5	Evaluate the cultural, ethical, and behavioural aspects influencing knowledge sharing, collaboration, and management of intellectual capital.
6	Examine the role of digital platforms and AI-driven tools in knowledge management, talent analytics, and knowledge discovery for enhanced decision-making.

4. Pre-requisites for the course:

1.	Fundamentals of Human Resource Management.
2.	Organisational Behaviour and Design.
3.	Strategic Management Principles.

5. SDGs associated with the course:

SDG 4	Promoting knowledge creation, sharing, and organisational learning as drivers of continuous professional development and institutional capability building
SDG 8	Developing high-potential talent pipelines, enabling knowledge-driven productivity, and supporting leadership continuity through succession planning
SDG 9	Fostering innovation through systematic knowledge management, Communities of Practice, and AI integration in talent analytics and knowledge discovery
SDG 17	Building knowledge-sharing networks, fostering academic-industry talent partnerships, and leveraging collaborative platforms for organisational learning

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: FOUNDATIONS OF TALENT MANAGEMENT	**8**	**13**
Knowledge: Concept and Evolution of Talent Management. The War for Talent and its organisational impact. Identifying A-Players: Difference between high-performers and high-potentials. Strategic Talent Planning: Assessing talent inventory and future needs.		
Skill: • Conduct a talent inventory exercise for a chosen organisation, classify employees using a Nine-Box Grid, and present strategic talent management recommendations.		
UNIT 2: TALENT ACQUISITION AND RETENTION STRATEGIES	**10**	**17**
Knowledge: Employer Branding: Building a unique Employee Value Proposition (EVP). Strategic Sourcing and Selection: Aligning hiring criteria with organisational culture. Talent Retention: Factors influencing employee engagement and turnover. The role of Mentoring and Coaching in talent development and the design of structured early-career support programmes.		
Skill: • Design an EVP and a 90-day onboarding plan for a specific role, incorporating mentoring and early engagement strategies to improve new hire retention.		

UNIT 3: COMPETENCY MAPPING AND SUCCESSION PLANNING	10	17
Knowledge: Concept of Competencies: Threshold versus Differentiating competencies. The process of Competency Mapping: Job analysis to behavioural indicators using the BEI methodology. Succession Planning: Building a leadership pipeline with ready-now, ready-soon, and ready-later candidates. Career Management: Balancing individual aspirations with organisational requirements.		
Skill: • Develop a Competency Framework for a managerial role using BEI methodology and prepare a succession planning chart identifying candidates at three readiness levels for the chosen function.		
UNIT 4: PRINCIPLES OF KNOWLEDGE MANAGEMENT	**12**	**20**
Knowledge: Data, Information, and Knowledge: The DIKW Hierarchy -- definitions, distinctions, and organisational relevance. Types of Knowledge: Tacit versus Explicit -- characteristics, challenges in codification, and transfer mechanisms. The Knowledge Management Lifecycle: Creation, Capture, Storage, Sharing, and Application of organisational knowledge. The SECI Model (Socialisation, Externalisation, Combination, Internalisation): mechanisms, examples, and enabling conditions for each stage. Knowledge repositories: intranets, wikis, after-action reviews, and expert directories as practical KM tools. Barriers to KM implementation: lack of trust, reward misalignment, organisational silos, and fear of redundancy.		
Skill: • Map the Knowledge Management lifecycle for a chosen process, identify where tacit knowledge is at risk of loss, and propose SECI model-based interventions with specific tools and enablers for each stage.		
UNIT 5: KNOWLEDGE CULTURE AND ORGANISATIONAL LEARNING	**10**	**17**
Knowledge: Overcoming Barriers to Knowledge Sharing: Psychological and structural hurdles. Building a Learning Organisation: Peter Senge's Five Disciplines. Communities of Practice (CoPs): Fostering informal knowledge networks. The role of leadership in creating and sustaining a knowledge-sharing climate.		
Skill: • Design a Knowledge Sharing Protocol for a team, including a Communities of Practice structure, and identify three specific barriers to knowledge sharing with corresponding mitigation strategies.		
UNIT 6: KNOWLEDGE METRICS AND DIGITAL INTEGRATION	**10**	**17**
Knowledge: Measuring KM: Intellectual Capital Audits and the Balanced Scorecard for KM. Ethics and Governance: Protecting Intellectual Property (IP) and data privacy. Digital Evolution: The role of KMS, Collaborative Platforms, and AI in automating knowledge discovery and talent analytics.		
Skill: • Conduct an Intellectual Capital Audit for a chosen department, assess existing KM tools, and recommend a digital KM platform with a justified implementation roadmap.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Michaels, Ed; Handfield-Jones, Helen and Axelrod, Beth	The War for Talent	Harvard Business School Press
2.	Nonaka, Ikujiro and Takeuchi, Hirotaka	The Knowledge-Creating Company	Oxford University Press
3.	Senge, Peter M.	The Fifth Discipline: The Art and Practice of the Learning Organisation	Doubleday
4.	Dalkir, Kimiz	Knowledge Management in Theory and Practice	MIT Press
5.	Cheese, Peter; Thomas, Robert J. and Craig, Elizabeth	The Talent Powered Organisation	Kogan Page
6.	Silzer, Rob and Dowell, Ben E. (Eds.)	Strategy-Driven Talent Management	Jossey-Bass
7.	Davenport, Thomas H. and Prusak, Laurence	Working Knowledge	Harvard Business School Press
8.	Tansley, Carole et al.	Talent Management: A Practical Guide	CIPD

8. Digital or Online Resources:

Sl. No.	Name of the Website / Resource	URL
1.	Society for Human Resource Management (SHRM)	www.shrm.org
2.	KMWorld (Knowledge Management Industry Resources)	www.kmworld.com
3.	APQC (American Productivity and Quality Centre)	www.apqc.org
4.	Chartered Institute of Personnel and Development (CIPD)	www.cipd.co.uk
5.	LinkedIn Talent Solutions (Talent Analytics and Insights)	www.linkedin.com/talent-solutions
6.	Deloitte Human Capital Trends	www.deloitte.com/human-capital
7.	Knowledge Management Tools (Practitioner Resources)	www.knowledge-management-tools.net
8.	Academy to Innovate HR (AIHR)	www.aihr.com

9. Resources required:

1.	Competency framework templates (from CIPD or SHRM) and Nine-Box Grid tools for talent mapping exercises.
2.	Collaborative KM platforms (such as Confluence or Microsoft Teams) for Communities of Practice simulation exercises.
3.	APQC benchmarking data and intellectual capital audit frameworks for knowledge management assessment activities.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 - Apply management theories & principles for value creation	3	3	3	3	2	2
PO2 - Analyse & synthesise data for informed decisions	2	2	3	3	3	3
PO3 - Create & manage a new venture, fostering innovation	2	2	2	2	2	3
PO4 - Formulate, implement & evaluate strategic plans	3	3	3	2	2	2
PO5 - Evaluate & apply ethical frameworks	2	2	2	2	3	3
PO6 - Develop oral & written communication skills	2	2	2	2	2	2
PO7 - Demonstrate leadership, teamwork & networking skills	2	3	3	2	3	2
PO8 - Analyse contextual social issues & explore solutions	2	2	2	2	3	3

4.4.2 STRATEGIC HUMAN RESOURCE MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course provides a rigorous understanding of Strategic Human Resource Management (SHRM) as a driver of organisational competitive advantage. It covers the theoretical underpinnings of SHRM, including the Resource-Based View of the firm, the Universalistic, Contingency, and Configurational approaches, and integration of HR strategy with corporate and business-level strategies. The course progresses through strategic workforce planning, talent acquisition, performance and reward system design, and change management. Contemporary issues, including international SHRM, HR ethics, the gig economy, and digital transformation of HR through analytics and AI-augmented decision support, are also examined.

2. Course Learning Objectives:

1.	To provide a conceptual foundation of SHRM and its integration with business strategy.
2.	To impart knowledge on strategic workforce planning and the alignment of human capital with organisational goals.
3.	To make students learn how to manage talent flows, from strategic sourcing to succession planning.
4.	To elucidate the link between strategic performance management and organisational excellence.
5.	To help understand the nuances of international SHRM and ethical labour practices.
6.	To enable students to evaluate the impact of digital transformation, gig economy dynamics, and AI-augmented HR systems on strategic human resource practice.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Demonstrate a conceptual understanding of SHRM and analyse how HR strategies align with and support the overall business strategy to achieve competitive advantage.
2.	Develop and implement strategic workforce planning models that align human capital requirements with organisational goals and future business needs.
3.	Design and evaluate talent management strategies encompassing talent acquisition, development, retention, and succession planning to ensure organisational sustainability.
4.	Analyse and design strategic performance management systems that drive employee productivity, engagement, and organisational effectiveness.
5.	Assess international SHRM practices and examine ethical labour practices, diversity, equity, and inclusion (DEI), and corporate social responsibility in global contexts.
6.	Evaluate the implications of digital transformation, gig-economy dynamics, and AI-enabled HR systems on strategic HR decision-making and organisational competitiveness.

4. Pre-requisites for the course:

1.	Fundamentals of Human Resource Management.
2.	Principles of Strategic Management.
3.	Organisational Behaviour.

5. SDGs associated with the course:

SDG 4	Developing strategic HR competencies, building evidence-based HR practices, and designing learning strategies that support individual and organisational capability.
SDG 8	Aligning HR strategy with business goals to create productive, inclusive, and sustainable workplaces that drive economic growth and protect worker rights.
SDG 10	Designing inclusive HR strategies that promote diversity, equitable compensation, and merit-based advancement across all levels of the organisation.
SDG 17	Fostering strategic alliances between HR functions, business units, and external stakeholders, and building HR systems that support collaborative value creation.

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: THE FRAMEWORK OF STRATEGIC HUMAN RESOURCE MANAGEMENT	**8**	**12**
Knowledge: Concept and Evolution: From traditional HRM to Strategic HRM. The Investment Perspective of Human Resources. Theoretical Perspectives: The Universalistic, Contingency, and Configurational approaches. The Resource-Based View (RBV) of the firm and HR as a source of sustained competitive advantage.		
Skill: • Conduct an HR SWOT analysis for a chosen organisation and map its current HR strategy to one of the three theoretical perspectives with a strategic alignment recommendation.		
UNIT 2: STRATEGIC WORKFORCE PLANNING AND JOB DESIGN	**10**	**17**
Knowledge: Human Resource Planning in a dynamic environment: scanning, forecasting, and gap analysis. Demand and Supply forecasting techniques for critical roles. Strategic Job Analysis and Job Design: Transitioning from rigid job descriptions to flexible role definitions. Competency modelling as a tool for strategic alignment. Outsourcing and its strategic implications for the HR function.		
Skill: • Perform a workforce demand-supply forecast for a chosen department using trend analysis and prepare a workforce plan addressing identified skill gaps with a build-versus-buy recommendation.		

UNIT 3: STRATEGIC ACQUISITION AND TALENT FLOW	10	17
Knowledge: Strategic Recruitment: Building a high-quality talent pool and Employer Branding. Selection as a strategic tool: Use of behavioural and situational assessments. Socialisation and Onboarding as mechanisms for cultural alignment. Managing Talent Flow: Internal mobility, promotions, transfers, and strategic separations.		
Skill • Design a strategic onboarding programme for a specific talent segment, incorporating cultural alignment activities and retention-focused touchpoints across the first 90 days.		
UNIT 4: STRATEGIC PERFORMANCE AND REWARD SYSTEMS	**12**	**20**
Knowledge: Aligning Performance Management with organisational objectives: cascading goals from strategy to individual KPIs. The Balanced Scorecard approach to HR. Strategic Reward Management: Designing compensation structures that motivate strategic behaviours, including short-term and long-term incentive plans. Total Rewards Framework: Balancing monetary and non-monetary incentives -- pay, benefits, work-life quality, learning, and recognition. Performance-linked pay: merit increments, variable pay, and profit-sharing designs. Pay equity and the strategic management of pay differentials within the organisation.		
Skill: • Design a Total Rewards framework for a mid-sized organisation incorporating performance-linked pay, non-monetary incentives, and BSC-based performance measurement, and present the strategic rationale.		
UNIT 5: STRATEGIC DEVELOPMENT AND CHANGE MANAGEMENT.	**10**	**17**
Knowledge: Strategic Training and Development: The Make versus Buy decision for skills. Leadership Development and Succession Planning for organisational continuity. Managing Organisational Change: Lewin's Model and Kotter's 8-Step Process. The role of HR as a Change Agent and Culture Architect.		
Skill: • Apply Kotter's 8-Step Change Model to a real or simulated organisational change initiative and design an HR-led change communication and capability-building plan with a stakeholder engagement roadmap.		
UNIT 6: CONTEMPORARY ISSUES AND DIGITAL STRATEGIC HUMAN RESOURCE MANAGEMENT	**10**	**17**
Knowledge: International SHRM: Managing global assignments and cross-cultural teams. HR Ethics and Corporate Social Responsibility (CSR). The impact of the Gig Economy and Fractional Leadership. Digital Transformation in HR: HR Analytics, AI-augmented decision support, and ethical governance of automated HR systems.		
Skill: • Develop a strategic HR Metrics Dashboard using Power BI or MS Excel, incorporating at least six HR KPIs aligned to organisational objectives and present a data-driven strategic recommendation.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Armstrong, Michael	Strategic Human Resource Management: A Guide to Action	Kogan Page
2.	Boxall, Peter and Purcell, John	Strategy and Human Resource Management	Palgrave Macmillan
3.	Schuler, Randall S. and Jackson, Susan E. (Eds.)	Strategic Human Resource Management	Blackwell Publishing
4.	Mello, Jeffrey A.	Strategic Human Resource Management	Thomson South-Western
5.	Becker, Brian E.; Huselid, Mark A. and Ulrich, Dave	The HR Scorecard	Harvard Business School Press
6.	Ulrich, Dave	Human Resource Champions	Harvard Business School Press
7.	Mathis, Robert L. and Jackson, John H.	Human Resource Management	Thomson South-Western
8.	Dessler, Gary	Human Resource Management	Pearson Education

8. Digital or Online Resources:

Sl. No.	Name of the Website / Resource	URL
1.	Society for Human Resource Management (SHRM)	www.shrm.org
2.	Chartered Institute of Personnel and Development (CIPD)	www.cipd.co.uk
3.	Harvard Business Review (Strategy and HR)	www.hbr.org
4.	McKinsey and Company -- People and Organisational Performance	www.mckinsey.com/capabilities/people-and-organizational-performance
5.	Deloitte Human Capital Trends	www.deloitte.com/human-capital
6.	WorldatWork (Total Rewards Association)	www.worldatwork.org
7.	Academy to Innovate HR (AIHR)	www.aihr.com
8.	The Conference Board (HR Research and Insights)	www.conference-board.org

9. Resources required:

1.	Power BI (free desktop version) or MS Excel for strategic HR metrics dashboard development and data visualisation exercises
2.	Strategy simulation tools and SHRM benchmarking databases for workforce planning and HR strategy design activities.
3.	AIHR and Deloitte Human Capital Trends reports for strategic HR analysis.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation	3	3	3	3	3	2
PO2 – Analyse & synthesise data for informed decisions	2	3	2	3	2	3
PO3 – Create & manage a new venture, fostering innovation	2	2	2	2	2	3
PO4 – Formulate, implement & evaluate strategic plans	3	3	3	3	3	3
PO5 – Evaluate & apply ethical frameworks	2	2	2	2	3	3
PO6 – Develop oral & written communication skills	2	2	2	2	2	2
PO7 – Demonstrate leadership, teamwork & networking skills	2	2	3	2	3	2
PO8 – Analyse contextual social issues & explore solutions	2	2	2	2	2	3

4.4.3 HR ANALYTICS AND AI APPLICATIONS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

This course provides a foundational and applied understanding of People Analytics and Artificial Intelligence (AI) as transformative forces in modern Human Resource Management. It covers the evolution from intuition-based HR decisions to evidence-based people management, using the LAMP framework as a guiding structure. The course systematically covers the analytics spectrum from descriptive and diagnostic analytics to predictive and prescriptive models, with practical applications in talent acquisition, engagement, attrition prediction, and L&D ROI measurement. A dedicated focus is placed on data governance, privacy legislation, and the ethical implications of algorithmic decision-making. The course culminates with Generative AI, Large Language Models, and Agentic AI systems in HR workflows.

2. Course Learning Objectives:

1.	To provide a foundational understanding of People Analytics and its impact on business Return on Investment (ROI).
2.	To impart knowledge on HR metrics, the analytics process model, and data visualisation.
3.	To make students learn how to use descriptive, predictive, and prescriptive analytics for HR decision-making.
4.	To elucidate the ethical, legal, and privacy considerations in handling employee data.
5.	To help understand the practical application of AI agents and Generative AI in transforming the HR lifecycle.
6.	To enable students to design human-in-the-loop AI workflows for key HR processes while addressing algorithmic bias and ethical governance.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Demonstrate a foundational understanding of People Analytics and evaluate its contribution to organisational effectiveness and return on investment (ROI).
2.	Identify, analyse, and interpret key HR metrics and apply analytics process models and data visualisation tools to support evidence-based decision-making.
3.	Apply descriptive, predictive, and prescriptive analytics techniques to solve HR problems such as talent acquisition, retention, performance, and workforce planning.
4.	Assess the ethical, legal, and data privacy implications of using employee data and HR analytics systems, ensuring responsible and compliant practices.
5.	Examine the role of AI agents and Generative AI in transforming HR functions such as recruitment, learning, performance management, and employee engagement.
6.	Design AI-enabled HR workflows that integrate human oversight, mitigate algorithmic bias, and ensure ethical governance in decision-making processes.

4. Pre-requisites for the course:

1.	Fundamentals of Human Resource Management
2.	Basic Statistics and Quantitative Methods
3.	Business Research Methods

5. SDGs associated with the course:

SDG 4	Developing data literacy and analytical competencies in HR professionals and applying evidence-based approaches to L&D ROI measurement
SDG 8	Leveraging people analytics to optimise workforce productivity, improve recruitment quality, reduce turnover, and create fair, data-informed employment practices
SDG 9	Driving HR innovation through AI applications, predictive analytics, and technology-enabled workforce management systems
SDG 10	Using analytics to identify and address biases in hiring, promotion, and pay, and promoting DEI through data-driven HR interventions

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO PEOPLE ANALYTICS	**8**	**13**
Knowledge: Concept and Evolution of HR Analytics. The LAMP Framework (Logic, Analytics, Measures, Process). Moving from Gut Feeling to Evidence-Based Management. The HR Value Chain: Connecting HR activities to business outcomes. Designing an Analytics-ready HR culture.		
Skill: • Define five HR metrics for a chosen organisation and map them to business outcomes using the HR Value Chain framework, justifying the selection with evidence-based reasoning and ROI impact.		
UNIT 2: HR METRICS AND DATA GOVERNANCE	**10**	**17**
Knowledge: Key Performance Indicators (KPIs) versus HR Metrics: definitions and measurement levels. Measuring Efficiency, Effectiveness, and Impact. Data Integrity and Cleaning: Sourcing data from HRIS, Payroll, and ATS. Data Privacy Laws: GDPR, CCPA, and National Data Protection Standards (PDPB). Principles of Data Sovereignty, Security, and Responsible Data Stewardship in HR.		
Skill: • Audit a sample HR dataset for data quality issues, apply a cleaning protocol in MS Excel, and document compliance with data privacy principles, including GDPR and PDPB provisions.		

UNIT 3: DESCRIPTIVE AND DIAGNOSTIC ANALYTICS	10	17
Knowledge: Data Visualisation and Storytelling: Using Charts, Heatmaps, and Dashboards to communicate HR insights effectively. Building HR Dashboards: Tracking Turnover, Absenteeism, and Diversity Metrics. Root Cause Analysis: Using diagnostic tools and fishbone analysis to understand why performance or engagement fluctuates.		
Skill: • Build an HR Dashboard in MS Excel or Power BI tracking at least four metrics (turnover rate, absenteeism, gender diversity index, and training hours) and present a data-driven narrative with actionable HR recommendations.		
UNIT 4: PREDICTIVE AND PRESCRIPTIVE ANALYTICS	**12**	**20**
Knowledge: Predictive Modelling in HR: Forecasting future talent needs using trend analysis and regression models. Employee Flight Risk (Attrition) scoring: variables, model construction, and threshold interpretation. Regression analysis: simple and multiple regression in HR data interpretation -- coefficients, significance, and predictive power. Correlation in HR data: strength of relationships, spurious correlations, and practical HR applications. Prescriptive Analytics: Scenario-based decision frameworks -- optimal compensation structures, personalised training paths, and workforce redeployment recommendations. Scenario Planning and Workforce Simulation: stress-testing HR plans under varying business conditions.		
Skill: • Apply a regression model using MS Excel to HR data to predict employee attrition, interpret the coefficients, and present a prescriptive recommendation including at least two actionable HR interventions derived from the model findings.		
UNIT 5: ANALYTICS FOR TALENT ACQUISITION AND ENGAGEMENT	**10**	**17**
Knowledge: Recruitment Analytics: Cost-per-hire and Quality-of-hire metrics and their calculation. Performance and Productivity Analytics: Measuring the impact of L&D programmes using control groups and ROI models. Engagement and Sentiment Analysis: Analysing employee surveys, pulse checks, and Stay Interviews. Measuring DEI (Diversity, Equity, and Inclusion) programme impact using data.		
Skill: • Design and analyse an employee engagement survey, compute an eNPS from the results, and prepare a sentiment analysis report with actionable HR recommendations supported by data.		
UNIT 6: AI APPLICATIONS IN HRM	**10**	**17**
Knowledge: Introduction to Generative AI and Large Language Models (LLMs) in HRM. AI Use-Cases: Automated resume screening, AI-driven career pathing, and Chatbots for employee service. Agentic AI: Autonomous agents for scheduling, onboarding, and performance tracking. Ethics of AI: Mitigating algorithmic bias, transparency in Explainable AI (XAI), and managing Human-AI synergy.		
Skill: • Design a human-in-the-loop AI workflow for either recruitment screening or onboarding automation, including a bias audit checklist and an explainability protocol for algorithmic HR decisions.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Fitz-enz, Jac	The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital	AMACOM
2.	Boudreau, John W. and Ramstad, Peter M.	Beyond HR: The New Science of Human Capital	Harvard Business School Press
3.	Cascio, Wayne F. and Boudreau, John W.	Investing in People: Financial Impact of Human Resource Initiatives	FT Press
4.	Tursunbayeva, Aizhan et al.	People Analytics: Scope, Impact and Value	Springer
5.	Leonardi, Paul and Contractor, Noshir	Better People Analytics	HBR Press
6.	Marr, Bernard	Data-Driven HR: How to Use Analytics and Metrics to Drive Performance	Kogan Page
7.	Davenport, Thomas H.; Harris, Jeanne G. and Shapiro, Jeremy	Competing on Talent Analytics	Harvard Business Review
8.	Edwards, Martin R. and Edwards, Kirsten	Predictive HR Analytics: Mastering the HR Metric	Kogan Page

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Academy to Innovate HR (AIHR) -- HR Analytics Resources	www.aihr.com
2.	Visier -- People Analytics Insights	www.visier.com/resources
3.	Kaggle -- Open Datasets for HR Analytics Practice	www.kaggle.com
4.	Microsoft Power BI (Free Desktop Version)	www.powerbi.microsoft.com
5.	Tableau Public (Free Data Visualisation)	www.tableau.com/learn
6.	SHRM -- HR Today: Trends and Forecasting	www.shrm.org/hr-today/trends-and-forecasting
7.	IBM Smarter Workforce Institute	www.ibm.com/watson/hr
8.	People Analytics World (Conference and Research)	www.people-analytics.com

9. Resources required:

1.	MS Excel and Power BI (free desktop version) for HR dashboard design, data visualisation, and regression analysis exercises.
2.	HR datasets from Kaggle and SHRM benchmarking data for descriptive, diagnostic, and predictive analytics practice.
3.	Python with pandas and scikit-learn libraries (optional for advanced students) for attrition modelling and machine learning applications

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation	3	3	2	2	3	2
PO2 – Analyse & synthesise data for informed decisions	3	3	3	3	3	3
PO3 – Create & manage a new venture, fostering innovation	2	2	2	3	2	3
PO4 – Formulate, implement & evaluate strategic plans	3	2	3	3	3	3
PO5 – Evaluate & apply ethical frameworks	2	3	2	2	2	3
PO6 – Develop oral & written communication skills	2	2	3	2	3	2
PO7 – Demonstrate leadership, teamwork & networking skills	2	2	2	2	2	2
PO8 – Analyse contextual social issues & explore solutions	2	3	2	2	3	3

4.4.4 INTERNATIONAL HUMAN RESOURCE MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

This course provides a comprehensive understanding of the unique challenges and opportunities inherent in managing human resources across national boundaries. It distinguishes between domestic and international HRM practices and examines the socio-cultural, legal, and economic factors shaping IHRM decisions in multinational corporations. The course covers international staffing approaches, management of expatriates and repatriates, cross-cultural competence development, and design of international compensation and performance management systems. It also examines international industrial relations, the role of global labour organisations, and ethical responsibilities of multinational corporations, as well as AI tools and IHRIS in managing distributed global workforces.

2. Course Learning Objectives:

1.	To provide an understanding of the complexities of managing human resources in an international business environment.
2.	To impart knowledge on the socio-cultural, legal, and economic factors influencing International HRM (IHRM) practices.
3.	To make students learn the strategies for international staffing, including the management of expatriates and repatriates.
4.	To elucidate the design of international compensation and performance management systems.
5.	To help understand contemporary issues, including cross-border labour relations and the role of technology in a distributed workforce.
6.	To enable students to assess the ethical and technological dimensions of managing a distributed international workforce using digital IHRM systems.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Demonstrate a comprehensive understanding of the complexities involved in managing human resources across multinational and cross-cultural business environments.
2.	Assess the impact of socio-cultural, legal, political, and economic factors on HRM practices in different countries and regions.
3.	Formulate effective international staffing strategies, including recruitment, selection, training, and management of expatriates and repatriates.
4.	Design and evaluate international compensation structures and performance management systems aligned with global standards and organisational objectives.
5.	Analyse emerging trends such as cross-border labour relations, global talent management, remote workforce management, and the role of digital technologies in IHRM.

6.	Critically assess ethical challenges and the use of digital HR systems (HR analytics, AI-driven platforms, virtual collaboration tools) in managing a globally distributed workforce.

4. Pre-requisites for the course:

1.	Fundamentals of Human Resource Management
2.	International Business Management
3.	Cross-Cultural Communication

5. SDGs associated with the course:

SDG 8	Promoting international labour standards, fair employment practices for expatriates and host country nationals, and compliance with ILO conventions in global operations
SDG 10	Addressing cross-cultural equity in international compensation, combating discrimination in global staffing, and promoting inclusive practices in multinational environments
SDG 16	Adhering to international labour standards, managing cross-border employment compliance, and ensuring ethical corporate conduct in multi-jurisdictional operations
SDG 17	Fostering global HR collaboration, leveraging international talent networks, and building cross-cultural partnerships that support multinational organisational effectiveness

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: THE FRAMEWORK OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT	**8**	**13**
Knowledge: Concept and Evolution of IHRM and its strategic importance in international business. Differences between Domestic and International HRM. The three dimensions of IHRM: HR Activities, Employee Types (PCNs, HCNs, TCNs), and Country Types (Home, Host, Third). The impact of the Institutional Context on HR practices.		
Skill: • Develop a comparative analysis of domestic and international HR practices for a chosen multinational, identifying IHRM challenges specific to its host country operations.		
UNIT 2: THE CULTURAL AND SOCIAL CONTEXT OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT	**10**	**17**
Knowledge: The role of Culture in IHRM: Analysing Hofstede's Cultural Dimensions and the GLOBE Study. Managing Cultural Diversity and Building Cross-Cultural Competence. The Cultural Toughness of International Assignments. Navigating Language Barriers and the role of a Corporate Language in international coordination.		

Skill:

- Use the Hofstede Insights country comparison tool to analyse cultural dimensions for two countries and design cross-cultural training objectives for an Indian expatriate assignment to one of those countries.

UNIT 3: STAFFING FOR INTERNATIONAL OPERATIONS	10	17

Knowledge: Approaches to International Staffing: Ethnocentric, Polycentric, Geocentric, and Regiocentric models. Selection criteria: Technical competence versus Cross-cultural adaptability. The Expatriate Cycle: Selection, Pre-departure training, and On-site support. Managing the Dual-Career Couple challenge and family adjustment issues.

Skill:

- Design a comprehensive Selection and Pre-departure Training programme for an expatriate assignment, addressing competency requirements, family adjustment, and cultural integration strategies.

UNIT 4: INTERNATIONAL PERFORMANCE AND REWARD SYSTEMS	12	20

Knowledge: Performance Management in the international context: Challenges of distance, time zones, and varied cultural expectations. Criteria and methods for evaluating expatriate performance: who evaluates, how often, and against what standards. International Compensation: The Balance Sheet Approach -- home-based pay with allowances for housing, schooling, and cost-of-living differentials. Host-based Pay and Global Market Approach: advantages, risks, and application criteria. Managing international taxation: tax equalisation versus tax protection policies and their impact on net pay. Social security portability and bilateral agreements. Cost-of-living indices and hardship allowances in assignment packages.

Skill:

- Prepare an international compensation package using the Balance Sheet Approach for an expatriate assignment from India to the United Kingdom, incorporating cost-of-living differentials, housing allowance, and tax equalisation provisions.

UNIT 5: REPATRIATION AND INTERNATIONAL LABOUR RELATIONS	10	17

Knowledge: The Repatriation Process: Challenges of re-entry shock, reverse culture shock, and career anxiety. Designing effective Repatriation programmes for knowledge transfer and career continuity. International Industrial Relations: The role of ILO and Trade Unions in global operations. Managing labour disputes in multi-jurisdictional environments. Risk premium – compensation, purpose, economic & labour market.

Skill:

- Design a Repatriation Support Programme, including a structured knowledge transfer plan and career re-entry support strategy and present it as a management proposal with an implementation timeline.

UNIT 6: CONTEMPORARY ISSUES AND DIGITAL INTERNATIONAL HUMAN RESOURCE MANAGEMENT	10	17

Knowledge: Managing the Gig and Fractional international workforce. Ethical considerations and CSR in international operations. Digital Evolution in IHRM: Utilising International HR Information Systems (IHRIS) for global data management. The role of AI in predictive talent sourcing and cross-cultural sentiment analysis.

Skill:

- Evaluate the HR challenges of managing a distributed international gig workforce and propose an IHRIS-enabled governance framework addressing compliance, data privacy, and performance tracking across jurisdictions.

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Dowling, Peter J.; Festing, Marion and Engle, Allen D.	International Human Resource Management	Cengage Learning
2.	Harzing, Anne-Wil and Pinnington, Ashly (Eds.)	International Human Resource Management	Sage Publications
3.	Scullion, Hugh and Collings, David G. (Eds.)	Global Talent Management	Routledge
4.	Briscoe, Dennis R.; Schuler, Randall S. and Tarique, Ibraiz	International Human Resource Management	Routledge
5.	Black, J. Stewart; Gregersen, Hal B. and Mendenhall, Mark E.	Global Assignments	Jossey-Bass
6.	Shenkar, Oded and Luo, Yadong	International Business	Wiley
7.	Phatak, Arvind V.; Bhagat, Rabi S. and Kashlak, Roger J.	International Management: Managing in a Diverse and Dynamic Global Environment	McGraw-Hill Education

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	International Labour Organisation (ILO)	www.ilo.org
2.	SHRM Global HR Resources	www.shrm.org/globalhr
3.	Hofstede Insights - Country Culture Comparison Tool	www.hofstede-insights.com
4.	Expatriate Focus (International Assignment Resources)	www.expatfocus.com
5.	World at Work (International Compensation and Total Rewards)	www.worldatwork.org
6.	Globalisation Partners (Global Employment Resources)	www.globalization-partners.com/resources
7.	OECD (International Employment and Labour Statistics)	www.oecd.org/employment
8.	Expat Exchange (Cross-Cultural and Relocation Resources)	www.expatexchange.com

9. Resources required:

1.	Hofstede Insights country comparison tool (free online access) for cross-cultural analysis exercises
2.	International HR databases (ILO, OECD) and country-specific labour law guides for multi-jurisdictional compliance research
3.	Balance Sheet Approach spreadsheet templates and cost-of-living index data for international compensation design exercises

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation.	3	3	3	3	2	2
PO2 – Analyse & synthesise data for informed decisions.	2	3	2	3	2	3
PO3 – Create & manage a new venture, fostering innovation.	1	2	2	2	1	2
PO4 – Formulate, implement & evaluate strategic plans.	2	2	3	3	3	3
PO5 – Evaluate & apply ethical frameworks.	2	3	2	2	3	3
PO6 – Develop oral & written communication skills.	3	2	3	2	2	2
PO7 – Demonstrate leadership, teamwork & networking skills.	2	3	2	2	3	2
PO8 – Analyse contextual social issues & explore solutions.	2	3	2	2	3	3

4.5.1 FINANCIAL ANALYTICS AND MODELLING		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course integrates the core principles of financial theory with advanced computational modelling and data analytics. It equips students to build robust financial models for valuation and decision-making while leveraging data analytics and AI to predict market trends and manage risk. A strong emphasis is placed on ethical finance and sustainability through ESG integration.

2. Course Learning Objectives:

1.	To develop analytical competence in financial data interpretation and modelling.
2.	To enable students to build integrated financial models for business decision-making.
3.	To apply quantitative techniques in valuation, risk analysis, and forecasting.
4.	To integrate analytics tools (Excel/Python) in financial analysis.
5.	To promote ethical, sustainable, and data-driven financial decision-making.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Analyse financial statements using analytical and modelling techniques.
2.	Build financial models for forecasting, valuation, and capital budgeting decisions.
3.	Apply risk measurement tools for investment and corporate finance decisions.
4.	Use Excel/Python for financial simulations and scenario analysis.
5.	Evaluate financial strategies incorporating ESG and sustainability metrics.
6.	Present financial insights using dashboards and professional reports.

4. Pre-requisites for the course:

1.	Financial Management.
2.	Basic Statistics.
3.	Working knowledge of MS Excel.

5. SDGs associated with the course:

SDG 7	Affordable and Clean Energy.
SDG 8	Decent Work and Economic Growth.
SDG 9	Industry, Innovation, and Infrastructure
SDG 13	Climate Action.
SDG 17	Partnerships for the Goals.

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: FINANCIAL MODELLING FOUNDATIONS	**10**	**17**
Knowledge: Meaning, Principles of model design, Three-statement integration (P&L, Balance Sheet, Cash Flow), Revenue & Expense drivers, Debt scheduling.		
Skill: • Excel Modelling: Building dynamic 3-statement models, Error-check mechanisms, and Circular reference handling.		
UNIT 2: MODELLING FOR CORPORATE VALUATION	**10**	**16**
Knowledge: DCF Analysis, WACC estimation, Terminal Value, and Relative Valuation.		
Skill: Advanced Excel: Sensitivity & Scenario analysis using Data Tables, Goal Seek, and Solver for capital structure optimisation.		
UNIT 3: MODELLING FOR STRATEGIC DECISION MAKING	**10**	**17**
Knowledge: Project Finance modelling, Lease vs. Buy analysis, M&A modelling basics, Accretion/Dilution analysis, and Risk-adjusted returns, Capital Budgeting (NPV/IRR), Dividend Discount Models.		
Skill: Simulation: Monte Carlo simulations in Excel/Python for project risk assessment and "What-if" strategic planning.		
UNIT 4: VENTURE CAPITAL AND PRIVATE EQUITY MODELLING	**10**	**17**
Knowledge: Startup Valuation (Scorecard, Berkus methods), Term Sheets and Cap Tables, Waterfall Analysis (Liquidation Preferences), LBO (Leveraged Buyout) mechanics, and Exit Strategies (IPO vs. Trade Sale).		
Skill: Growth Modelling: Building a "SaaS Revenue Model" in Excel; Cap Table Management: Simulating dilution across Seed, Series A, and B rounds; LBO Modelling: Calculating IRRs and Money Multiples.		
UNIT 5: FINANCIAL DATA ANALYTICS	**10**	**16**
Knowledge: Time Series Analysis, Volatility modelling (ARCH/GARCH), Stock price forecasting, Yield curve analysis, and Market sentiment.		
Skill: Python for Finance: Using Pandas for ETL, Matplotlib/Seaborn for financial visualisation, and fetching data via APIs.		
UNIT 6: RISK ANALYTICS AND SUSTAINABLE FINANCE	**10**	**17**
Knowledge: Sustainable Finance, Credit Risk (Altman Z-score), Value at Risk (VaR), ESG scoring, and Carbon accounting in portfolios.		
Skill: Machine Learning: Using Scikit-learn for credit default prediction and building ESG Impact Dashboards in Power BI.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Simon Benninga	Financial Modelling	MIT Press
2.	Yves Hilpisch	Python for Finance	O'Reilly
3.	John C. Hull	Risk Management and Financial Institutions	Wiley
4.	Chandan Sengupta	Financial Modelling Using Excel and VBA	Wiley
5.	Aswath Damodaran	Investment Valuation	Wiley
6.	Albright & Winston	Business Analytics: Data Analysis & Decision Making	Cengage
7.	Sharda, Delen & Turban	Business Intelligence, Analytics, and Data Science	Pearson
8.	Cole Nussbaumer Knaflic	Storytelling with Data	Wiley

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	RBI Database on Indian Economy	https://dbie.rbi.org.in
2.	Yahoo Finance API (yfinance)	https://pypi.org/project/yfinance/
3.	MSCI ESG Ratings & Climate Search	https://www.msci.com/our-solutions/esg-investing
4.	Kaggle (Financial Datasets)	https://www.kaggle.com
5.	Corporate Finance Institute (CFI)	https://corporatefinanceinstitute.com
6.	UN Sustainable Development Goals	https://sdgs.un.org/goals

9. Resources required:

1.	Software: MS Excel (Solver & Analysis Toolpak), Python (Anaconda Distribution), Power BI.
2.	Data Sources: RBI Database on Indian Economy, Yahoo Finance API, and Kaggle.
3.	Key Libraries: Pandas, NumPy, Scikit-learn, Stats models, and Seaborn.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 - Apply management theories & principles for value creation	3	3	3	2	2	2
PO2 - Analyse & synthesise data for informed decisions	3	3	3	3	2	2
PO3 - Create & manage a new venture, fostering innovation	1	1	1	1	2	2
PO4 - Formulate, implement & evaluate strategic plans	2	2	2	1	3	2
PO5 - Evaluate & apply ethical frameworks	1	1	1	1	1	3
PO6 - Develop oral & written communication skills	1	2	1	2	2	1
PO7 - Demonstrate leadership, teamwork & networking skills	1	2	1	2	2	1
PO8 - Analyse contextual social issues & explore solutions	1	2	1	2	2	1

4.5.2 ANALYTICS IN MARKETING		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

Marketing Analytics focuses on the use of data, statistical techniques, and analytical tools to support effective marketing decision-making. The course introduces students to the concepts, methods, and applications of analytics in marketing functions such as customer analysis, product positioning, pricing, and promotional strategies. With the growing availability of digital data, organisations increasingly rely on analytics to understand consumer behaviour, optimise marketing performance, and gain a competitive advantage.

This course provides MBA students with an understanding of how marketing data can be collected, analysed, and interpreted to improve business outcomes. It covers key topics including marketing metrics, customer analytics, product and positioning analytics, pricing analytics, and marketing mix evaluation. Students will also learn how analytical tools and techniques such as segmentation, perceptual mapping, forecasting, and predictive analytics are used in real-world marketing scenarios.

By the end of the course, students will be able to interpret marketing data, apply analytical techniques to solve marketing problems, and make data-driven marketing decisions. The course also highlights the role of modern technologies such as business intelligence, machine learning, and digital analytics in shaping contemporary marketing strategies.

2. Course Learning Objectives:

1.	To understand the role and importance of marketing analytics in supporting data-driven marketing decisions in modern organisations.
2.	To identify and analyse different sources of marketing data and apply appropriate techniques for data preparation, visualisation, and interpretation.
3.	To apply customer analytics techniques such as segmentation, profiling, and customer journey analysis to understand consumer behaviour and improve targeting strategies.
4.	To evaluate product performance and positioning strategies using analytical tools such as perceptual mapping, multidimensional scaling, and portfolio analysis.
5.	To analyse marketing strategies related to pricing, promotion, and marketing mix using analytical models and metrics to improve marketing effectiveness.
6.	To use advanced analytics techniques, including predictive analytics, experimentation, and digital marketing analytics, to support strategic marketing decisions.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain the concepts, importance, and applications of marketing analytics in supporting data-driven marketing decisions.
2.	Identify and evaluate different sources of marketing data and apply techniques for data preparation, visualisation, and analysis.
3.	Apply customer analytics techniques such as segmentation, profiling, and customer journey analysis to understand consumer behaviour.

4.	Analyse product performance and positioning strategies using analytical tools such as perceptual mapping and portfolio analysis.
5.	Evaluate pricing, promotion, and marketing mix strategies using marketing analytics models and performance metrics.
6.	Apply advanced analytics techniques, including predictive analytics and digital marketing analytics, for strategic marketing decisions.

4. Pre-requisites for the course:

1.	Basic understanding of Marketing Management concepts such as consumer behaviour, segmentation, targeting, and positioning.
2.	Fundamental knowledge of statistics and quantitative techniques, including mean, correlation, and regression.
3.	Basic familiarity with data handling tools such as MS Excel or spreadsheets.
4.	Understanding of marketing research methods and data collection techniques.
5.	Basic knowledge of digital marketing concepts and marketing metrics.

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO MARKETING ANALYTICS	**10**	**17**
Knowledge: Meaning and Importance of Marketing Analytics, Evolution from Marketing Research to Marketing Analytics. Marketing Data: Structured and Unstructured Data. Business Intelligence, Data Science and Analytics; Types of Analytics – Descriptive, Predictive and Prescriptive Analytics; Marketing Metrics and Key Performance Indicators (KPIs); Exploratory Data Analysis (EDA); Role of Marketing Analytics in Decision-Making.		
Skill: • Identify and analyse marketing metrics used by business entities.		
UNIT 2: DATA COLLECTION AND CUSTOMER ANALYTICS	**10**	**17**
Knowledge: Sources of Marketing Data (Internal and External Data), Customer Databases and CRM Systems, Data Preparation and Data Visualisation. Customer Segmentation, Cluster Analysis for Market Segmentation, Customer Profiling and Targeting, Customer Journey Analytics.		
Skill: • Perform customer segmentation using Excel or Power BI for a select company.		

UNIT 3: PRODUCT AND POSITIONING ANALYTICS	10	17
Knowledge: Product Analytics and Product Performance Metrics, Product Positioning Concepts, Perceptual Mapping. Multidimensional Scaling, Brand Positioning Analytics, White Space Analysis for Product Opportunities, Product Portfolio Analysis.		
Skill: • Students' teams to create a perceptual map for various brands of a select product.		
UNIT 4: PRICING AND DEMAND ANALYTICS	**12**	**20**
Knowledge: Pricing Objectives and Strategies, Price Elasticity of Demand, Revenue Management, Pricing Optimisation Models, Forecasting Demand and Sales, Bass Diffusion Model and Product Adoption.		
Skill: • Project on comparative Analysis of pricing strategies of FMCG brands.		
UNIT 5: PROMOTION AND MARKETING MIX ANALYTICS	**8**	**12**
Knowledge: Promotion Analytics and Advertising Effectiveness, Digital Marketing Metrics, Marketing Mix Modelling, Advertising Elasticity and Ad stock Model, Campaign Analytics, Attribution Models, and ROI Measurement of Marketing Campaigns.		
Skill: • Evaluate digital marketing campaign performance using real data of Luxury car Brands.		
UNIT 6: ADVANCED MARKETING ANALYTICS AND APPLICATIONS	**10**	**17**
Knowledge: Predictive Analytics in Marketing, Machine Learning Applications in Marketing, Recommendation Systems, Alpha and Beta Testing and Experimentation, Social Media and Web Analytics, Ethical Issues and Data Privacy in Market Data, Future Trends: AI in Marketing Analytics.		
Skill: • Case analysis on Data-driven marketing.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Wayne L. Winston	Marketing Analytics: Data-Driven Techniques with Microsoft Excel	Wiley
2.	Stephan Sorger	Marketing Analytics: Strategic Models and Metrics	Business Expert Press
3.	Michel Wedel & P. K. Kannan	Marketing Analytics for Data-Rich Environments	Springer
4.	Seema Gupta & Avadhoot Jathar	Marketing Analytics	Wiley India
5.	Moutusy Maity & Pavankumar Gurazada	Marketing Analytics for Strategic Decision Making	Oxford University Press
6.	U. Dinesh Kumar	Business Analytics: The Science of Data-Driven Decision Making	Wiley India

7.	Rajiv Kumar & Anil Sharma	Marketing Analytics: A Practical Approach	McGraw Hill India
8.	S. Ramesh Kumar	Marketing Research and Analytics	Pearson India
9.	V. Kumar	Customer Relationship Management: Concepts and Tools	Springer
10.	P. N. Reddy	Marketing Research	Himalaya Publishing House

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Google Analytics Academy	https://analytics.google.com/analytics/academy/
2.	HubSpot Academy	https://academy.hubspot.com/
3.	Coursera – Marketing Analytics Courses	https://www.coursera.org/courses?query=marketing%20analytics
4.	edX – Marketing / Business Analytics Courses	https://www.edx.org/learn/marketing-analytics
5.	Kaggle Datasets	https://www.kaggle.com/datasets
6.	Tableau Public	https://public.tableau.com/
7.	Google Looker Studio (formerly Data Studio)	https://lookerstudio.google.com/

9. Resources required:

Sl. No.	Resource Type	Details
1.	Computer Lab	Computers with internet connectivity for conducting marketing analytics exercises and data analysis.
2.	Software Tools	MS Excel, Power BI/Tableau, SPSS or Python for marketing data analysis and visualisation.
3.	Digital Marketing Tools	Access to tools such as Google Analytics, Google Trends, and social media analytics platforms.
4.	Datasets	Real-world marketing datasets for practical analysis and projects.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1-Apply management theories & principles for value creation	3	2	2	2	2	2
PO2-Analyse & synthesise data for informed decisions	2	3	3	3	3	3
PO3-Create & manage a new venture, fostering innovation	1	1	1	1	1	1
PO4-Formulate, implement & evaluate strategic plans	2	2	2	3	3	3
PO5-Evaluate & apply ethical frameworks	1	1	1	1	2	2
PO6-Develop oral & written communication skills	1	1	1	1	1	2
PO7-Demonstrate leadership, teamwork & networking skills	1	1	1	1	1	1
PO8-Analyse contextual social issues & explore solutions	1	1	1	1	1	1

4.5.3 HR ANALYTICS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview

This course provides a foundational and applied understanding of People Analytics and Artificial Intelligence (AI) as transformative forces in modern Human Resource Management. It covers the evolution from intuition-based HR decisions to evidence-based people management, using the LAMP framework as a guiding structure. The course systematically covers the analytics spectrum from descriptive and diagnostic analytics to predictive and prescriptive models, with practical applications in talent acquisition, engagement, attrition prediction, and L&D ROI measurement. A dedicated focus is placed on data governance, privacy legislation, and the ethical implications of algorithmic decision-making. The course culminates with Generative AI, Large Language Models, and Agentic AI systems in HR workflows.

2. Course Learning Objectives:

1.	To provide a foundational understanding of People Analytics and its impact on business Return on Investment (ROI).
2.	To impart knowledge on HR metrics, the analytics process model, and data visualisation.
3.	To make students learn how to use descriptive, predictive, and prescriptive analytics for HR decision-making.
4.	To elucidate the ethical, legal, and privacy considerations in handling employee data.
5.	To help understand the practical application of AI agents and Generative AI in transforming the HR lifecycle.
6.	To enable students to design human-in-the-loop AI workflows for key HR processes while addressing algorithmic bias and ethical governance.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Demonstrate a foundational understanding of People Analytics and evaluate its contribution to organisational effectiveness and return on investment (ROI).
2.	Identify, analyse, and interpret key HR metrics and apply analytics process models and data visualisation tools to support evidence-based decision-making.
3.	Apply descriptive, predictive, and prescriptive analytics techniques to solve HR problems such as talent acquisition, retention, performance, and workforce planning.
4.	Assess the ethical, legal, and data privacy implications of using employee data and HR analytics systems, ensuring responsible and compliant practices.
5.	Examine the role of AI agents and Generative AI in transforming HR functions such as recruitment, learning, performance management, and employee engagement.
6.	Design AI-enabled HR workflows that integrate human oversight, mitigate algorithmic bias, and ensure ethical governance in decision-making processes.

4. Pre-requisites for the course:

1.	Fundamentals of Human Resource Management.
2.	Basic Statistics and Quantitative Methods.
3.	Business Research Methods.

5. SDGs associated with the course:

SDG 4	Developing data literacy and analytical competencies in HR professionals and applying evidence-based approaches to L&D ROI measurement.
SDG 8	Leveraging people analytics to optimise workforce productivity, improve recruitment quality, reduce turnover, and create fair, data-informed employment practices.
SDG 9	Driving HR innovation through AI applications, predictive analytics, and technology-enabled workforce management systems.
SDG 10	Using analytics to identify and address biases in hiring, promotion, and pay, and promoting DEI through data-driven HR interventions.

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO PEOPLE ANALYTICS	**8**	**13**
Knowledge: Concept and Evolution of HR Analytics. The LAMP Framework (Logic, Analytics, Measures, Process). Moving from Gut Feeling to Evidence-Based Management. The HR Value Chain: Connecting HR activities to business outcomes. Designing an Analytics-ready HR culture.		
Skill: • Define five HR metrics for a chosen organisation and map them to business outcomes using the HR Value Chain framework, justifying the selection with evidence-based reasoning and ROI impact.		
UNIT 2: HR METRICS AND DATA GOVERNANCE	**10**	**17**
Knowledge: Key Performance Indicators (KPIs) versus HR Metrics: definitions and measurement levels. Measuring Efficiency, Effectiveness, and Impact. Data Integrity and Cleaning: Sourcing data from HRIS, Payroll, and ATS. Data Privacy Laws: GDPR, CCPA, and National Data Protection Standards (PDPB). Principles of Data Sovereignty, Security, and Responsible Data Stewardship in HR.		
Skill: • Audit a sample HR dataset for data quality issues, apply a cleaning protocol in MS Excel, and document compliance with data privacy principles, including GDPR and PDPB provisions.		
UNIT 3: DESCRIPTIVE AND DIAGNOSTIC ANALYTICS	**10**	**17**
Knowledge: Data Visualisation and Storytelling: Using Charts, Heatmaps, and Dashboards to communicate HR insights effectively. Building HR Dashboards: Tracking Turnover, Absenteeism, and Diversity Metrics. Root Cause Analysis: Using diagnostic tools and fishbone analysis to understand why performance or engagement fluctuates.		

Skill:

- Build an HR Dashboard in MS Excel or Power BI tracking at least four metrics (turnover rate, absenteeism, gender diversity index, and training hours) and present a data-driven narrative with actionable HR recommendations.

UNIT 4: PREDICTIVE AND PRESCRIPTIVE ANALYTICS	12	20

Knowledge: Predictive Modelling in HR: Forecasting future talent needs using trend analysis and regression models. Employee Flight Risk (Attrition) scoring: variables, model construction, and threshold interpretation. Regression analysis: simple and multiple regression in HR data interpretation -- coefficients, significance, and predictive power. Correlation in HR data: strength of relationships, spurious correlations, and practical HR applications. Prescriptive Analytics: Scenario-based decision frameworks -- optimal compensation structures, personalised training paths, and workforce redeployment recommendations. Scenario Planning and Workforce Simulation: stress-testing HR plans under varying business conditions.

Skill:

- Apply a regression model using MS Excel to HR data to predict employee attrition, interpret the coefficients, and present a prescriptive recommendation including at least two actionable HR interventions derived from the model findings.

UNIT 5: ANALYTICS FOR TALENT AND ENGAGEMENT	10	17

Knowledge: Recruitment Analytics: Cost-per-hire and Quality-of-hire metrics and their calculation. Performance and Productivity Analytics: Measuring the impact of L&D programmes using control groups and ROI models. Engagement and Sentiment Analysis: Analysing employee surveys, pulse checks, and Stay Interviews. Measuring DEI (Diversity, Equity, and Inclusion) programme impact using data.

Skill:

- Design and analyse an employee engagement survey, compute an eNPS from the results, and prepare a sentiment analysis report with actionable HR recommendations supported by data.

UNIT 6: AI APPLICATIONS IN HUMAN RESOURCES	10	17

Knowledge: Introduction to Generative AI and Large Language Models (LLMs) in HR. AI Use-Cases: Automated resume screening, AI-driven career pathing, and Chatbots for employee service. Agentic AI: Autonomous agents for scheduling, onboarding, and performance tracking. Ethics of AI: Mitigating algorithmic bias, transparency in Explainable AI (XAI), and managing Human-AI synergy.

Skill:

- Design a human-in-the-loop AI workflow for either recruitment screening or onboarding automation, including a bias audit checklist and an explainability protocol for algorithmic HR decisions.

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Fitz-enz, Jac	The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital	AMACOM
2.	Boudreau, John W. and Ramstad, Peter M.	Beyond HR: The New Science of Human Capital	Harvard Business School Press
3.	Cascio, Wayne F. and Boudreau, John W.	Investing in People: Financial Impact of Human Resource Initiatives	FT Press
4.	Tursunbayeva, Aizhan et al.	People Analytics: Scope, Impact and Value	Springer
5.	Leonardi, Paul and Contractor, Noshir	Better People Analytics	HBR Press
6.	Marr, Bernard	Data-Driven HR: How to Use Analytics and Metrics to Drive Performance	Kogan Page
7.	Davenport, Thomas H.; Harris, Jeanne G. and Shapiro, Jeremy	Competing on Talent Analytics	Harvard Business Review
8.	Edwards, Martin R. and Edwards, Kirsten	Predictive HR Analytics: Mastering the HR Metric	Kogan Page

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Academy to Innovate HR (AIHR) – HR Analytics Resources	www.aihr.com
2.	Visier – People Analytics Insights	www.visier.com/resources
3.	Kaggle – Open Datasets for HR Analytics Practice	www.kaggle.com
4.	Microsoft Power BI (Free Desktop Version)	www.powerbi.microsoft.com
5.	Tableau Public (Free Data Visualisation)	www.tableau.com/learn
6.	SHRM – HR Today: Trends and Forecasting	www.shrm.org/hr-today/trends-and-forecasting
7.	IBM Smarter Workforce Institute	www.ibm.com
8.	People Analytics World (Conference and Research)	www.people-analytics.com

9. Resources required:

1.	MS Excel and Power BI (free desktop version) for HR dashboard design, data visualisation, and regression analysis exercises.
2.	HR datasets from Kaggle and SHRM benchmarking data for descriptive, diagnostic, and predictive analytics practice.
3.	Python with pandas and scikit-learn libraries (optional for advanced students) for attrition modelling and machine learning applications.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation	3	3	2	2	3	2
PO2 – Analyse & synthesise data for informed decisions	3	3	3	3	3	3
PO3 – Create & manage a new venture, fostering innovation	2	2	2	3	2	3
PO4 – Formulate, implement & evaluate strategic plans	3	2	3	3	3	3
PO5 – Evaluate & apply ethical frameworks	2	3	2	2	2	3
PO6 – Develop oral & written communication skills	2	2	3	2	3	2
PO7 – Demonstrate leadership, teamwork & networking skills	2	2	2	2	2	2
PO8 – Analyse contextual social issues & explore solutions	2	3	2	2	3	3

4.5.4 SUPPLY CHAIN ANALYTICS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

This course introduces students to the application of analytical techniques in supply chain management to improve efficiency, forecasting accuracy, and decision-making. It covers the role of data analytics in managing supply chain operations such as demand forecasting, inventory management, logistics optimisation, and transportation planning. Students will learn how data, analytical tools, and technologies support supply chain decision-making and improve operational performance.

The course also explores predictive analytics, machine learning applications, and digital technologies such as cloud computing, IoT, and blockchain in modern supply chains. In addition, the course discusses supply chain risk management, sustainability analytics, and emerging trends in digital supply chain management.

2. Course Learning Objectives:

1	To understand the concepts, components, and importance of supply chain analytics in business decision-making.
2	To explain the role of supply chain data, information systems, and analytical tools in managing supply chain operations.
3	To apply demand forecasting and predictive analytics techniques for supply chain planning.
4	To analyse inventory management and optimisation techniques using analytical models.
5	To evaluate logistics and transportation operations using supply chain analytics tools.
6	To assess supply chain risks, sustainability issues, and emerging digital technologies in modern supply chains.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1	Explain the concepts, components, and performance metrics of supply chain management and analytics.
2	Describe the role of supply chain data, information systems, and analytical tools in supply chain decision-making.
3	Apply demand forecasting and predictive analytics techniques for effective supply chain planning.
4	Analyse inventory management and optimisation models to improve operational efficiency.
5	Evaluate logistics and transportation performance using supply chain analytics tools and techniques.
6	Assess supply chain risks, sustainability issues, and emerging technologies in digital supply chains.

4. Pre-requisites for the course:

1	Basic knowledge of operations management and supply chain concepts
2	Understanding of statistics and data interpretation
3	Familiarity with spreadsheets and basic data analysis tools
4	Basic understanding of business decision-making processes
5	Knowledge of information systems in business

5. SDGs associated with the course:

SDG 8	Decent Work and Economic Growth.
SDG 9	Industry, Innovation, and Infrastructure.
SDG 12	Responsible Consumption and Production.
SDG 13	Climate Action.

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO SUPPLY CHAIN MANAGEMENT AND ANALYTICS	**10**	**17**
Knowledge: Concept and Importance of Supply Chain Management (SCM), Components of Supply Chain, Supply Chain Drivers and Flows, Role of Analytics in Supply Chain Decision Making, Types of Analytics in Supply Chain – Descriptive, Predictive and Prescriptive Analytics, Supply Chain Performance Metrics and KPIs, Data Sources in Supply Chain, Supply Chain Network Structure, Role of Information Systems in Supply Chain, Global Supply Chain Management Challenges.		
Skill: • Case analysis of a global supply chain model.		
UNIT 2: SUPPLY CHAIN DATA AND ANALYTICAL TOOLS	**10**	**17**
Knowledge: Supply Chain Data Collection and Management, Data Visualisation and Dashboards, Data Warehousing and Big Data in Supply Chain, Analytical Tools Used in Supply Chain Analytics (Excel, Python, R, Power BI), ERP Systems and Supply Chain Integration, Cloud Computing in Supply Chain Analytics, Data Cleaning and Data Preprocessing, Business Intelligence in Supply Chain Analytics, Integration of ERP and Analytics Platforms.		
Skill: • Create a dashboard using Excel/Power BI to analyse supply chain data		
UNIT 3: DEMAND FORECASTING AND PREDICTIVE ANALYTICS	**10**	**17**
Knowledge: Demand Forecasting Concepts and Importance, Time Series Forecasting Methods, Regression and Predictive Models in Supply Chain, Demand Planning and Demand Sensing, Forecast Accuracy Measurement, Role of Machine Learning in Demand Forecasting, Seasonality and Trend Analysis, Collaborative Forecasting and Planning, Demand Variability and Bullwhip Effect.		

Skill: • Forecast product demand using time-series data in Excel		
UNIT 4: INVENTORY ANALYTICS AND OPTIMISATION	**12**	**20**
Knowledge: Inventory Management Concepts, Economic Order Quantity (EOQ) Model, Safety Stock and Service Level Analysis, Inventory Optimisation Techniques, AI and Automation in Inventory Management, Multi-Echelon Inventory Management, Use of Analytics for Inventory Decision Making, ABC Inventory Classification, Just-In-Time (JIT) Inventory Systems, Inventory Turnover and Performance Metrics.		
Skill: • Calculate EOQ and safety stock for a sample inventory dataset		
UNIT 5: LOGISTICS AND TRANSPORTATION ANALYTICS	**8**	**13**
Knowledge: Logistics Network Design, Transportation Planning and Optimisation, Vehicle Routing and Scheduling, Warehouse Management Analytics, Last-Mile Delivery Optimisation, Use of Analytics in Logistics Cost Reduction and Efficiency Improvement, Warehouse Layout Optimisation, Cross Docking in Logistics Operations, Freight Cost Analysis and Optimisation.		
Skill: • Design a logistics network and identify cost optimisation strategies.		
UNIT 6: ADVANCED SUPPLY CHAIN ANALYTICS AND EMERGING TRENDS	**10**	**16**
Knowledge: Supply Chain Risk Analytics, Supply Chain Resilience and Disruption Management, Sustainability Analytics in Supply Chains, Digital Supply Chains, Blockchain in Supply Chain Management, Artificial Intelligence, and IoT Applications in Supply Chain Analytics - Real-Time Supply Chain Monitoring.		
Skill: • Group presentation on digital supply chains, blockchain, or AI in supply chains.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author	Title of the Book	Publisher
1.	Sunil Chopra & Peter Meindl	Supply Chain Management: Strategy, Planning and Operation	Pearson
2.	Nada R. Sanders	Big Data Driven Supply Chain Management	Pearson
3.	Nicolas Vandeput	Data Science for Supply Chain Forecasting	De Gruyter
4.	Hokey Min	Analytics in Supply Chain Management	Pearson
5.	David Simchi-Levi	Designing and Managing the Supply Chain	McGraw Hill
6.	Thomas H. Davenport	Competing on Analytics	Harvard Business Review Press
7.	Anil Maheshwari	Data Analytics Made Accessible	Amazon
8.	S. Chopra	Supply Chain Analytics	Pearson

8. Digital or Online Resources:

Sl. No.	Name of Resource	URL
1.	MIT Supply Chain Management Resources	https://scm.mit.edu
2.	Coursera Supply Chain Analytics Courses	https://www.coursera.org
3.	Kaggle Supply Chain Datasets	https://www.kaggle.com
4.	Tableau Supply Chain Analytics Tutorials	https://www.tableau.com/learn
5.	SAP Supply Chain Learning Hub	https://training.sap.com

9. Resources required:

Sl. No.	Resource Type	Details
1.	Computer Lab	Systems with analytics software and internet access
2.	Software Tools	Excel, Power BI, Python, R
3.	ERP Systems	Exposure to SAP or similar supply chain systems
4.	Projector / Smart Classroom	For the demonstration of analytical tools
5.	Datasets	Sample supply chain datasets for analysis

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation.	3	2	1	1	1	1
PO2 – Analyse & synthesise data for informed decisions.	2	3	3	3	2	1
PO3 – Create & manage a new venture, fostering innovation.	1	1	2	1	1	1
PO4 – Formulate, implement & evaluate strategic plans.	1	1	1	2	3	2
PO5 – Evaluate & apply ethical frameworks.	1	1	1	1	1	3
PO6 – Develop oral & written communication skills.	1	1	1	1	2	2
PO7 – Demonstrate leadership, teamwork & networking skills.	1	1	1	1	1	1
PO8 – Analyse contextual social issues & explore solutions.	1	1	1	1	1	2

4.6.1 DIGITAL STRATEGY COMPETITIVE ADVANTAGE		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   The Digital Strategy & Competitive Advantage course introduces how organisations formulate and execute strategies to achieve superior competitive positioning in the digital age. It addresses the fundamental question of why some firms outperform others in digital markets and equips students with the frameworks to build, protect, and scale competitive advantage through strategic use of digital technologies, data, and platform models.

2. Course Learning Objectives:

1.	To provide foundational knowledge of digital strategy principles, the sources of competitive advantage in digital markets, and the frameworks used to analyse industry structure, value creation, and market positioning.
2.	To develop the ability to identify, evaluate, and apply digital business models, platform strategies, and network effects as instruments of competitive differentiation and long-term value capture.
3.	To enable students to critically analyse how digital disruption reshapes industry boundaries, erodes traditional competitive moats, and creates new opportunities for firms to redefine their strategic positioning.
4.	To examine the leadership capabilities, organisational structures, and change management practices required to execute digital transformation and translate strategic intent into sustainable competitive outcomes.
5.	To prepare students to formulate, present, and defend comprehensive digital strategies that build defensible competitive advantages, enable market leadership, and drive sustainable organisational growth.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain the core concepts, frameworks, and evolution of digital strategy and competitive advantage in the context of digital markets
2.	Analyse how digital business models, platforms, and emerging technologies create and sustain competitive positioning across industries.
3.	Evaluate digital disruption, industry forces, and firm-level strategic responses using competitive frameworks and maturity assessments.
4.	Assess organisational capabilities, leadership requirements, and governance challenges for executing digital strategies.
5.	Develop comprehensive digital strategies and competitive advantage plans tailored to industry contexts and organisational goals
6.	Communicate strategic recommendations, transformation roadmaps, and competitive insights to diverse business audiences.

4. Pre-requisites for the course:

1.	Basic understanding of management principles and business strategy.
2.	Familiarity with business environment analysis and competitive frameworks such as Porter's Five Forces or SWOT (desirable).
3.	Exposure to digital tools, data analytics, or technology trends in business (desirable).

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation, and Infrastructure
SDG 12	Responsible Consumption and Production

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO DIGITAL STRATEGY	**8**	**13**
Knowledge: Meaning and evolution of digital strategy, Difference between IT strategy and digital strategy, Role of digital technologies in business transformation, Platforms: platform strategy for competitive advantage. Disruption Management: Responding to digital disruptions and evaluating the strengths/weaknesses of dynamic business models.		
Skill: • Select a company (e.g., Netflix, Walmart) - Understand differences between IT and digital strategies in business transformation. • Choose a platform-based company (e.g., Airbnb, Amazon Marketplace) - Apply platform thinking for strategic advantage. • Respond to digital disruptions and continuously evolve business models.		
UNIT 2: INDUSTRY DISRUPTION AND COMPETITIVE FORCES	**10**	**17**
Knowledge: Digital disruption and industry transformation, Platform competition and network effects, Revised Porter's Five Forces in digital markets, Capability assessments: types, frameworks, maturity, Resource view: types, competitive forces and advantage building, competitive positioning.		
Skill: • Select an industry (e.g., Retail, Banking, Media) - Identify recent digital disruptions (e.g., AI, mobile platforms, fintech apps). • Build and evaluate platform models, understand network effects • Develop sustainable advantage and respond to digital competition		

UNIT 3: DIGITAL ASSETS AND COMPETITIVE DRIVERS.	12	20
Knowledge: Digital technologies as Drivers of Competitive Advantage, to enhance predictive power and decision-making, Key Emerging Technologies in Business; Data as Asset: Leveraging big data and analytics to build a source of competitive advantage. Advanced Tech: Business use cases for Blockchain, Internet of Things (IoT), and Cloud computing in service differentiation.		
Skill: • Select a company (e.g., Amazon, Tesla) - Understand how digital technologies drive competitive advantage. • Improve decision-making accuracy and business forecasting. • Convert data into sustainable competitive advantage.		
UNIT 4: STRATEGIC ADOPTION AND COMPETITIVE INTELLIGENCE.	**8**	**13**
Knowledge: Technology selection and investment decisions, Build vs buy vs partner strategies, Technology adoption frameworks, Barriers to adoption (cost, skills, resistance), Steps in Strategic Adoption, Sources of Competitive Intelligence, Types of CI, relationship, challenges.		
Skill: • Select a company considering a new technology (e.g., AI analytics tool, IoT sensors, cloud infrastructure) - Learn practical decision-making for technology investments. • Assess cost, resource requirements, and strategic fit • Successfully implement and scale new technologies		
UNIT 5: DIGITAL INNOVATION AND STRATEGIC AGILITY.	**12**	**20**
Knowledge: Concept and scope of digital innovation, Instrumental purpose of technology in business value creation, Evidence-based decision-making in digital initiatives, Impact of macro-environment on digital innovation (PESTLE factors), Common causes of digital transformation failure, Frameworks to mitigate failure risks. Concept of strategic agility: Agile and Lean management principles.		
Skill: • Using a real or secondary dataset - Build skills in evidence-based strategy and decision-making. • Justify technology investments with measurable business impact. • Improve accuracy and accountability in strategic decisions.		
UNIT 6: DIGITAL STRATEGY FOR RISKS AND THREATS.	**10**	**17**
Knowledge: Types of Digital Risks, Key Components of Digital Risk Strategy, Strategies to Manage Digital Risks, Technology-Driven Risk Management, Digital Fraud Detection and Prevention, Regulatory Challenges in the Digital Economy, Managing Disruptive Technologies and Associated Risks.		
Skill: • Develop a comprehensive digital risk landscape for organisations. • Build proactive and structured risk management frameworks. • Minimise risk exposure and ensure business resilience		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	David L. Rogers	The Digital Transformation Playbook: Rethink Your Business for the Digital Age	Columbia Business School Publishing
2.	George Westerman, Didier Bonnet, and Andrew McAfee	Turning Technology into Business Transformation	Harvard Business Review Press
3.	Sunil Gupta	A Guide to Reimagining Your Business	Harvard Business Review Press
4.	Geoffrey G. Parker, Marshall W. Van Alstyne, and Sangeet Paul Choudary	Platform Revolution: How Networked Markets Are Transforming the Economy	W. W. Norton & Company
5.	Venkat Venkatraman	The Digital Matrix: New Rules for Business Transformation through Technology	LifeTree Media
6.	Ram Charan	Rethinking Competitive Advantage: New Rules for the Digital Age	Penguin Books
7.	Arthur Thompson, Margaret Peteraf, John Gamble, and A. Strickland	Crafting and Executing Strategy: The Quest for Competitive Advantage	McGraw Hill Education
8.	Michael Wade	Strategy in the Digital Age: Mastering Digital Transformation	IMD / Pearson

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Digital Business Strategy — University of Virginia (Darden)	https://www.coursera.org/learn/uva-darden-digital-business-strategy
2.	IBM & Darden Digital Strategy Specialisation - UVA Darden + IBM	https://www.coursera.org/specializations/digital-strategy
3.	Digital Transformation — UVA Darden + BCG	https://www.coursera.org/learn/bcg-uva-darden-digital-transformation
4.	Leading with a Digital Strategy — IIM Ahmedabad	https://www.coursera.org/learn/leading-with-a-digital-strategy
5.	Advanced Digital Transformation Specialisation — IIM Ahmedabad	https://www.coursera.org/specializations/advanced-digital-transformation-iima

9. Resources required:

1.	Smart classroom with digital access
2.	Access to journals and databases
3.	Data visualisation/analytics tools (basic)
4.	Industry interaction

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1- Apply management theories & principles for value creation	3	2	3	3	2	2
PO2- Analyse & synthesise data for informed decisions	2	3	2	3	2	2
PO3- Create & manage a new venture, fostering innovation	2	2	2	2	1	3
PO4- Formulate, implement & evaluate strategic plans	2	2	2	3	2	2
PO5- Evaluate & apply ethical frameworks	1	1	2	1	3	2
PO6- Develop oral & written communication skills	1	1	2	1	2	3
PO7 - Demonstrate leadership, teamwork & networking skills	1	1	1	2	2	3
PO8- Analyse contextual social issues & explore solutions	1	1	1	2	2	2

4.6.2 FUNCTIONAL APPLICATIONS OF AI		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

This course equips MBA students with the practical applications of Artificial Intelligence (AI) across various business functions and industries. It focuses on how AI technologies are transforming decision-making, improving operational efficiency, and enabling innovation in sectors such as marketing, finance, human resources, healthcare, retail, and manufacturing. Students will explore real-world AI use cases, understand how AI tools support business processes, and analyse the impact of AI on organisational strategies. The course also emphasises the responsible and effective use of AI technologies to create value and enhance competitiveness in modern business environments.

2. Course Learning Objectives:

1.	To introduce the fundamental concepts and technologies of Artificial Intelligence and their relevance in business and industry.
2.	To provide an understanding of how AI is applied across different functional areas such as marketing, finance, human resources and operations.
3.	To develop students' ability to analyse AI-driven business processes and industry applications**.**
4.	To familiarise students with real-world AI tools, platforms, and use cases used by organisations.
5.	To create awareness about ethical, governance, and responsible use of AI in organisational decision-making.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain core Artificial Intelligence concepts (ML, NLP, CV, generative AI) and their role as strategic assets in modern industries.
2.	Identify and describe AI applications across key business functions: marketing, finance, HR, operations, and supply chain.
3.	Analyse how AI enhances decision-making, operational efficiency, and innovation in real-world business processes.
4.	Evaluate implementation challenges, opportunities, and ROI of AI solutions in functional contexts.
5.	Interpret AI-generated insights and develop recommendations to improve business performance.
6.	Recognise ethical and governance considerations in AI applications.

4. Pre-requisites for the course:

1.	Basic understanding of business management concepts and organisational functions**.**
2.	Fundamental knowledge of data, digital technologies, or information systems**.**
3.	Familiarity with basic computer applications and data handling tools.

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation, and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 16	Peace, Justice and Strong Institutions

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: ROLE OF ARTIFICIAL INTELLIGENCE IN BUSINESS	**10**	**17**
Knowledge: Role of Artificial Intelligence, AI as a strategic asset in organisations, Key AI concepts: machine learning models, natural language processing, and computer vision, Role of AI in modern organisations, Benefits and challenges of AI adoption in business, Customer-centric Innovation.		
Skill: • Select a company (e.g., Amazon, Tesla) - Identify how AI creates strategic value (efficiency, personalisation, innovation). • Strong understanding of core AI concepts- Interpret and apply AI technologies in business contexts. • Enhance accuracy, speed, and scalability of decisions		
UNIT 2: AI APPLICATIONS IN MARKETING AND CUSTOMER ANALYTICS	**10**	**17**
Knowledge: Marketing Analytics, Role of AI in marketing decision-making, Customer analytics and personalisation, Recommendation systems and targeted advertising, AI in social media and digital marketing.		
Skill: • Analyse marketing data (customer behavioural, campaigns, sales trends) - Use tools like dashboards, KPIs, and metrics (CTR, conversion rate, CAC, CLV), make data-driven marketing decisions. • AI-based targeting and ad optimisation - Improve marketing efficiency and ROI • Implement personalisation strategies: Enhance customer experience and engagement		
UNIT 3: AI APPLICATIONS IN FINANCE AND RISK MANAGEMENT	**12**	**20**
Knowledge: Introduction to Finance and Risk Management, Role of AI in financial analysis and forecasting, AI applications in fraud detection and risk management, Algorithmic trading and financial decision support systems, AI in credit scoring and financial services.		

Skill:

- Select a company or sector (e.g., banking, fintech, or retail finance) - Use AI/ML techniques to forecast revenue, cash flow, or market trends based on historical financial data.
- Use AI to improve the accuracy and speed of financial predictions.
- Apply AI to detect fraud, reduce financial losses, and enhance security

UNIT 4: AI APPLICATIONS IN HUMAN RESOURCE MANAGEMENT	**12**	**20**

Knowledge: AI & HRM, AI in recruitment and talent acquisition, AI-based employee performance analysis, Workforce analytics and employee engagement, AI in learning and development systems.

Skill:

- Align AI tools with HR strategy and Design AI-enabled HR strategies for modern organisations.
- Use AI to improve speed, quality, and fairness in hiring.
- Apply AI to enable objective and data-driven performance evaluation

UNIT 5: AI APPLICATIONS IN OPERATIONS AND SUPPLY CHAIN MANAGEMENT	**8**	**13**

Knowledge: AI in Operation and Supply Chain, Role of AI in operations management, Demand forecasting and inventory optimisation, AI in logistics and supply chain planning, Intelligent automation in operational processes.

Skill:

- Ability to apply AI to improve operational efficiency and productivity.
- Use AI/ML models for reducing stockouts, overstocking, and costs.
- Enhance speed, accuracy, and cost efficiency in logistics

UNIT 6: GENERATIVE AI AND THE FUTURE OF BUSINESS	**8**	**13**

Knowledge: Concept and evolution of Generative AI, Overview of foundation models and large language models (LLMs), Key technologies: NLP, deep learning, transformers, Content generation (text, images, code, video), Customer service (chatbots, virtual assistants), Product design, Impact on industry structures and competition.

Skill:

- Ability to explain the concept and evolution of Generative AI- Build a strong conceptual foundation of Generative AI in business.
- Evaluate the capabilities and limitations of LLMs in organisations
- Interpret how AI systems work and where to apply them

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Stuart Russell & Peter Norvig	Artificial Intelligence: A Modern Approach	Pearson
2.	Ajay Agrawal, Joshua Gans & Avi Goldfarb	Prediction Machines: The Simple Economics of Artificial Intelligence	Harvard Business Review Press
3.	Doug Rose	Artificial Intelligence for Business	O'Reilly Media
4.	Marco Iansiti & Karim R. Lakhani	Competing in the Age of AI	Harvard Business Review Press
5.	Tom Taulli	Artificial Intelligence Basics: A Non-Technical Introduction	Apress

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Coursera - Specialisations like AI for Business Leaders.	https://www.coursera.org/learn/
2.	NITI Aayog AI India	https://www.niti.gov.in
3.	Harvard Business Review	https://hbr.org
4.	Google AI	https://ai.google
5.	Digital Transformation: Theory and Applications, Prof. Pankaj Setia,Indian Institute of Management Ahmedabad (IIMA)	https://onlinecourses.swayam2.ac.in/ imb23_mg69/preview

9. Resources required:

1.	Smart classroom with digital access
2.	High-speed Internet for cloud-based tools.
3.	Access to journals and databases
4.	Data visualisation/analytics tools (Tableau, Power BI)
5.	Industry interaction

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 - Apply management theories & principles for value creation	2	3	2	2	2	2
PO2 - Analyse & synthesise data for informed decisions	2	2	3	3	2	2
PO3 - Create & manage a new venture, fostering innovation	2	2	2	3	2	2
PO4 - Formulate, implement & evaluate strategic plans	3	2	3	3	2	2
PO5 - Evaluate & apply ethical frameworks	2	3	2	2	3	2
PO6 - Develop oral & written communication skills	2	3	2	2	2	3
PO7 - Demonstrate leadership, teamwork & networking skills	3	2	2	3	2	3
PO8 - Analyse contextual social issues & explore solutions	1	1	1	2	2	2

4.6.3 DIGITAL TRANSFORMATION LEADERSHIP AND CHANGE MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course explores how organisations successfully lead digital transformation initiatives while managing the complex organisational, cultural, and technological changes that accompany them. Students will learn how leaders design digital strategies, manage resistance, build agile organisations, and sustain transformation through effective leadership and change management frameworks.

2. Course Learning Objectives:

1.	To provide foundational knowledge of concepts, drivers, and frameworks of digital transformation.
2.	To learn the role of leadership in managing digital disruption.
3.	To enable making decisions for change management models and digital initiatives.
4.	To evaluate organisational culture and employee readiness for transformation.
5.	To update students and encourage them to participate in digital transformation initiatives.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain digital transformation concepts, drivers, and organisational impact with a focus on people/process/technology alignment.
2.	Analyse how transformation initiatives affect organisational structure, culture, and operating models.
3.	Evaluate leadership approaches, competencies, and digital mindset required to champion transformation initiatives.
4.	Apply change management models (Lewin, ADKAR) and tools to manage resistance and organisational transitions.
5.	Design workforce development, upskilling programmes, and cross-functional team structures for digital transformation.
6.	Address people-related risks and ethical considerations in transformation programmes.

4. Pre-requisites for the course:

1.	Basic understanding of management principles and functions.
2.	Fundamentals of Business Strategy Basics.
3.	Knowledge of Organisational Behaviour and leadership.

5. SDGs associated with the course:

SDG 4	Quality Education.
SDG 8	Decent Work and Economic Growth.
SDG 9	Industry, Innovation, and Infrastructure.
SDG 12	Responsible Consumption and Production.
SDG 16	Peace, Justice and Strong Institutions.
SDG 17	Partnerships for the Goals.

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO DIGITAL TRANSFORMATION	**8**	**13**
Knowledge: What is digital transformation? Introduction to Drivers of digital transformation (AI, Cloud, IoT, Big Data), technological advancements, competition, Key pillars: People, Process, Technology, Evolution from digitisation to digital transformation, Case: Netflix, Amazon, Tesla's digital shift.		
Skill: • Design and implement end-to-end transformation strategies. • Apply AI, Cloud, IoT, and Big Data in business contexts. • Transform traditional models into digital-first models		
UNIT 2: DIGITAL TECHNOLOGIES ENABLING TRANSFORMATION	**12**	**20**
Knowledge: Cloud Computing, Concept and characteristics of cloud computing, Types: Public, Private, Hybrid Cloud, Cloud service models: IaaS, PaaS, SaaS, Internet of Things (IoT): Concept and architecture of IoT, Applications in manufacturing, healthcare, and smart cities, Blockchain: Fundamentals of blockchain technology, Smart contracts and decentralized systems, Applications in Business Domains, RPA, Augmented/Virtual Reality (AR/VR), Applications in marketing, training, and product design.		
Skill: • Select appropriate cloud type and service model - Optimise cost, scalability, and performance. • Understand IoT architecture and use case - Implement smart, data-driven systems. • Apply blockchain for secure and transparent operations - Build trust-based digital systems		
UNIT 3: DIGITAL FRAMEWORK AND STRATEGY	**10**	**17**
Knowledge: Digital transformation assessment frameworks, Digital ecosystems, key areas of transformation**,** McKinsey 7S for organisational alignment, Customer-Centric Digital Strategy: omnichannel, personalisation, BCG Digital Acceleration Index, Role of leadership in digital initiatives, Measuring Digital Transformation: KPIs and metrics for measuring digital maturity. Digital transformation assessment frameworks, Digital ecosystems, key areas of transformation**,** McKinsey 7S for organisational alignment, Customer-Centric Digital Strategy: omnichannel, personalisation, BCG Digital Acceleration Index, Role of leadership in digital initiatives, Measuring Digital Transformation: KPIs and metrics for measuring digital maturity.		

Skill:

- Digital Maturity Assessment Skill - Evaluate the organisation's digital readiness using frameworks.
- Ecosystem & Platform Thinking Skill - Design and manage digital ecosystems.
- Organisational Alignment Skill - Apply McKinsey 7S for transformation success.

UNIT 4: LEADERSHIP FOR DIGITAL TRANSFORMATION	**10**	**17**

Knowledge: Creating a Digital Vision: Organisational culture and digital mindset, case: Microsoft, Amazon, Nokia, Driving Organisational Change: Communication, Motivation and Support, Agile and Lean methodologies: flexibility, efficiency, and innovation, building a Digital Culture: Innovation and experimentation, Collaboration, Promoting cross-functional teams. ROI of digital transformation.

Skill:

- Digital Vision & Strategy Development Skill - Define long-term digital goals and transformation roadmap.
- Organisational Change Management Skill - Lead communication, motivation, and adoption strategies.
- Agile & Lean Implementation Skill - Apply agile and lean methods for flexibility and efficiency.

UNIT 5: CHANGE MANAGEMENT IN DIGITAL ORGANISATIONS	**10**	**17**

Knowledge: Introduction to Organisational Change: Meaning and importance of change management, Drivers of change in digital organisations, Challenges in managing digital change, Change Management Models: Lewin's Change Management Model, Unfreeze, Change, Refreeze. ADKAR model, Managing Resistance: Causes, Strategies, Communication, Workforce Transformation: Digital skills and talent development, Upskilling and reskilling employees.

Skill:

- Change Management Strategy Skill - Apply models like Lewin and ADKAR to manage change effectively.
- Resistance Management Skill - Identify causes and implement strategies to overcome resistance.
- Digital Transformation Leadership Skill - Lead and manage organisational change initiatives.

UNIT 6: RISKS, ETHICS, AND FUTURE TRENDS	**10**	**16**

Knowledge: Risks in Digital Transformation: Cybersecurity and data privacy, Operational and strategic risks, Ethical Issues in Digital Transformation: Ethical AI and algorithmic transparency, Regulatory landscape (GDPR, CCPA), Sustainable digital transformation (Green IT, ESG considerations), Emerging Trends in Digital Transformation: Digital Twins, Hyper automation, Metaverse.

Skill:

- Digital Risk Assessment & Mitigation Skill - Identify cybersecurity, operational, and strategic risks and develop mitigation strategies.
- Ethical AI & Governance Skill - Ensure responsible AI usage and transparency in decision-making.
- Regulatory Compliance Management Skill - Understand and apply regulations like GDPR and CCPA

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	*Rogers, D. L.*	The Digital Transformation Playbook: Rethink Your Business for the Digital Age.	Pearson
2.	Kane, G. C.	The Technology Fallacy: How People Are the Real Key to Digital Transformation	Harvard Business Press
3.	Bharadwaj	Digital Business Strategy.	MIT Press
4.	Westerman, G., Bonnet, D., & McAfee,	A Leading Digital: Turning Technology into Business Transformation.	Harvard Business Review Press.
5.	Anup Maheshwari	Digital Transformation: Building Intelligent Enterprises	Willey, September 2019

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	World Economic Forum – Digital Transformation Reports	https://www.weforum.org
2.	Coursera – Specialisations like Digital Transformation for Business Leaders.	https://www.coursera.org/learn/bcg-uva-darden-digital-transformation
3.	NITI Aayog AI India	https://www.niti.gov.in
4.	Harvard Business Review	https://hbr.org
5.	Google AI	https://ai.google
6.	Digital Transformation: Theory and Applications, Prof. Pankaj Setia | Indian Institute of Management Ahmedabad (IIMA)	https://onlinecourses.swayam2.ac.in/imb23_mg69/preview

9. Resources required:

1.	Smart classroom with digital access
2.	High-speed Internet for cloud-based tools.
3.	Access to journals and databases
4.	Data visualisation/analytics tools (Tableau, Power BI)
5.	Industry interaction

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1- Apply management theories & principles for value creation	2	3	2	2	2	2
PO2 - Analyse & synthesise data for informed decisions	2	2	3	3	2	2
PO3- Create & manage a new venture, fostering innovation	2	2	2	3	2	2
PO4 - Formulate, implement & evaluate strategic plans	3	2	3	3	2	2
PO5- Evaluate & apply ethical frameworks	2	3	2	2	3	2
PO6 - Develop oral & written communication skills	2	3	2	2	2	3
PO7 - Demonstrate leadership, teamwork & networking skills	3	2	2	3	2	3
PO8- Analyse contextual social issues & explore solutions	1	1	1	2	2	2

4.6.4 LEGAL AND ETHICAL USE OF TECHNOLOGY		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   To develop an understanding of the legal frameworks, ethical principles, governance mechanisms, and regulatory requirements involved in the use of digital technologies in organisations. The course equips students to manage data, AI, digital platforms, and emerging technologies responsibly and legally.

2. Course Learning Objectives:

1.	To understand the legal frameworks governing digital technologies, including data protection, intellectual property, and cybersecurity laws.
2.	To examine the ethical challenges associated with AI, big data, and digital platforms.
3.	To analyse regulatory policies affecting digital innovation, technology adoption, and global digital markets.
4.	To develop strategies to ensure ethical technology deployment and responsible data governance within organisations.
5.	To evaluate legal risks and compliance requirements associated with digital transformation initiatives.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain major legal frameworks governing digital technologies: data protection, IP rights, and cybersecurity regulations
2.	Assess ethical implications of AI, data analytics, algorithmic decision-making, and emerging technologies
3.	Identify legal risks related to data privacy, cybersecurity breaches, and IP in digital ecosystems.
4.	Design organisational policies for ethical data management, compliance, and responsible technology use.
5.	Evaluate compliance strategies aligned with global technology regulations and governance standards
6.	Recommend legally compliant and ethically sound approaches to digital innovation and AI deployment across business functions.

4. Pre-requisites for the course:

1.	Basic understanding of digital technologies and business transformation
2.	Introductory knowledge of data analytics and digital platforms
3.	Familiarity with AI and emerging technologies in business
4.	Understanding of digital economy concepts and digital strategy

5. SDGs associated with the course:

SDG 4	Quality Education
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation, and Infrastructure
SDG 12	Responsible Consumption and Production
SDG 16	Peace, Justice and Strong Institutions
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: TECHNOLOGY, LAW, AND DIGITAL SOCIETY	**10**	**17**
Knowledge: Role of law in regulating digital technologies, Meaning and importance of technology law and digital ethics, Evolution of digital governance frameworks, Technology ethics and responsible innovation, Legal implications of digital transformation, Digital rights and responsibilities, Ethical theories of technology: Utilitarianism, Deontology, Virtue Ethics, Stakeholder approach.		
Skill: • Identify legal challenges in digital business environments. • Analyse regulatory environments affecting technology adoption. • Risk & Legal Impact Assessment Skill - Identify legal risks in digital transformation		
UNIT 2: DATA PRIVACY AND DATA PROTECTION LAWS	**10**	**17**
Knowledge: Principles of data privacy and personal data protection, Global data protection frameworks (GDPR, data localisation policies, etc.), Digital Personal Data Protection Act, 2023, Privacy challenges in big data and AI-driven analytics, Ethical issues in data collection and surveillance, Data ownership and consent management, Data breach and legal implications.		
Skill: • Understand principles of data privacy and ensure compliance with privacy laws, and protect personal data. • Ability to interpret global and national laws - Align business practices with legal and regulatory requirements. • Address ethical issues - Promote ethical and responsible data practices.		

UNIT 3: INTELLECTUAL PROPERTY RIGHTS IN THE DIGITAL ECONOMY	10	17
Knowledge: Copyright, patents, trademarks, and trade secrets, Digital intellectual property issues in software, Protection of AI-generated content and digital content, Licensing models and open-source frameworks, Intellectual property disputes in digital platforms, Digital piracy and copyright infringement, Technology commercialisation and IP strategy.		
Skill: • Understand types of IP - Identify and protect different forms of intellectual assets. • Handle IP issues to manage IP rights in digital environments. • Licensing & Open-Source Strategy - Choose appropriate licensing models for business strategy.		
UNIT 4: CYBERSECURITY LAW AND DIGITAL RISK MANAGEMENT	**10**	**16**
Knowledge: Cybercrime laws and regulatory frameworks, Organisational responsibilities in cybersecurity governance, Types of Cyber offences, Ethical responsibilities in digital security, Digital evidence and cyber forensics, Legal implications of data breaches and cyber incidents, Organisational responsibilities in cybersecurity.		
Skill: • Understand cybercrime laws and frameworks (data protection, IT laws, cyber regulations) - Ensure legal compliance and secure digital operations. • Ability to design and implement - Build secure and well-governed IT environments. • Identify types of cyber offences - Detect and respond to cyber threats effectively.		
UNIT 5: ETHICS OF ARTIFICIAL INTELLIGENCE AND EMERGING TECHNOLOGIES	**10**	**16**
Knowledge: Ethical issues in AI and machine learning, Algorithmic bias and fairness in automated decision-making, Transparency and explainability in AI systems, Accountability, Responsible AI frameworks, Ethical risks of AI models and autonomous technologies, legal implications.		
Skill: • Ethical AI Awareness & Evaluation Skill - Identify and evaluate ethical risks in AI applications. • Algorithmic Bias & Fairness Analysis - Ensure fair and non-discriminatory AI systems. • AI Transparency & Explainability - Build trustworthy and interpretable AI systems.		
UNIT 6: DIGITAL GOVERNANCE, REGULATION, AND RESPONSIBLE INNOVATION	**10**	**17**
Knowledge: Digital platform governance and regulation, Ethical challenges in social media, digital markets, and online ecosystems, Technology compliance frameworks, Corporate digital responsibility and ESG considerations, Global regulatory trends in emerging technologies.		
Skill: • Digital Platform Governance & Regulation - Design and evaluate effective platform governance models. • Ethical Analysis of Digital Ecosystems - Address ethical risks in digital environments. • Apply compliance frameworks - Ensure regulatory compliance and risk mitigation.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Luciano Floridi	The Ethics of Information	Oxford University Press
2.	Julie E. Cohen	Between Truth and Power: The Legal Constructions of Informational Capitalism.	Oxford University Press
3.	Richard Spinello	Cyberethics: Morality and Law in Cyberspace.	Jones & Bartlett Learning
4.	Brian Craig	Cyberlaw: The Law of the Internet and Information Technology.	Pearson
5.	Stuart Russell & Peter Norvig	Artificial Intelligence: A Modern Approach.	Pearson
6.	Shoshana Zuboff	The Age of Surveillance Capitalism.	Public Affairs
7.	K. E. Himma & Herman Tavani	The Handbook of Information and Computer Ethics.	Wiley
8.	Luciano Floridi	The Ethics of Information.	Oxford University Press

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Electronic Frontier Foundation (EFF) – Digital Rights and Technology Policy	https://www.eff.org/
2.	Stanford Centre for Internet and Society	https://cyberlaw.stanford.edu/
3.	European Commission Digital Strategy Portal	https://digital-strategy.ec.europa.eu/en
4.	World Economic Forum – Technology Governance Reports	https://www.weforum.org/
5.	OECD AI Policy Observatory	https://oecd.ai/en/

9. Resources required:

1.	Smart classroom with digital access
2.	Access to journals and databases
3.	Data visualisation/analytics tools (basic)
4.	Industry interaction

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1- Apply management theories & principles for value creation.	3	2	3	3	2	2
PO2- Analyse & synthesise data for informed decisions.	2	3	2	3	2	2
PO3 - Create & manage a new venture, fostering innovation.	2	2	2	2	1	2
PO4 - Formulate, implement & evaluate strategic plans.	2	2	2	3	2	2
PO5 - Evaluate & apply ethical frameworks.	1	1	2	1	3	2
PO6- Develop oral & written communication skills.	1	1	2	1	2	3
PO7 - Demonstrate leadership, teamwork & networking skills.	1	1	1	2	2	3
PO8 - Analyse contextual social issues & explore solutions.	1	1	1	2	2	2

4.7.1 BUSINESS MODEL INNOVATION AND STRATEGIC ENTREPRENEURSHIP		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course focuses on advanced business model design, strategic positioning, and innovation for competitive advantage. It enables students to design sustainable business models, analyse platform ecosystems, evaluate disruption opportunities, and develop strategic initiatives for long-term value creation.

2. Course Learning Objectives:

1.	To design advanced business models using multiple frameworks and value network analysis.
2.	To analyse platform business models and network effects in digital ecosystems.
3.	To develop sustainable and future-ready business models aligned to ESG principles.
4.	To evaluate business model disruption potential and competitive positioning.
5.	To create business model experiments and test hypotheses with data.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Analyse business model components (value, delivery, capture, retention) and design integrated models using frameworks.
2.	Map value networks, stakeholder roles, and identify ecosystem positioning strategies with platform economics.
3.	Develop sustainable business models incorporating circular economy, ESG principles, and long-term stakeholder value.
4.	Compare and position business model innovations (radical, disruptive, incremental) against competitors.
5.	Design business model experiments, create hypotheses, and conduct validation with customer data.
6.	Present business model strategy to investors, board, and stakeholders with clear competitive and financial implications.

4. Pre-requisites for the course:

1.	Entrepreneurship & Design Thinking.
2.	Innovation & Entrepreneurship.
3.	Business Model Fundamentals.

5. SDGs associated with the course:

SDG 8	Decent Work and Economic Growth.
SDG 9	Industry, Innovation and Infrastructure.

SDG 12	Responsible Consumption and Production.
SDG 17	Partnerships for the Goals.

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: ADVANCED BUSINESS MODEL ARCHITECTURE	**10**	**17**
Knowledge: Business Model Canvas (advanced components), value proposition design and articulation, customer segment analysis and targeting, revenue model types and combinations, cost structure optimisation, key resources and capabilities, key activities and processes, key partnerships and ecosystems, JTBD (Jobs -To -Be Done) framework, value chain and value network analysis, business model patterns and archetypes, model complexity assessment.		
Skill: • Design business models and value propositions • Define customer segments and target markets • Optimise revenue streams and cost structures • Analyse opportunities using JTBD frameworks		
UNIT 2: PLATFORM BUSINESS MODELS AND DIGITAL ECOSYSTEMS.	**10**	**17**
Knowledge: Platform vs pipeline business models, multi-sided platform dynamics, network effects and virality, platform economics and pricing, value capture mechanisms, ecosystem governance and participation, data as business asset, API (Application Programming Interface) and integration strategies, platform risk and failure modes, global platform examples, India platform economy.		
Skill: • Understand platform models and network effects • Design pricing strategies for platform growth • Leverage data ecosystems for competitive advantage • Establish governance for platform sustainability		
UNIT 3: SUSTAINABLE AND FUTURE-READY BUSINESS MODELS	**10**	**17**
Knowledge: Circular economy and sustainable models, ESG (Environmental Social Governance) principles, stakeholder capitalism model, impact measurement frameworks, blue economy opportunities, regenerative business models, shared value creation, long-term value creation, risk mitigation through sustainability, regulatory and social trends, consumer and investor preferences.		
Skill: • Apply sustainability principles and ESG frameworks • Assess risks and emerging sustainability trends • Design circular models for resource efficiency • Develop responsible long-term business strategies		

UNIT 4: BUSINESS MODEL DISRUPTION AND COMPETITIVE POSITIONING	10	16
Knowledge: Disruptive innovation theory (Clayton Christensen), Blue Ocean vs Red Ocean strategy, disruption potential assessment, competitive positioning strategies, positioning maps and frameworks, competitive advantages (sustainable vs temporary), business model moats, disruption defence strategies, disruption offence opportunities, industry examples of disruption.		
Skill: • Analyse disruption and competitive advantage factors • Apply frameworks for strategic positioning decisions • Identify opportunities in dynamic competitive markets • Build effective and sustainable competitive strategies		
UNIT 5: BUSINESS MODEL EXPERIMENTATION AND TESTING	**10**	**17**
Knowledge: Business model hypotheses, Lean Startup (Build Measure Learn) approach for models, Build Measure Learn cycles, experiments and validation, metrics for model testing, pivot points and decision rules, data collection for validation, market testing approaches, scaling proven models, learning from failures.		
Skill: • Test business ideas through structured experiments • Validate models using real market feedback • Analyse metrics to track performance outcomes • Improve continuously through learning and iteration		
UNIT 6: STRATEGIC BUSINESS MODEL INITIATIVES	**10**	**16**
Knowledge: Business model innovation Programmes, portfolio approach to models, corporate venture models, spin-off and subsidiary models, acquisition and integration models, strategic partnerships for models, geographic model variations, segment-specific models, timeline for model transitions.		
Skill: • Manage business model innovation across ventures • Build partnerships for strategic growth opportunities • Plan transitions and organisational change effectively • Drive growth across markets and ventures		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author	Title	Publisher
1	Osterwalder, A.	Business Model Generation	Wiley
2	Osterwalder, A.	Value Proposition Design	Wiley
3	Kim, W. C.	Blue Ocean Strategy	Harvard Business Press
4	Christensen, C.	The Innovator's Dilemma	Harvard Business Press
5	Ries, E.	The Lean Startup	Crown Publishing

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1	Strategyzer	https://www.strategyzer.com
2	Harvard Business Review	https://hbr.org
3	McKinsey Insights	https://www.mckinsey.com

9. Resources required:

1.	Business model tools
2.	Industry reports
3.	Research databases

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	C06
PO1- Apply management theories & principles for value creation	3	2	2	1	1	0
PO2- Analyse & synthesise data for informed decisions	2	2	2	0	1	1
PO3 - Create & manage a new venture, fostering innovation	3	3	1	2	1	1
PO4 - Formulate, implement & evaluate strategic plans	2	2	2	2	1	0
PO5 - Evaluate & apply ethical frameworks	2	2	0	2	2	3
PO6 - Develop oral & written communication skills	2	1	3	1	3	0
PO7- Demonstrate leadership, teamwork & networking skills	2	2	1	1	0	1
PO8-Analyse contextual social issues & explore solutions	1	2	3	1	1	2

4.7.2: MANAGEMENT OF START-UPS AND MSME'S		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Outcomes:

This course examines the structure of the MSME sector, enterprise governance, policy initiatives supporting startups and institutional frameworks that enable sustainable small business development. Special emphasis is placed on Indian government initiatives and Karnataka state programmes supporting entrepreneurial growth. Effective management of these enterprises requires understanding regulatory frameworks, government support mechanisms, operational management practices, and institutional support systems.

2. Course Learning Objectives:

1.	To understand the structure and governance of the MSME sector.
2.	To examine regulatory and policy frameworks affecting startups and MSMEs.
3.	To analyse operational management practices in small enterprises.
4.	To understand financial and institutional support systems for MSMEs.
5.	To evaluate challenges faced by MSMEs and strategies for sustainability.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain Startup India components, MUDRA scheme, PMEGP, Stand-Up India, and application processes.
2.	Register ventures under Udyam registration, understand MSME classification, and comply with GST/labour/environmental regulations.
3.	Identify and access financing options: bank loans, government schemes, digital lending, supply chain financing, and create a funding strategy.
4.	Map institutional support infrastructure and create an action plan to access resources and mentorship.
5.	Design MSME operations, including technology adoption, digital marketing, quality management and supply chain optimisation.
6.	Present the MSME business plan to government agencies and financial institutions, demonstrating institutional support alignment.

4. Pre-requisites for the course:

1.	Basic knowledge of entrepreneurship and business management.
2.	Understanding of startup ecosystems and business operations.
3.	Interest in small enterprise development and policy frameworks.

5. SDGs associated with the course:

SDG 1	No Poverty
SDG 5	Gender Equality
SDG 8	Decent Work and Economic Growth
SDG 9	Industry, Innovation and Infrastructure

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: GOVERNMENT ENTREPRENEURSHIP SCHEMES.	**10**	**17**
Knowledge: Startup India initiative (launched 2016), MUDRA Scheme for microfinance, PMEGP (Prime Minister Employment Generation programme), Stand-Up India Scheme, Atal Innovation Mission (AIM): Objectives and focus areas, Atal Tinkering Labs, Startup programme, Mentorship opportunities. State-level schemes (Karnataka and others): Additional subsidies and support, Sector-specific schemes, and Infrastructure support.		
Skill: • Understand government startup schemes and policies • Leverage ecosystem support and incubation programmes • Engage mentorship networks for startup growth • Utilise regional initiatives for business opportunities		
UNIT 2: MSME CLASSIFICATION, REGISTRATION AND COMPLIANCE	**10**	**17**
Knowledge: MSME definition and classification (Udyam registration), Manufacturing MSMEs (by investment in plant & machinery), Service MSMEs (by investment in equipment), Revised definitions (Sept 2023), Classification importance for benefits, Udyam registration process, GST compliance for MSMEs, Labor compliance for MSMEs, Environmental compliance, other compliance areas: Contracts and agreements, Insurance requirements, financial reporting and Professional services.		
Skill: • Understand MSME classification and regulatory requirements. • Ensure compliance with reporting and governance norms. • Manage regulations for smooth business operations. • Apply standards for effective organisational control.		
UNIT 3: **MSME FINANCING: GOVERNMENT, BANK & DIGITAL LENDING**	**10**	**16**
Knowledge: Bank financing for MSMEs: Priority sector lending, MSME lending products, Credit assessment criteria, Collateral requirements, Interest rates and terms, Loan sanctioning process, Working capital vs. term loans, Government subsidy and guarantee schemes, Digital lending and fintech solutions, Crowdfunding and equity options, Venture debt for scalable startups, Supply chain financing.		
Skill: • Understand financing options and lending processes • Assess creditworthiness for funding eligibility decisions • Analyse loan structures and repayment mechanisms • Leverage fintech solutions for business funding		

UNIT 4: INSTITUTIONAL SUPPORT INFRASTRUCTURE AND ECOSYSTEMS.	10	16
Knowledge: District Industries Centres, National Institute for Micro Small and Medium Enterprises, Entrepreneurship Development Institutes NIESBUD (National Institute for Entrepreneurship and Small Business Development), incubators and accelerators, industry associations and clusters, technology parks and special economic zones, rural entrepreneurship support.		
Skill: • Identify support institutions and incubation centres. • Understand clusters and ecosystem infrastructure support. • Leverage networks to facilitate entrepreneurship development. • Access resources for startup growth and scaling.		
UNIT 5: MSME OPERATIONS MANAGEMENT AND DIGITAL TRANSFORMATION	**10**	**17**
Knowledge: Operations management for MSMEs (Micro Small and Medium Enterprises), quality management systems and process optimization, inventory management and supply chain optimization, cost management and operational efficiency, technology adoption for MSMEs including cloud based tools and platforms, CRM (Customer Relationship Management) and ERP (Enterprise Resource Planning) systems, digital marketing strategies including online presence and digital advertising, e-commerce marketplaces and digital payment solutions, HRM including hiring training performance and compliance, financial management including accounting cash flow GST (Goods and Services Tax) compliance and innovation in MSMEs (product process market business model).		
Skill: • Manage MSME operations and adopt technology • Optimise supply chains for operational efficiency • Handle finance and human resource management • Ensure compliance with regulatory requirements		
UNIT 6: KARNATAKA-SPECIFIC INITIATIVES AND GROWTH STRATEGIES	**10**	**17**
Knowledge: Karnataka government entrepreneurship support including Karnataka Startup Policy and government grants and incentives, infrastructure support and sector specific schemes, KITS (Karnataka Innovation and Technology Society) including incubation mentorship funding and innovation support, state sector specific schemes including IT and biotech manufacturing service and agriculture enterprises, geography specific support including Bangalore and Tier 2 cities comparison, infrastructure differences and market access variations, MSME growth strategies, scale up planning and market expansion, product and service expansion and geographic expansion, strategic alliances and partnership development.		
Skill: • Recognise policies and leverage ecosystem support. • Plan scaling strategies for business growth. • Build partnerships for market expansion opportunities. • Drive growth through strategic business initiatives.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl No	Author	Title of the Book	Publisher
1.	Poornima Charantimath	Entrepreneurship Development and Small Business Enterprises	Pearson Education
2.	S. S. Khanka	Entrepreneurship Development	S. Chand Publishing
3.	Norman M. Scarborough & Jeffrey R. Cornwall	Essentials of Entrepreneurship and Small Business Management	Pearson
4.	Vasant Desai	Small-Scale Industries and Entrepreneurship	Himalaya Publishing House
5.	David Stokes, Nick Wilson & Mark Mador	Entrepreneurship and Small Business Management	Cengage Learning

8. Digital or Online Resources:

Sl No	Website	URL
1.	Ministry of MSME	https://msme.gov.in
2.	Startup India	https://www.startupindia.gov.in
3.	Karnataka Startup Cell	https://startup.karnataka.gov.in

9. Resources required:

1.	Smart classroom with a projector and ICT facilities.
2.	Access to government policy reports such as Startup India, MSME Annual Report, and Karnataka Startup Policy.
3.	Computers with internet access for exploring MSME registration portals and startup databases.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	C06
PO1- Apply management theories & principles for value creation.	3	2	3	2	2	0
PO2- Analyse & synthesise data for informed decisions.	2	3	2	0	3	2
PO3- Create & manage a new venture, fostering innovation.	3	2	3	3	2	1
PO4- Formulate, implement & evaluate strategic plans.	2	2	2	3	3	0
PO5- Evaluate & apply ethical frameworks.	2	1	0	1	1	2
PO6- Develop oral & written communication skills.	0	1	1	2	2	2
PO7- Demonstrate leadership, teamwork & networking skills.	3	2	3	2	2	0
PO8- Analyse contextual social issues & explore solutions.	2	3	2	0	3	0

4.7.3 FAMILY BUSINESS MANAGEMENT		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview

Family businesses represent a significant portion of enterprises across the world and contribute substantially to economic growth, employment generation, and long-term business sustainability. Managing a family enterprise requires balancing family relationships with professional management practices. This course focuses on the structure, governance, leadership dynamics, and strategic management of family-controlled enterprises.

2. Course Learning Objectives:

1.	To understand the characteristics and structure of family businesses.
2.	To examine governance systems and ownership structures in family enterprises.
3.	To analyse succession planning and leadership transition challenges.
4.	To explore strategies for managing family relationships in business settings.
5.	To evaluate strategic planning approaches for family-controlled enterprises.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain the unique characteristics and structure of family businesses.
2.	Analyse governance challenges and ownership dynamics in family firms.
3.	Evaluate succession planning strategies in family enterprises.
4.	Assess family relationships and conflict management in business settings.
5.	Develop strategic planning frameworks for family businesses.
6.	Apply transformation strategies for sustaining family enterprises.

4. Pre-requisites for the course:

1.	Basic understanding of entrepreneurship and business management.
2.	Knowledge of organisational behaviour and strategic management concepts.
3.	Interest in family-owned enterprises and leadership development.

5. SDGs associated with the course:

SDG 9	Industry, Innovation and Infrastructure
SDG 10	Reduced Inequalities
SDG 12	Responsible Consumption and Production
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION TO FAMILY BUSINESS	**10**	**17**
Knowledge: Evolution and concept of family businesses, significance of family enterprises in economic development, succession and continuity in family enterprises, the three-generation rule in sustaining family businesses, strategies for building family businesses that last across generations, systems theory model of family business and agency theory of family firms, competitive advantages and challenges of family-controlled enterprises, role of genograms and family messages in understanding family relationships, family emotional intelligence and leadership development and application of the Emotional and Social Competency Inventory (ESCI) model in family enterprise management.		
Skill: • Analyse family business structures and ownership • Evaluate advantages and key business challenges • Understand family business dynamics and relationships • Apply insights for effective business management		
UNIT 2: OWNERSHIP STRUCTURE AND FAMILY GOVERNANCE	**10**	**17**
Knowledge: Ownership structures in family enterprises, shareholder priorities in family-owned firms, responsibilities of family shareholders toward business sustainability, governance relationships between family and firm, development of family governance systems, family councils and governance mechanisms, managing conflicts among family shareholders, transparency and accountability in family businesses and governance frameworks for sustaining family enterprises.		
Skill: • Appraise ownership structures in family businesses • Analyse governance challenges and conflict issues • Develop effective governance strategies for sustainability • Strengthen decision-making and control mechanisms		
UNIT 3: SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT	**10**	**16**
Knowledge: Importance of succession planning in family businesses, leadership transition across generations, preparation of next-generation leaders, characteristics of next-generation leadership, identification of leadership abilities and interests, personality traits of successor leaders, managing interdependence among family members in leadership roles, CEO as architect of succession and continuity, types of CEOs in family enterprises and influence of spouses and family members in transfer of leadership authority.		
Skill: • Plan succession for leadership continuity strategies. • Develop leadership capabilities across family members. • Ensure continuity for sustainable business growth. • Align vision across generations for stability.		

UNIT 4: FAMILY RELATIONSHIPS AND CONFLICT MANAGEMENT	10	16
Knowledge: Family dynamics in business organisations, sources of conflict in family enterprises, communication patterns in family businesses, managing sibling rivalry and generational conflicts, role of trust and transparency in family firms, negotiation and mediation approaches for resolving family conflicts, emotional intelligence in family leadership, balancing family relationships and professional management and maintaining harmony between family values and business objectives.		
Skill: • Analyse conflicts within family business settings. • Develop resolution strategies for relationship issues. • Improve communication across family stakeholders. • Manage relationships for long-term stability.		
UNIT 5: STRATEGIC PLANNING AND TRANSGENERATIONAL ENTREPRENEURSHIP	**10**	**17**
Knowledge: Strategic planning in family-controlled enterprises, influence of life cycle stages on family business strategies, identification and development of core competencies, transforming core competencies into competitive advantage, strategic vision of family-controlled businesses, strategic regeneration and renewal in family firms, entrepreneurial orientation in family businesses, business rejuvenation matrix for family enterprises, role of intrapreneurship in family firms and innovation-driven growth strategies across generations.		
Skill: • Develop strategic plans for family businesses • Analyse competitive advantage and positioning strategies • Apply entrepreneurial strategies for sustained growth • Ensure long-term family business sustainability		
UNIT 6: FUTURE AND TRANSFORMATION OF FAMILY BUSINESSES	**10**	**17**
Knowledge: Evolution of family businesses across generations, emergence of new leaders in family enterprises, three stages of evolution in family firms, role of organizational culture in sustaining family businesses, strategies for cultural transformation in family enterprises, change management in family firms, organization development approaches for family enterprises, commitment planning for family and non-family employees, development of organic competencies for long-term sustainability, strategies for thriving through competition and institutionalizing change in family businesses.		
Skill: • Manage transformation in family business contexts • Analyse cultural change and organisational dynamics • Develop sustainability strategies for long-term success • Align values with evolving business environments		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl No	Author	Title	Publisher
1.	Rajiv G. Agarwal	Family Business Management	Sage Publications
2.	Ernesto J. Poza	Family Business	Cengage Learning
3.	Carole Howorth	Family Business	Routledge
4.	Frank Hoy & Pramodita Sharma	Entrepreneurial Family Firms	Prentice Hall
5.	Nordqvist & Zellweger	Transgenerational Entrepreneurship	Edward Elgar

8. Digital or Online Resources:

Sl. No.	Journal / Website	URL
1.	Family Business Review	https://journals.sagepub.com/home/fbr
2.	Journal of Family Business Strategy	https://www.journals.elsevier.com/journal-of-family-business-strategy
3.	Harvard Business Review	https://hbr.org
4.	International Family Enterprise Research Academy (IFERA)	https://www.ifera.org
5.	Family Firm Institute (FFI)	https://www.ffi.org

9. Resources required:

Sl. No.	Resources
1.	Smart classroom with ICT facilities.
2.	Industry reports and research articles.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	C06
PO1- Apply management theories & principles for value creation.	3	2	3	0	1	0
PO2- Analyse & synthesise data for informed decisions.	2	3	1	0	1	0
PO3- Create & manage a new venture, fostering innovation.	3	3	1	2	0	0
PO4- Formulate, implement & evaluate strategic plans.	2	0	2	3	3	2
PO5- Evaluate & apply ethical frameworks.	1	1	0	2	1	3
PO6- Develop oral & written communication skills.	0	0	1	2	0	1
PO7- Demonstrate leadership, teamwork & networking skills.	1	2	3	3	2	1
PO8- Analyse contextual social issues & explore solutions.	2	2	1	1	0	0

4.7.4 SOCIAL ENTREPRENEURSHIP		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course introduces the concepts, models, and practices of social entrepreneurship and examines how entrepreneurial approaches can be used to address complex social problems. Social entrepreneurship focuses on developing innovative and sustainable solutions to address social, environmental, and community challenges. Social entrepreneurs combine business principles with a mission to create social value and long-term societal impact.

2. Course Learning Objectives:

1.	To understand the concept and significance of social entrepreneurship.
2.	To observe different types and models of social enterprises.
3.	To analyse youth and women's participation in social entrepreneurship initiatives.
4.	To learn innovative approaches used by social entrepreneurs for social development.
5.	To assess the role of social enterprises in sustainable and inclusive growth.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain the principles and importance of social entrepreneurship.
2.	Analyse social enterprise models and strategies.
3.	Evaluate youth and women-led social entrepreneurship initiatives.
4.	Develop innovative solutions to address social challenges.
5.	Assess the social impact and sustainability of social enterprises.
6.	Apply ethical, inclusive and responsible governance practices in social enterprises.

4. Pre-requisites for the course:

1.	Basic understanding of entrepreneurship and business management.
2.	Awareness of social and environmental issues.
3.	Interest in community development and social innovation.

5. SDGs associated with the course:

SDG 1	No Poverty.
SDG 3	Good Health and Well-being.
SDG 4	Quality Education.
SDG 8	Decent Work and Economic Growth.

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: UNDERSTANDING SOCIAL ENTREPRENEURSHIP	**10**	**17**
Knowledge: Concept and meaning of social entrepreneurship, Evolution and importance of social enterprises, Difference between social entrepreneurship and business entrepreneurship, Relationship between social entrepreneurship and Government initiatives, Role and characteristics of social entrepreneurs, Dimensions and scope of social entrepreneurship, Identification of social problems and opportunities, Role of social entrepreneurship in addressing societal challenges and sustainable development.		
Skill: • Analyse social entrepreneurship and its impact. • Differentiate from traditional commercial ventures. • Identify social entrepreneurial opportunities effectively. • Apply models for sustainable social impact		
UNIT 2: TYPES AND MODELS OF SOCIAL ENTERPRISES	**10**	**17**
Knowledge: Concept and characteristics of social enterprises, Emergence and growth of social enterprises, Mission-oriented social enterprises, Classification of social enterprise models, non-profit and hybrid social enterprise models, Stakeholder engagement in social enterprises, Governance structures in social enterprises and strategic management approaches for sustainable social enterprises.		
Skill: • Evaluate social enterprise models and structures • Analyse mission-driven strategies for impact • Develop effective management frameworks for sustainability • Align operations with social impact objectives		
UNIT 3: YOUTH AND WOMEN SOCIAL ENTREPRENEURSHIP	**10**	**16**
Knowledge: Role of youth and women entrepreneurs in social innovation and community development, Values and goals of youth-led and women-led social enterprises, Elements and approaches to youth and women entrepreneurship initiatives, Challenges faced by women entrepreneurs, including financial access and social barriers, Development of women entrepreneurship in India, Role of women associations and support institutions.		
Skill: • Appraise youth and women entrepreneurship initiatives • Analyse leadership development and empowerment strategies • Develop inclusive and impactful social enterprise ideas • Promote diversity-driven entrepreneurial opportunities		

UNIT 4: INNOVATIVE SOCIAL ENTREPRENEURSHIP AND DEVELOPMENT	10	16
Knowledge: Role of innovation in social enterprises, Concept of social innovation and inclusive innovation, Role of Centre for Social Innovation (CSI), Role of government organizations and NGOs in social development, Social programmes in health, education, Employment and environmental sustainability, integration of environmental, ESG (Environmental, Social and Governance) principles in social enterprises, Adoption of Diversity, Equity and Inclusion (DEI) practices in social enterprise management, Implications for youth and women career development.		
Skill: • Examine social enterprise innovation strategies • Evaluate ESG and DEI practices critically • Develop solutions for complex social challenges • Drive innovation for sustainable social impact		
UNIT 5: SOCIAL IMPACT, SUSTAINABILITY AND INCLUSIVE DEVELOPMENT	**10**	**17**
Knowledge: Concept of social impact and value creation, social impact assessment methods, Sustainability and social enterprise development, ESG reporting and responsible governance practices, Inclusive development strategies through DEI principles, Women empowerment through social enterprises, Partnerships between public, private and nonprofit sectors, and strategies for scaling sustainable social enterprises.		
Skill: • Scrutinise sustainability and inclusion practices • Develop scalable social enterprise business models • Measure outcomes for long-term social impact • Ensure accountability through impact evaluation		
UNIT 6: ETHICS, GOVERNANCE AND FUTURE OF SOCIAL ENTREPRENEURSHIP	**10**	**17**
Knowledge: Business ethics in social entrepreneurship, Ethical decision-making in social enterprises, Governance structures and accountability in social organisations, Transparency and stakeholder responsibility in social enterprises, Policy support and institutional frameworks for social entrepreneurship in India, Role of government Programmes and international organisations in promoting social enterprises, Emerging trends in social innovation and future opportunities and challenges in social entrepreneurship.		
Skill: • Assess ethics and responsible business practices. • Analyse governance frameworks for accountability systems. • Develop sustainable, socially responsible strategies. • Align business goals with ethical standards.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl.No	Author	Title	Publisher
1.	David Bornstein & Susan Davis	Social Entrepreneurship	Oxford University Press
2.	Arthur C. Brooks	Social Entrepreneurship: A Modern Approach to Social Value Creation	Pearson
3.	Christine Volkmann	Social Entrepreneurship and Social Business	Springer
4.	Teresa Chahine	Introduction to Social Entrepreneurship	CRC Press
5.	S. S. Khanka	Entrepreneurship Development	S. Chand

8. Digital or Online Resources:

Sl.No	Name of the Website	URL
1.	Journal of Social Entrepreneurship	https://www.tandfonline.com/toc/rjse20/current
2.	Stanford Social Innovation Review	https://ssir.org
3.	Ashoka Social Entrepreneurs Network	https://www.ashoka.org

9. Resources required:

1.	Smart classroom with ICT facilities
2.	Access to reports on social enterprises
3.	Research journals and databases on social entrepreneurship

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	C06
PO1- Apply management theories & principles for value creation.	3	3	2	2	0	0
PO2- Analyse & synthesise data for informed decisions.	2	0	2	0	3	3
PO3- Create & manage a new venture, fostering innovation.	3	3	0	0	1	1
PO4- Formulate, implement & evaluate strategic plans.	2	3	1	0	2	1
PO5- Evaluate & apply ethical frameworks.	2	2	0	2	2	3
PO6- Develop oral & written communication skills.	2	1	2	2	3	1
PO7- Demonstrate leadership, teamwork & networking skills.	2	2	3	3	2	2
PO8- Analyse contextual social issues & explore solutions.	1	2	3	1	1	2

4.8.1 VENDOR MANAGEMENT AND STRATEGIC SOURCING		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This is a course that equips learners to design, select, manage, and develop suppliers in a way that maximises value, mitigates risk, and aligns procurement with business strategy. It typically moves beyond transactional buying to cover strategic frameworks, analytics, technology, and relationship management across the end-to-end source-to-contract and source-to-pay cycles.

2. Course Learning Objectives:

1.	To execute strategic sourcing using the Kraljic Matrix and digital analytics for cost optimisation.
2.	To implement end-to-end vendor management from discovery through performance monitoring.
3.	To apply Industry 4.0 technologies - AI spend analysis, blockchain contracts, predictive risk tools.
4.	To master negotiation techniques and contract lifecycle management to secure favourable terms, SLAs, and performance incentives while minimising the total cost of ownership.
5.	To develop resilient supplier networks, achieving 100% OTIF and ensure supply continuity.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Monitor vendor KPIs (delivery, quality, responsiveness) and implement feedback loops for continuous improvement.
2.	Execute end-to-end digital procurement processes from e-sourcing and vendor evaluation through blockchain contract management and automated performance monitoring.
3.	Develop strategic sourcing strategies using Kraljic Matrix analysis and AI-powered spend analytics to optimise supplier portfolios and achieve procurement cost savings.
4.	Lead supplier relationship management through negotiation mastery, continuous improvement programmes, and collaborative innovation, achieving sustainable sourcing and ESG compliance.
5.	Design resilient vendor ecosystems implementing supplier segmentation, risk mitigation strategies, and Industry 4.0 technologies for 100% OTIF compliance and supply continuity.
6.	Build collaborative strategic alliances fostering innovation, joint planning, and long-term mutual value in supply chains.

4. Pre-requisites for the course:

1.	Basic understanding of management or business administration, typically acquired through an introductory course in Management / Principles of Management / Business Fundamentals.

2.	Familiarity with basic quantitative concepts (percentages, cost calculations, simple statistics) and spreadsheet usage for analysis.
3.	Ability to read and interpret simple financial and cost data (prices, discounts, basic budgeting, total cost notions).
4.	Prior course in Operations Management or Supply Chain / Logistics Management is desirable, but may be waived for experienced participants.

5. SDGs associated with the course:

SDG 8	Decent Work and Economic Growth
SDG 12	Responsible Consumption and Production
SDG 13	Climate Action

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: STRATEGIC SOURCING FOUNDATIONS	**10**	**17**
Knowledge: Role of procurement in supply chain strategy, sourcing strategies (single/multiple/global), Kraljic Matrix implementation, make-vs-buy decisions, and insourcing vs outsourcing. Manual category management, spreadsheet-based spend analysis.		
Skill: • Enables alignment of sourcing with business goals and risk tolerance skills • Quadrant-based strategy formulation (leverage, strategic, bottleneck, non-critical) • Portfolio monitoring & dynamic reclassification • Advanced Excel (pivot tables, VLOOKUP, Power Query)		
UNIT 2: SUPPLIER DISCOVERY AND EVALUATION	**10**	**17**
Knowledge: Traditional supplier scouting methods, manual RFx processes (RFP/RFQ templates), 10C vendor evaluation criteria (capacity, capability, cash, etc.), performance scorecards, and basic supplier audits. Risk assessment checklists, sustainability screening.		
Skill: • Creating clear RFP/RFQ templates (scope, specs, delivery, SLAs) • Certifications review (ISO, Six Sigma, ESG) • Defining KPIs (OTD, quality defect rate, responsiveness, cost variance)- Using Likert-scale or red/amber/green ratings • Aligning with SDGs or local regulations		
UNIT 3: VENDOR SEGMENTATION AND PORTFOLIO ANALYSIS	**10**	**16**
Knowledge: Supplier portfolio analysis, Kraljic quadrant strategies, Excel-based spend analysis, manual traceability records, supplier consolidation vs diversification strategies for risk management.		

Skill:

- VLOOKUP/XLOOKUP for supplier master alignment
- Recording COA (Certificate of Analysis), test reports, and delivery notes
- Linking non-conformances to specific suppliers & batches
- Risk–reward trade-off analysis (cost savings vs. disruption exposure)

UNIT 4: CONTRACT MANAGEMENT AND NEGOTIATIONS	10	16

Knowledge: Standard contract templates, manual contract lifecycle tracking, SLAs/KPIs definition (OTIF, quality, delivery). Negotiation tactics: bundling, incumbent leverage, and total cost of ownership (TCO) calculations. Traditional auction processes.

Skill:

- OTIF = (On-time & In-full deliveries ÷ Total deliveries) × 100
- Quality: Defect rate, PPM, first-pass yield
- Bundling: Aggregating spend across categories/geographies to increase leverage
- Incumbent leverage: Using switching costs or performance history to renegotiate

UNIT 5: VENDOR PERFORMANCE AND RELATIONSHIP MANAGEMENT	10	17

Knowledge: Vendor scorecards, OTIF tracking using Excel, and continuous improvement Programmes (CIP). Supplier development, progress and growth, regular review meetings, and joint problem-solving sessions. Performance review.

Skill:

- Selecting weighted KPIs (e.g., OTIF 40%, Quality 30%, Cost 20%, Responsiveness 10%)
- Benchmarking suppliers against category averages or targets
- Co-designing corrective & preventive actions (CAPA)
- Validating effectiveness via pilot tests before scale-up

UNIT 6: RISK MANAGEMENT AND BEST PRACTICES	10	17

Knowledge: Supplier risk assessment checklists, basic contingency planning, and geopolitical risk awareness. Importance of Sustainability and Sustainable sourcing practices, ethical procurement guidelines, and global trade regulations. Future trends discussion (sustainability, local sourcing), Global Regulations (GATT/UN Convention Charter) on Trade and Tariff Barriers.

Skill:

- Identifying alternate sources, safety stock levels, and rerouting options
- Mapping supply chain exposure to high-risk regions
- Assessing the impact of tariffs, export controls, and currency volatility
- Navigating WTO rules, rules of origin, and free trade agreements (FTAs)

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No	Name of the Author(s)	Title of the Book	Name of the Publisher
1.	Baily, P., Farmer, D., Crocker, B., Jessop, D., & Jones, D.	Procurement, principles and management (12th ed.)	Pearson.
2.	Keith, B., Vitasek, K., Manrodt, K., & Kling, J.	Strategic sourcing in the new economy: Harnessing the potential of sourcing business models for modern procurement.	Wiley.
3.	Nicoletti, B.	Procurement 4.0 and the fourth industrial revolution.	Palgrave Macmillan. https://doi.org/10.1007/978-3-030-35982-9
4.	O'Brien, J.	Category management in purchasing: A strategic approach to maximise business profitability (4th ed.).	Kogan Page.
5.	Schuh, C., Raudabaugh, J., Elshall, H., Kuhl, M., & Strohmer, M. F.	The CPO: Transforming procurement in the real world.	Library of Congress.

8. Digital or Online Resources:

Sl. No	Name of the Website	URL
1.	Precoro - End-to-end procure-to-pay, onboarding, PO & contract management	https://help.precoro.com/
2.	SAP Fieldglass - Vendor onboarding, compliance, performance tracking	https://www.sap.com/products/spend-management/about-fieldglass.html
3.	Everest Group Research Portal - Data-driven insights on sourcing strategies, supplier benchmarks, and market trends	https://www.everestgrp.com/research/
4.	Zoho Creator - Custom vendor apps, workflow automation	https://www.zoho.com/creator/

9. Resources required:

1.	Standard textbooks on Vendor Management and Strategic Sourcing
2.	Access to online databases and government portals
3.	ICT-enabled classroom facilities (projector, internet access, LMS) for presentations.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	C06
PO1- Apply management theories & principles for value creation.	3	3	2	2	2	1
PO2- Analyse & synthesise data for informed decisions.	2	2	2	2	2	2
PO3- Create & manage a new venture, fostering innovation.	2	2	2	2	2	2
PO4 - Formulate, implement & evaluate strategic plans.	3	2	2	2	2	2
PO5- Evaluate & apply ethical frameworks.	1	1	2	1	2	1
PO6- Develop oral & written communication skills	1	1	2	1	2	1
PO7- Demonstrate leadership, teamwork & networking skills.	2	2	2	2	2	2
PO8- Analyse contextual social issues & explore solutions.	1	1	1	1	2	1

4.8.2 DIGITAL SUPPLY CHAINS AND TECHNOLOGY IN LOGISTICS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course equips learners with analytical frameworks, decision-modelling techniques, and digital technologies to design, optimise, and manage resilient, data-driven supply chains. It bridges classical operations research with emerging tools like AI, IoT, blockchain, and cloud-based digital twins.

2. Course Learning Objectives:

1.	To develop quantitative models for inventory, transportation, and network optimisation.
2.	To formulate risk analysis using simulation and scenario planning techniques.
3.	To apply analytics frameworks (SCOR, forecasting, optimisation) to supply chain decisions
4.	To create decision support dashboards for real-time supply chain monitoring.
5.	To evaluate emerging technologies (AI, blockchain) for real-time visibility, automation, and risk mitigation in global digital supply chains.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Build forecasting models achieving <10% MAPE accuracy using Excel analytics.
2.	Optimise inventory networks by reducing holding costs using multi-echelon models.
3.	Design transportation networks to minimise logistics costs while maintaining service levels.
4.	Assess supply chain analytics impacts on cost, service levels, and sustainability using scenario analysis and sensitivity testing.
5.	Create executive dashboards monitoring key supply chain KPIs in real-time.
6.	Design analytics-driven strategies that leverage digital twins and AI for end-to-end visibility, risk management, and competitive differentiation.

4. Pre-requisites for the course:

1.	Basic SCOR model concepts (Plan, Source, Make, Deliver, Return) Key metrics: OTIF, inventory turns, fill rate, lead time Core processes: demand planning, procurement, warehousing, transportation
2.	Descriptive statistics (mean, variance, correlation) Probability distributions (normal, Poisson) Hypothesis testing & confidence intervals Linear regression basics
3.	Intro to Python *or* R (variables, loops, functions, pandas/numpy) Advanced Excel

5. SDGs associated with the course:

SDG 2	Zero Hunger
SDG 9	Industry, Innovation and Infrastructure
SDG 13	Climate Action

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: ANALYTICS FOUNDATIONS AND SCOR MODEL	**10**	**17**
Knowledge: SCOR framework — deep analytical application - Plan, Source, Make, Deliver, Return — performance analytics; Descriptive vs. predictive vs. prescriptive analytics in supply chain; Supply chain KPIs (OTIF, inventory turns, cash-to-cash) — measurement and benchmarking; Data types (structured/unstructured) in supply chain; Excel for advanced analytics; Dashboard design principles.		
Skill: • AHP/TOPSIS for supplier selection • Survival analysis for disruption prediction • Spend analytics (Pareto, ABC-XYZ) • Geospatial analytics (GIS, CARTO)		
UNIT 2: ADVANCED TIME SERIES ANALYSIS	**10**	**17**
Knowledge: Trend/seasonality decomposition, seasonal adjustment methods; Forecast accuracy metrics — MAPE and bias analysis, Regression analysis for causal forecasting; Hierarchical forecasting (top-down, bottom-up, middle-out approaches); Excel forecast templates for advanced models; S&OP analytics and collaborative planning.		
Skill: • Distinguish additive vs. multiplicative models • Extract trend-cycle, seasonal, and residual components • Handle changing seasonality (e.g., amplitude grows with level) • Reconcile adjusted forecasts with raw demand		
UNIT 3: INVENTORY OPTIMISATION MODELS	**10**	**16**
Knowledge: Quantity discounts, backorders, safety stock analytics (service level vs cost), multi-echelon inventory optimisation, new vendor model, Excel solver for inventory optimisation, periodic review systems.		
Skill: Total Cost = Purchase + Ordering + Holding. Compare EOQ at each price break in the ebooks. Select order quantity with the lowest total cost (not the lowest unit price). Data tables for scenario comparison		

UNIT 4: TRANSPORTATION AND NETWORK ANALYTICS	10	16
Knowledge: Vehicle routing problem (VRP) basics, transportation optimisation models, transhipment problems, facility location analysis, network flow models, Excel solver applications, GIS integration for logistics planning.		
Skill: • CVRP: Capacitated VRP (most common) • VRPTW: VRP with Time Windows • MDVRP: Multi-Depot VRP • SDVRP: Split Delivery VRP		
UNIT 5: SUPPLY CHAIN SIMULATION AND RISK ANALYSIS	**10**	**17**
Knowledge: Monte Carlo simulation for supply chain uncertainty, risk analysis (demand/supply volatility), scenario planning, what-if analysis, Excel simulation templates, supply chain disruption modelling, contingency planning.		
Skill: • Excel: NORM.INV (RAND (), μ, σ) for random sampling • Python: NumPy. Random, • Track output metrics: total cost, service level, stockout probability • Generate probability distributions of outcomes (not just point estimates)		
UNIT 6: ADVANCED ANALYTICS AND DECISION SUPPORT	**10**	**17**
Knowledge: Linear programming for supply chain optimisation, advanced Excel solver techniques, decision trees for sourcing decisions, data visualisation (Power BI/Tableau basics), prescriptive analytics frameworks, and digital twin concepts.		
Skill: • Evaluate options: Safety stock, Dual sourcing, Nearshoring, Flexible contracts, Buffer capacity • Quantify the cost of resilience vs. expected loss reduction. • Define early warning indicators (EWIs): supplier OTIF drop, port congestion index, news sentiment		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl.No	Author	Title of the Book	Name of the Publisher
1.	Liu, K. Y.	Supply chain analytics: Concepts, techniques and applications.	Palgrave Macmillan. https://doi.org/10.1007/978-3-030-92224-5
2.	Robertson, P.	Supply chain analytics: Using data to optimise supply chain processes.	Routledge. https://doi.org/10.4324/9781003084020
3.	Vijayaraghavan,	Supply chain analytics	Wiley India.

	T. A. S.		
4.	Feigin, G. (2011).	Supply chain planning and analytics: The right way to use analytics to improve supply chain performance.	Business Expert Press.

8. Digital or Online Resources:

Sl. No	Name of the Website	URL
1.	edX by MITx - Supply Chain Analytics (SC2x)	https://www.edx.org/school/mitx
2.	DataCamp - Supply Chain Analytics in Python	https://www.datacamp.com
3.	Coursera - Supply Chain Management Specialisation	https://coursera.org
4.	Naptel - Modelling and Analytics for Supply Chain Management	https://nptel.ac.in

9. Resources required:

1.	Standard textbooks on Supply Chain Analytics and Decision Models (Digital Supply Chains and Technology in Logistics).
2.	Access to online databases and government portals.
3.	ICT-enabled classroom facilities (projector, internet access, LMS) for presentations.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 - Apply management theories & principles for value creation.	3	3	2	3	3	3
PO2 - Analyse & synthesise data for informed decisions	3	2	2	3	2	3
PO3 - Create & manage a new venture, fostering innovation	2	2	2	2	2	2
PO4 - Formulate, implement & evaluate strategic plans.	2	3	3	2	2	2
PO5 - Evaluate & apply ethical frameworks	1	1	1	1	1	1
PO6 - Develop oral & written communication skills	1	1	2	1	1	1
PO7 - Demonstrate leadership, teamwork & networking skills	2	2	2	2	2	2
PO8 - Analyse contextual social issues & explore solutions	1	1	1	1	1	1

4.8.3 GLOBAL LOGISTICS AND SUPPLY CHAIN		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   A course on Global Logistics and Supply Chain gives students a structured understanding of how goods, information, and finances move worldwide, combining strategic and operational perspectives. It integrates fundamentals, global trade context, technology, and sustainability.

2. Course Learning Objectives:

1.	To design global logistics networks optimising cost, service, and risk.
2.	To navigate international trade regulations, ensuring compliance and cost efficiency.
3.	To select optimal transportation modes balancing speed, cost, and reliability.
4.	To implement performance measurement systems for global operations excellence.
5.	To improve efficiency and responsiveness with technology like GPS tracking and integrated systems for real-time visibility.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Develop international transportation strategies, achieving 95% OTIF compliance.
2.	Execute customs clearance processes, reducing landed cost.
3.	Design global distribution networks, optimising inventory positioning and service levels.
4.	Implement risk management frameworks, ensuring supply chain continuity.
5.	Improving efficiency and responsiveness with technology like GPS tracking and integrated systems for real-time visibility.
6	Mastery of regulatory compliance, customs processes, and sustainable practices ensures ethical handling of international flows.

4. Pre-requisites for the course:

1.	Principles of Supply Chain Operations.
2.	General awareness of logistics elements like transportation modes, warehousing roles, and inventory types, often from undergraduate operations courses.
3.	Familiarity with global trade essentials, including basic Incoterms, import/export documentation, and international payment methods from prior commerce or economics exposure.

5. SDGs associated with the course:

SDG 8	Decent Work and Economic Growth
SDG 12	Responsible Consumption and Production
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: GLOBAL SUPPLY CHAIN FUNDAMENTALS	**10**	**17**
Knowledge: Evolution of global supply chains, globalisation drivers, international trade theories, Incoterms 2020, global supply chain structures (buyer-driven vs producer-driven), role of logistics service providers (3PL/4PL), supply chain mapping.		
Skill: • Master economic integration (WTO, FTAs), production offshoring, containerization, ICT revolution enabling real-time coordination across fragmented networks.		
UNIT 2: INTERNATIONAL TRANSPORTATION MANAGEMENT.	**10**	**16**
Knowledge: Channels and Trade Routes, container types (20'/40'/reefer), transport economics and pricing, freight rate structures, transport documentations (B/L, AWB, CMR), dangerous goods regulations (IMDG, IATA), Insurance, claims, and legal frameworks like carriage of goods by sea/air.		
Skill: • Route optimisation • Container selection (reefer T-section vs. bulkhead for temp uniformity). • Freight rate negotiation (BAF caps, volume commitments). • Claims management (proximate cause analysis for wet damage).		
UNIT 3: CUSTOMS, TRADE COMPLIANCE AND DOCUMENTATION	**10**	**16**
Knowledge: HS codes and tariff classification; customs valuation methods (CIF, FOB); types of Certificates of origin; FTA benefits; import/export documentation (commercial invoice, packing list, certificate of origin); customs clearance processes; and anti-dumping regulations, Tariff and Non-Tariff Barriers.		
Skill: • Duty Optimisation • Valuation Disputes • Compliance Audits • FTA Utilisation		
UNIT 4: GLOBAL LOGISTICS NETWORK DESIGN	**10**	**17**
Knowledge: Strategic network design principles, facility location analysis, warehouse/DC consolidation, distribution centre location factors, global inventory positioning strategies, customer service vs cost trade-offs, network simulation basics.		
Skill: • Network Modelling & Optimisation, Data Analysis & Forecasting, Co, Transportation & Route Planning, Warehouse & Distribution Centre Design.		

UNIT 5: SUPPLY CHAIN RISK AND PERFORMANCE MANAGEMENT	10	17
Knowledge: Global supply chain risks (geopolitical, currency, natural disasters); risk mitigation strategies (multi-sourcing, nearshoring); supply chain resilience frameworks; global SCOR model; performance metrics (OTIF, fill rates, cash-to-cash cycle); balanced scorecard.		
Skill: • Risk Identification & Mapping, Risk Assessment & Quantification, Simulation & Scenario Planning, Mitigation & Resilience Strategies, Continuous Improvement Implementation		
UNIT 6: GLOBAL SUSTAINABILITY AND EMERGING TRENDS	**10**	**17**
Knowledge: Triple-bottom-line, SDGs, environmental laws and international treaties, International environmental laws and treaties (Paris Agreement, MARPOL, IMO 2050 strategy); Circular supply chain models at global scale; international carbon footprint standards, cross-border green certifications; Emerging technologies for global logistics: predictive analytics for global route optimisation, drone delivery and robotics in cross-border logistics, Generative AI for global logistics planning.		
Skill: • Circular Economy Implementation, Carbon Footprint & Emissions Accounting, Sustainable Supplier Engagement, ESG Reporting & Standards Application.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl.No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Mangan, J., & Lalwani, C.	Global logistics and supply chain management (5th ed.).	Wiley
2.	Waters, D., & Rinsler, S. Kogan Page.	Global logistics: New directions in supply chain management (8th ed.).	Kogan Page
3.	Christopher, M.	Logistics & supply chain management (6th ed.).	Pearson
4.	Rushton, A., Croucher, P., & Baker, P.	The handbook of logistics and distribution management (6th ed.).	Kogan Page
5.	Ailawadi, S. C., & Singh, R.	Logistics and supply chain management (2nd ed.).	PHI Learning.

8. Digital or Online Resources:

Sl.No.	Name of the Website	URL
1.	Coursera - Supply Chain Logistics	https://www.coursera.org
2.	Simplilearn - Digital Supply Chain Management	https://www.simplilearn.com
3.	Intellipaat - Advanced Certification in Digital Supply Chain & Logistics	https://intellipaat.com/digital-supply-chain-logistics-management-iimv/
4.	Online IIMA - Supply Chain Digitisation	https://online.iima.ac.in/course

5.	NPTEL – Logistics & Supply Chain Management	https://nptel.ac.in

9. Resources required:

1.	Standard textbooks on Global Logistics
2.	Access to online databases and government portals
3.	ICT-enabled classroom facilities (projector, internet access, LMS) for presentations.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 - Apply management theories & principles for value creation.	3	2	2	2	1	1
PO2 - Analyse & synthesise data for informed decisions	3	2	2	3	2	2
PO3 - Create & manage a new venture, fostering innovation	2	3	2	3	1	2
PO4 - Formulate, implement & evaluate strategic plans.	3	2	2	2	2	2
PO5 - Evaluate & apply ethical frameworks	2	2	2	1	1	3
PO6 - Develop oral & written communication skills	2	1	1	3	1	1
PO7 - Demonstrate leadership, teamwork & networking skills	3	2	2	3	3	2
PO8 - Analyse contextual social issues & explore solutions	2	2	2	2	2	3

4.8.4 SUSTAINABLE LOGISTICS, ETHICS & POLICIES		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   This course teaches students to integrate the three sustainability pillars (economic, social, environmental) into logistics decision-making while applying ethical governance, integrity, and corporate-social-responsibility (CSR) principles across the supply chain.

2. Course Learning Objectives:

1.	To understand sustainable logistics principles and their integration into supply chain strategy for environmental, social, and economic performance
2.	To comprehend green logistics strategies, standards to reduce carbon footprint, Circular Economy and resource consumption, while maintaining service levels
3.	To develop a broad understanding of logistics policies and regulations, including trade compliance, to improve ranking in EOD, Logistics Efficiency Index and sustainability mandates
4.	To develop policies for resilient, sustainable logistics incorporating reverse logistics, stakeholder engagement, and innovation for ethical, low-impact operations.
5.	To apply ethical frameworks to logistics decision-making, ensuring compliance with global standards and corporate responsibility

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Implement ethical sourcing practices, ensuring supplier compliance with labour, human rights, and environmental standards.
2.	Implement ethical procurement standards, including fair labour practices, human rights due diligence, and transparency in supplier codes of conduct.
3.	Analyse global regulations (e.g., EU CBAM, IMO decarbonization rules) and ESG frameworks to ensure logistics operations meet legal and voluntary standards.
4.	Measure sustainability performance using carbon accounting, life cycle assessment, and ESG metrics.
5.	Develop policy-compliant green logistics strategies, navigating international trade regulations, customs procedures, and green certifications.
6.	Design sustainable logistics networks, achieving targeted carbon emission reduction, and create a positive brand image.

4. Pre-requisites for the course:

1.	Sustainable and Green Logistics Management
2.	Business Ethics & Philosophy
3.	Corporate Social Responsibility
4.	Green Warehouse and Material Handling Equipment Management

5. SDGs associated with the course:

SDG 08	Decent Work and Economic Growth
SDG 09	Industry Innovation and Infrastructure
SDG 13	Climate Action

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: SUSTAINABLE DEVELOPMENT GOALS	**10**	**17**
Knowledge: SDGs' implementation and Monitoring Bodies – List of Goals, respective Targets, Goals relating to the logistics sector, Circular Economy – Processes involved in resource recovery and sustainable Production and consumption cycles, means to achieve SDGs – Sustainable Supply Chains, Supply Chains Resilience and Agility, Government's Strategic Commitments led initiatives- PM Gatishakti Scheme		
Skill: • Developing Sustainable Logistics and Building Resilient Supply Chains – Circular economy – making best use of unused resources.		
UNIT 2: GREEN WATERWAYS/SEA-BOUND LOGISTICS	**10**	**17**
Knowledge: Green Practices initiated at Ports, Shipping Companies, Freight Forwarding Agencies, Cabotage rules, MARPOL Convention, Indian Ports Act 1909, Environment (Protection) Act, 1986, Coastal Regulation Zone Provisions, 2019, Man-less Trailers in Port Terminals, Automated Ports, Mooring infrastructure for neighbourhood Industrial development, Water-Drones in India, National Waterways Authority of India, Ports with Renewable energy operations.		
Skill: Understanding international conventions on Logistics management – Responsible development and management of waterways, adaptation of EVs, etc., Waterdrops, Highway airstrips, etc.		
UNIT 3: GREEN ROAD AND RAILWAY LOGISTICS	**10**	**16**
Knowledge: Sustainable practices in Last Mile Delivery Companies, Gig and Platform workers Regulations, Government Regulations on EV usage, BaaS Scheme of Auto companies, Charging Infrastructure, Total Cost of Ownership (TCO), Long Haulage, Agile and flexi Mobility solutions, Sustainable Passenger Mobility and Safety Practices, Bio-fuels Mix, Hydrogen Vehicles, FAME 1 & 2, PM e-Drive Scheme, PM e-Bus Seva, Experiments with NCR for environment protections, Vehicle Scrapping Policy, National Highway Airstrips.		
Skill: • Calculate the total cost of ownership for low-carbon vehicles. • Railway scheduling software to allocate wagon paths, minimise empty run kilometres, and synchronise last-mile road feeds. • Apply passive cooling, solar roofing, and energy-efficient material handling equipment (stackers, pallet trucks). • Set up collection networks for end-of-life products, refurbishment flows, and recycled material back haul via rail.		

UNIT 4: GREEN AIR LOGISTICS ROPEWAYS AND PIPELINE GRIDS	10	17

Knowledge: Creation of new Ports under Udaan Scheme, Cargo Hubs, Cool ports, Agro-Cargo facilities, Exclusive Cargo Handling Complex, Regional Cargo Hubs, Hele taxis Services, DGCA regulations of Passenger & Cargo, Drone Licenses, Expansion of domestic Airlines and International Trunk Routes, Expansion and Modernisation of Airports, Drone-based deliveries, Use of Renewable Sources at Airports, Parvathmala Project - Tourism and Mines Connectivity, Bolivia experiment for Urban Mobility. National Pipelines Grid for Minerals, Fossil Fuels, Gases, Acid movement, National Pipelines Infrastructure, Cross-country Pipelines.

Skill:

- Set up on-site sorting, grading, packaging, and value addition (mini processing) zone.
- Plan dedicated silos, bulk belly cranes, automated stacking cranes, and rail sidings for minerals and fertilisers.
- Create a hub and spoke model that links secondary ports to major gateways.
- Deploy TOS (Terminal Operating System), IoT-based gate in/out, blockchain for eBL, and AI-driven berth allocation.

UNIT 5: GREEN WAREHOUSING SOLUTIONS	10	16

Knowledge: Automated warehouses, drop shipping, cross-docking, Drones as a delivery mode, Robotised Material Handling systems, 3rd and 4th Party Processing and packing solutions, Green and sustainable packaging, electronic processing of documents, Electric Material Handling equipment, and adapting renewable energy in warehouses, Tech-Interventions in Inventory management – AI-enabled reordering/replenishment.

Skill:

- Deploy Autonomous Mobile Robots for bin to station, pallet moving, and kitting; configure fleet manager software (6 River Systems, Locus, Vecna) to balance workload.
- Install vibration, current, and temperature sensors on cranes, conveyors, and AMRs; use ML models to predict bearing failures.
- Deploy automated guided vehicles for pallet transport; configure fleet manager to prioritise high-value orders, avoid traffic jams, and recharge autonomously.

UNIT 6: ETHICS AND SUSTAINABLE POLICIES	10	17

Knowledge: Corporate responsibility towards responsible freight forwarding, shipping Shippers guide to Green Logistics –Controls and Compliances, - ISO 14001:2004 (EMS) and ISO 14004:2004 (General EMS guidelines), Labelling, Environment Impact Analysis, Green audit,- Responsibility towards Gig/Platform workers, Data Security of customers, GCNC's role in bringing awareness and involvement, Women empowerment, employing Physically Challenged, LGBT sections, Ethical Policies – Transparency, Right Policies, Fairness in the Dealings, Voluntary Disclosures and Mandatory Compliances – Industry-led good practices.

Skill:

- Conduct a SWOT/PESTLE analysis of logistics operations; secure top management commitment to reduce emissions, energy, and waste
- Implement dual approval for rate negotiations; conduct random contract audits to detect kickbacks, bid rigging, or preferential treatment
- Build real-time dashboards that monitor fuel use, idling time, route efficiency, and emission alerts; trigger corrective actions (route re-optimisation, mode shift) when KPIs breach thresholds.
- Design environmental emergency response plans (spills, fire, hazardous material leaks) with clear escalation matrices, spill kit locations, and post-incident root cause analysis.

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Name of the Book	Name of the Publisher
1.	McKinnon, A., Browne, M., Whiteing, A., & Piecyk, M.	Green logistics: Improving the environmental sustainability of logistics (3rd ed.).	Kogan Page.
2.	Christopher, M. (2023). Logistics & supply chain management (6th ed.). Pearson. (Chapter on sustainability and ethics.)	Logistics & supply chain management (6th ed.).	Pearson.
3.	Sarkis, J. (2022).	Supply chain sustainability: A comprehensive guide.	Springer.
4.	Gwynne Richards	Warehouse Management (5th ed.).	Kogan Page.
5.	JRD Tata:	Orations on Business Ethics (XLRI) — (2026)	e-edition. XLRI, Jamshedpur.

8. Digital or Online Resources:

Sl. No	Website	URL
1.	Fundamentals of Sustainable Logistics	academy.smartfreightcentre.org
2.	Coursera - Sustainable Supply Chain Management	coursera.org/learn/sustainable-supply-chain
3.	MIT - Ethics in Supply Chains	edx.org/learn/ethics/MIT
4.	Blockchain for e-BL (Komgo / TradeLens)-Transparency in SCM	komgo.com

9. Resources required:

1.	Standard textbooks on Sustainable Logistics, Ethics and Policies.
2.	Access to online databases and government portals.
3.	ICT-enabled classroom facilities (projector, internet access, LMS) for presentations.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 - Apply management theories & principles for value creation.	3	3	2	2	2	3
PO2 - Analyse & synthesise data for informed decisions	2	2	2	2	2	2
PO3 - Create & manage a new venture, fostering innovation	2	2	2	2	2	2
PO4 - Formulate, implement & evaluate strategic plans.	3	3	3	3	3	3
PO5 - Evaluate & apply ethical frameworks	3	1	2	1	2	3
PO6 - Develop oral & written communication skills	2	1	2	1	2	2
PO7- Demonstrate leadership, teamwork & networking skills	3	2	2	2	2	3
PO8: Analyse contextual social issues & explore solutions	3	1	1	1	2	3

4.9.1 BASIC MANAGEMENT ASPECTS OF HEALTH CARE		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

The healthcare sector is one of the fastest-growing and most complex sectors of the economy, requiring specialised managerial approaches. While general management principles provide a strong foundation, their application in healthcare requires contextual adaptation due to the sector's service orientation, ethical sensitivity, and regulatory environment. This course bridges the gap between general management theory and healthcare-specific applications by integrating functional areas such as human resource management, marketing, finance, and operations within the healthcare context. It prepares students to effectively manage healthcare organisations with a focus on efficiency, quality, and patient-centred care.

2. Course Learning Objectives:

1.	To introduce students to the functional areas of management within the healthcare sector.
2.	To understand the application of management principles in healthcare organisations.
3.	To analyse sector-specific challenges in HR, marketing, finance, and operations.
4.	To develop managerial competence tailored to healthcare settings.
5.	To enhance decision-making skills in healthcare service management.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Differentiate between general management and healthcare management practices.
2.	Apply organisational behaviour concepts in healthcare settings.
3.	Evaluate HR practices and challenges in healthcare organisations.
4.	Analyse marketing strategies and service quality in healthcare services.
5.	Assess financial management practices in hospitals and healthcare institutions.
6.	Apply inventory and operations management techniques in healthcare delivery systems.

4. Pre-requisites for the course:

1.	Basic knowledge of general management (planning, organising, leading, controlling).
2.	Basic understanding of functional management (HR, Marketing, Finance)
3.	Familiarity with types of healthcare organisations (public, private, corporate hospitals).
4.	Understanding of simple financial terms (cost, price, revenue, profit, break-even).
5.	Basic computer literacy (using MS Excel for tables, lists, and simple calculations).
6.	Experience or awareness of teamwork and communication in service settings (especially healthcare).

5. SDGs associated with the course:

SDG-3	Good Health and Well-being.
SDG-8	Decent Work and Economic Growth.
SDG-9	Industry, Innovation, and Infrastructure.

SDG-12	Responsible Consumption and Production.
SDG-17	Partnerships for the Goals.

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: HEALTH CARE SECTOR	**12**	**20**
Knowledge: Historical perspective of Strategic management, Conceptual framework for strategic management, the Concept of Strategy and Strategy Formation Process – Stakeholders in business –Vision, Mission and Purpose – Business definition, Objectives and Goals. The SM model		
Skill: • Work in groups to design a simple strategic plan for a hospital (or health-tech startup), including: vision, mission, main objectives, and key stakeholders; then present a short "strategy map" showing how goals link to services and resources.		
UNIT 2: ORGANISATION BEHAVIOUR	**8**	**13**
Knowledge: Behaviour of individuals, groups and teams-Conflict Management and Service Culture with special reference to the healthcare sector.		
Skill: • Analyse a short healthcare conflict case (e.g., between doctor–admin or nurse–management) and propose a practical conflict-management and service-culture plan for improving teamwork and patient-centred behaviour.		
UNIT 3: HUMAN RESOURCE MANAGEMENT	**10**	**16**
Knowledge: HRM challenges with reference to Recruitment, Selection, Retention, Training and Development, Compensation, Performance Management System, Competency Management in Healthcare.		
Skill • Design a mini HR plan for a hospital department (e.g., nursing or imaging): sketching recruitment, selection, training, and performance-management steps that address typical healthcare HR challenges like retention and absenteeism.		
UNIT 4: SERVICE MARKETING	**10**	**17**
Knowledge: Marketing challenges to Service Marketing, Health Service Quality, Promotion Mix, Branding and Positioning, Marketing Communication, Media and Public Relations in healthcare-Application of marketing strategies in healthcare.		
Skill: • Create a basic marketing plan for one hospital service (e.g., dialysis, maternity, diagnostic centre), including positioning, brand message, promotion mix, and one social-media/public-relations idea to build trust and awareness.		

UNIT 5: FINANCIAL MANAGEMENT	10	17
Knowledge: Pricing of hospital services and new equipment usage, Pricing Policy, Rate Revision, Hospital Rate Setting, Replacement Analysis, Accounting Practices in Hospitals, Emerging Trends in Finance in Healthcare-Break-Even Analysis in Healthcare Organisations, Costing Template.		
Skill: • Perform a simple break-even and pricing exercise for a hospital service (e.g., dialysis or OPD clinic) and interpret how cost, volume, and rate revision affect profitability and access.		
UNIT 6: INVENTORY MANAGEMENT	**10**	**17**
Knowledge: Stores Organisation, Concept and Scope of Inventory Management as applicable to healthcare; Materials Planning, Procurement, Vendor Management, Purchase, Inspection. Hospital Equipment: Planning, Selection, Purchase, Repair and Maintenance-Condemnation and Disposal-Pilferage-ABC and VED Analysis.		
Skill: • Design a basic inventory and equipment-care plan for a hospital department using ABC and VED classification to prioritise items, manage procurement, and plan maintenance and condemnation.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Philip Kotler & Robert Clarke	Marketing in Healthcare Organizations	Prentice Hall
2.	Donald F. Beck	Basic Hospital Financial Management	Aspen Systems
3.	D.C. Joshi	Hospital Administration	Jaypee
4.	Leiyu Shi	Managing Human Resources in Healthcare Organisations	Jones & Bartlett
5.	R.C. Goel	HRM in Hospitals	PHI
6.	P.G. Ramanujam	Marketing of Healthcare Services	Excel Books
7.	Stanley Hyman	Supplies Management in Healthcare	Croom Helm
8.	B.M. Sakharkar	Hospital Administration & Planning	Jaypee
9.	Gupta & Kant	Hospital Stores Management	Jaypee

8. Digital or Online Resources:

Sl. No.	Name of the website	URL
1.	Ministry of Health & Family Welfare	https://www.mohfw.gov.in
2.	WHO Health Systems	https://www.who.int
3.	National Health Portal	https://www.nhp.gov.in
4.	Healthcare Management Journals	https://www.sciencedirect.com
5.	NITI Aayog Health Reports	https://www.niti.gov.in

9. Resources required:

1.	Software: MS Word, MS PowerPoint, MS Excel (or Google Sheets).
2.	Data Sources: Government of India health portals (MoHFW, NHM, NFHS-5), WHO India/SEARO reports, Census and demographic data.
3.	Key Materials: Public-health textbooks (Schneider, Fleming & Parker, Turnock, Riegelman & Kirkwood), NMC Code of Ethics, NCERT/state-board health-related textbooks, health-education posters/leaflets.
4.	Audio-visual Resources: Short videos on public-health programmes and health-education campaigns

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 - Apply management theories & principles for value creation.	3	3	2	2	2	2
PO2 - Analyse & synthesise data for informed decisions	2	3	3	3	3	2
PO3 - Create & manage a new venture, fostering innovation	1	2	2	2	2	2
PO4 - Formulate, implement & evaluate strategic plans.	3	2	2	3	3	2
PO5 - Evaluate & apply ethical frameworks	2	2	2	2	2	1
PO6 - Develop oral & written communication skills	1	2	2	2	2	1
PO7 - Demonstrate leadership, teamwork & networking skills	1	2	2	2	2	2
PO8- Analyse contextual social issues & explore solutions	2	2	2	2	2	1

4.9.2 STRATEGIC MANAGEMENT IN HEALTH CARE SETTINGS		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   Strategic management is critical for ensuring long-term sustainability and competitive advantage in healthcare organisations. Given the unique nature of the healthcare sector - characterised by service orientation, regulatory complexity, and ethical considerations - strategic approaches must be carefully aligned with organisational goals and societal needs. This course provides a comprehensive understanding of strategic management concepts, quality frameworks, accreditation systems, and innovation practices within healthcare settings. It equips students with the ability to formulate, implement, and evaluate strategies that enhance organisational performance, quality of care, and patient outcomes.

2. Course Learning Objectives:

1.	To develop an understanding of strategic management concepts in healthcare organisations.
2.	To analyse strategy formulation and implementation processes in healthcare settings.
3.	To examine quality management principles and accreditation systems in healthcare.
4.	To understand audit mechanisms and performance evaluation in healthcare organisations.
5.	To explore innovation and technology-driven transformation in healthcare delivery.
6.	To develop an understanding of strategic management concepts in healthcare organisations.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explore the strategic management concepts and their relevance in healthcare.
2.	Formulate and evaluate strategies for healthcare organisations.
3.	Analyse quality management practices and accreditation frameworks.
4.	Assess audit processes and performance evaluation mechanisms in healthcare.
5.	Evaluate innovation and technological advancements in healthcare services.
6.	Apply strategic tools like Balanced Scorecard and KPIs in healthcare decision-making.

4. Pre-requisites for the course:

1.	Basic understanding of healthcare organisations (types of hospitals, public vs private, and service delivery process).
2.	Familiarity with general management and strategic concepts (vision, mission, goals, competition, and performance indicators).
3.	Awareness of quality and patient-safety ideas in services (e.g., customer satisfaction, standards, audits).
4.	Comfort with simple numerical interpretation (KPIs, performance data, basic statistics).

5.	Basic computer literacy (using MS Excel/Word for reading and presenting strategic and quality-related information).

5. SDGs associated with the course:

SDG-3	Good Health and Well-being
SDG-9	Industry, Innovation, and Infrastructure
SDG-12	Responsible Consumption and Production
SDG-16	Peace, Justice and Strong Institutions
SDG-17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: INTRODUCTION	**10**	**17**
Knowledge: Strategic intent concepts: Healthcare Organisation's Vision, Mission, Goals and Objectives, Business Models, Policy and Values; Balance Score Card, Critical Success Factors; Key performance Indicators in healthcare setting; Competition in healthcare business.		
Skill: • Create a simple strategic-intent framework for a healthcare organisation (vision, mission, goals, values) and design a basic balanced scorecard with 3–4 critical success factors and related key performance indicators (KPIs) for its clinical and managerial functions.		
UNIT 2: STRATEGY FORMULATION AND IMPLEMENTATION	**12**	**20**
Knowledge: Competitive advantage in terms of facilities and services- Cost Leadership and differentiation in healthcare delivery-Core Competence in healthcare organisations- Growth and expansion of organisations-Mergers and Acquisitions, Outsourcing-Role and emergence of technology-Resource Allocations-Supportive Culture-Strategic Leadership-Corporate Culture-Functional and operational implementation.		
Skill: • Analyse a real or case-based healthcare organisation to identify its sources of competitive advantage (cost, differentiation, core competencies, technology, outsourcing) and propose a simple growth and resource-allocation plan that aligns with its strategic leadership and corporate culture.		
UNIT 3: QUALITY IN HEALTHCARE	**10**	**16**
Knowledge: Concept and significance-Quality Management Philosophies-Patient Focus and Involvement-TQM Models-Quality tools and techniques applied to healthcare- Continuous Quality Improvement-Quality Circles.		
Skill: • Apply basic quality-management tools (e.g., PDCA, Pareto, cause-and-effect) in a hospital-based scenario to identify a service-quality problem, involve patient-focused inputs, and design a continuous-quality-improvement plan or simple quality-circle action for a department.		

UNIT 4: QUALITY ACCREDITATION	10	17
Knowledge: Meaning and benefits-Quality Standards-Quality of patient care, focus and safety-Accreditation Process-National and International Bodies for accreditation in healthcare – ISO, QCI, NABH & JCI-Statutory Compliance.		
Skill: • Map a hospital's compliance with quality standards (patient safety, care processes, statutory norms) and simulate a basic accreditation readiness exercise by identifying gaps and improvement actions aligned with NABH/JCI or ISO-type quality frameworks.		
UNIT 5: AUDIT IN HEALTHCARE	**9**	**15**
Knowledge: Concurrent, terminal and cyclic evaluation-Healthcare, Medical, Nursing, Clinical Pharmacy and Antibiotic Audits-Patient Satisfaction surveys -Integration of healthcare systems		
Skill: • Design a simple evaluation plan for a hospital department that integrates concurrent, terminal, and cyclic audits (medical, nursing, pharmacy, and antibiotic use), along with a patient-satisfaction survey, and show how these can be linked together within an integrated healthcare information system for continuous improvement.		
UNIT 6: INNOVATIONS IN HEALTHCARE	**9**	**15**
Knowledge: Innovation Process, Innovations in Healthcare delivery-Public and Private, Technology, New Product Development		
Skill: • Propose a simple innovation plan for a hospital or healthcare service (public or private) that includes a new delivery model, a technology-based improvement, or a new product, and outline how it would be developed, tested, and integrated into existing operations.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Gyani & Thomas	Handbook of Healthcare Quality & Patient Safety	Jaypee
2.	Paul Trott	Innovation Management and New Product Development	Prentice Hall
3.	G.D. Kunders	Designing for Total Quality in Healthcare	Prism Books
4.	Lighter & Fair	Quality Management in Healthcare	Jones & Bartlett
5.	Roger Kropf	Strategic Analysis for Hospital Management	Aspen
6.	Alan M. Zuckerman	Healthcare Strategic Planning	PHI

8. Digital or Online Resources:

Sl. No.	Name of the website	URL
1.	NABH Accreditation	https://nabh.co
2.	Joint Commission International	https://www.jointcommissioninternational.org
3.	WHO Quality of Care	https://www.who.int
4.	Ministry of Health, India	https://www.mohfw.gov.in
5.	Healthcare IT News	https://www.healthcareitnews.com

9. Resources required:

1.	Software: MS PowerPoint (for strategic plans, scorecards, and KPI dashboards), MS Excel (for simple KPI tables, cost–benefit and break-even calculations), MS Word (for assignments).
2.	Data Sources: MoHFW & NHM reports, NABH/JCI/ISO related documents, Economic Survey / State-level health sector reports, published hospital strategic plan or annual report excerpts (public or model ones).
3.	Key Materials / Libraries: • Textbooks on strategic management and healthcare management • Quality management and accreditation handbooks (TQM, NABH, ISO, JCI). • Readings on healthcare innovation, mergers & acquisitions, and technology-driven models (telemedicine, digital health).
4.	Digital / Online Resources: • NABH, QCI, JCI, and ISO healthcare guideline pages. • Case study sheets on quality circles, audits, and accreditation.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1- Apply management theories & principles for value creation.	3	3	2	2	2	2
PO2 - Analyse & synthesise data for informed decisions	2	3	3	3	3	2
PO3 - Create & manage a new venture, fostering innovation	1	2	2	2	2	2
PO4 - Formulate, implement & evaluate strategic plans.	2	3	2	3	3	2
PO5 - Evaluate & apply ethical frameworks	2	2	2	2	2	1
PO6 - Develop oral & written communication skills	1	2	2	2	2	1
PO7-Demonstrate leadership, teamwork & networking skills	1	2	2	2	2	2
PO8: Analyse contextual social issues & explore solutions	3	2	2	2	3	1

4.9.3 MANAGEMENT OF HOSPITAL SERVICES		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

   Hospitals are complex, service-oriented organisations that play a critical role in healthcare delivery, primarily focusing on curative services. Effective hospital management requires coordination across multiple departments, compliance with regulatory frameworks, and efficient utilisation of resources. This course provides a comprehensive understanding of hospital systems, planning, service delivery, and operational management. It equips students with the knowledge required to manage hospital services efficiently, ensuring quality patient care, operational excellence, and regulatory compliance.

2. Learning Objectives:

1.	To introduce the structure and functioning of hospital services.
2.	To develop an understanding of hospital planning, design, and operations.
3.	To analyse the management of outpatient and inpatient services.
4.	To examine support services and hospital infrastructure management.
5.	To understand the role of information systems in hospital management.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Explain the structure and classification of hospital services.
2.	Analyse hospital planning, design, and organisational systems.
3.	Evaluate outpatient and emergency service management.
4.	Assess inpatient and critical care service operations.
5.	Examine support services and facility management in hospitals.
6.	Apply hospital information systems for decision-making and performance evaluation.

4. Pre-requisites for the course:

1.	Basic understanding of hospital types and how they deliver services.
2.	Familiarity with general hospital layout and common departments (OPD, IPD, lab, pharmacy, radiology, ICU).
3.	Awareness of simple service-management concepts (flow, waiting, triage, patient priority).
4.	Basic computer literacy (using MS Word/Excel and the ability to navigate simple hospital information system demos).

5. SDGs associated with the course:

SDG 3	Good Health and Well-being
SDG 6	Clean Water and Sanitation
SDG 9	Industry, Innovation & Infrastructure

SDG 11	Sustainable Cities and Communities
SDG 12	Responsible Consumption & Production

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: STRUCTURE OF SERVICES	**8**	**13**
Knowledge: Uniqueness of Hospital Services-Differences with Non-Hospital Forms of Healthcare Services-Classification of Hospital Services based on Ownership, Extent of specialisation and Nature – Hospitals in India today, hospital as a system.		
Skill: • Analyse the structure and classification of hospitals in India and explain how a hospital functions as an integrated service system distinct from non-hospital forms of care.		
UNIT 2: DESIGN AND PLANNING	**10**	**17**
Knowledge: Classification of Healthcare Facilities- Phases of hospital project- Preliminary survey, Feasibility Survey, Financial & Equipment planning, site selection criteria, legal requirements & Design consideration, Flow chart of operation, Physical facilities and space requirements, statutory requirements, Documentation, Equipment & supplies, Hospital organisation hierarchy – Roles & function of hospital administration.		
Skill: • Plan a basic layout and project flow for a new hospital facility by mapping space, legal requirements, services, and equipment to functional and statutory needs.		
UNIT 3: OUT-PATIENT SERVICES	**10**	**16**
Knowledge: Outpatient Department- Planning and Management of Accident and emergency services, Physical medicine and Physiotherapy, Day care- Urgency and utilization management- Prioritisation of Patient Needs.		
Skill • Design an outpatient and emergency-care flow plan that prioritises patient urgency, optimises utilisation, and ensures smooth movement across departments.		
UNIT 4: IN-PATIENT SERVICES	**10**	**17**
Knowledge: Operation of wards and facilities-Planning and Management of Medical and Surgical Services, Nursing services and administration, Critical Care Services like ICU Etc - Speciality Services In-patient department (General & Specialised unit), Burn Unit, OT, Super Speciality services.		
Skill: • Design and evaluate in-patient care workflows (wards, ICUs, OT, speciality units) to balance clinical effectiveness, safety, and nursing-service coordination.		
UNIT 5: OTHER SERVICES	**12**	**20**
Knowledge: Planning and Management of STP/ETP, Laundry, Central Sterile and Supplies Department (CSSD), Bio Medical Waste Management (BWWM), Building, Water supply, Sanitary System and Fire safety, Laundry & Linen, Housekeeping, Maintenance department, Toilets, Other Supportive Services like Radiology, Laboratory, etc.- Blood Bank, Ambulance services, Pharmacy, Cafeteria and Mortuary.		

Skill: • Plan and coordinate supportive hospital services (CSSD, bio-medical waste, linen, utilities, pharmacy, radiology, blood bank, ambulance, housekeeping) to ensure uninterrupted clinical operations and compliance.		
UNIT 6: HOSPITAL INFORMATION SYSTEM	**10**	**17**
Knowledge: Information, Communication and Technology in Healthcare-Barriers and facilitators in adoption of ICT-Telemedicine, Hospital statistics, evaluation of hospital services, Use of management information system.		
Skill: • Apply hospital information and communication technologies (ICT, telemedicine, MIS) to gather, analyse, and use hospital statistics and service-evaluation data for managerial decision-making.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	S.L. Goel & Kumar	Hospital Core Services	Deep & Deep
2.	G.D. Kunders	Hospitals: Facilities Planning and Management	TBS
3.	B.M. Sakharkar	Principles of Hospital Administration & Planning	Jaypee
4.	S.A. Tabish	Hospitals and Nursing Homes Management	Jaypee
5.	A.V. Srinivasan	Managing a Modern Hospital	Sage

8. Digital or Online Resources:

Sl. No.	Name of the Website	URL
1.	Ministry of Health & Family Welfare	https://www.mohfw.gov.in
2.	NABH Accreditation Standards	https://nabh.co
3.	WHO Health Systems	https://www.who.int
4.	National Health Portal	https://www.nhp.gov.in
5.	Healthcare IT Systems	https://www.healthcareitnews.com

9. Resources required:

1.	Software: MS PowerPoint (for service flow diagrams and hospital layout presentations), MS Excel (for simple workload and utilisation tables), MS Word (for assignment reports on hospital departments and HIS).
2.	Data Sources: Hospital annual reports, sample hospital layouts, NABH/WHO India guidance on hospital planning and infection control, MoHFW/NHM documents on hospital services and ICT in health.
3.	Key Materials: • Hospital management or hospital administration textbooks (service structure, OPD, IPD, support services).

	• Manual style handouts on CSSD, biomedical waste management, fire safety, and infection control. • Simplified hospital information system (HIS) or hospital management software user guides.
4.	Digital / Online Resources: • NABH/WHO India hospital planning and safety guidelines web pages. • Open access hospital design and flow chart templates.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation	3	3	2	2	2	2
PO2 – Analyse & synthesise data for informed decisions	3	3	3	3	2	2
PO3 – Create & manage a new venture, fostering innovation	1	2	2	2	2	2
PO4 – Formulate, implement & evaluate strategic plans	2	2	3	3	3	2
PO5 – Evaluate & apply ethical frameworks	1	1	2	2	3	1
PO6 – Develop oral & written communication skills	1	2	2	2	2	1
PO7 – Demonstrate leadership, teamwork & networking skills	1	1	2	2	2	2
PO8 – Analyse contextual social issues & explore solutions	2	2	2	3	3	1

4.9.4 HEALTH INFORMATION MANAGEMENT SYSTEM (HIMS)		
Number of Credits	No. of Hours per Week	Total Lecture Hours during the Semester
04 Credits	04 Hours	60 Hours

1. Course Overview:

The course provides an overview of the Health Information Management System, its structure and functions; identifies information needs and indicators in the hospitals; describes uses of information for effective management of hospital services; describes various decision models and reviews the decision-making process in hospitals; and application of information in performance tracking and analysis monitoring of services and programmes, supervision and impact evaluation. The course emphasises designing health information systems and the use of IT.

2. Course Learning Objectives:

1.	To provide knowledge on the classification of information systems and health informatics
2.	To develop skills in identifying the information system according to hospital needs.
3.	To understand the various indicators of health, the health information system and the health management information system in hospitals.
4.	To develop skills in identifying and selecting appropriate information systems based on hospital needs and workflows.
5.	To apply quality management tools and accreditation standards (NABH, NQAS) to healthcare data and processes.

3. Course Learning Outcomes: By the end of the course, the learners will be able to

1.	Describe the evolution of information technology and its uses in healthcare management and delivery.
2.	Discuss the role of information system applications common in health organisations: including electronic medical records; medical decision support; diagnostic information systems, physician practice management systems, claims processing, etc
3.	Analyse an information technology need of a healthcare organisation and diagram the process and critical issues related to identifying information and systems requirements and designing, developing, testing, implementing and evaluating information systems in healthcare settings.
4.	Illustrate the ethical issues related to healthcare information management and the use of information technology in health management and clinical practice, including privacy, confidentiality and security issues.
5.	Analyse current and future trends in the application of information technology to the healthcare industry.

4. Pre-requisites for the course:

1.	Basic understanding of healthcare systems and hospital operations.
2.	Introductory concepts in health informatics or medical records management
3.	Ability to navigate web-based applications and digital forms.
4.	Basic data entry and report generation skills.

5. SDGs associated with the course:

SDG 3	Good Health and Well-being
SDG 4	Quality Education
SDG 9	Industry, Innovation & Infrastructure
SDG 16	Peace, Justice and Strong Institutions
SDG 17	Partnerships for the Goals

6. Course Content:

CHAPTER TITLE	No. hrs*	AW in %**
UNIT 1: HEALTH MANAGEMENT INFORMATION SYSTEMS	**10**	**17**
Knowledge: HMIS-definition, scope and evolution, core components: Data collection, storage, processing, analysis, dissemination, use. Key functions: Recording (registers, patient records), reporting (monthly/annual), aggregation, and decision support. Data sources: Facility registers, patient cards, lab results, community surveys. Health indicators: Process (OPD visits), outcome (maternal mortality), coverage (immunisation rates). Indian context: HMIS portal, IDSP, RCH portal integration		
Skill: • Data Collection & Reporting: Fill HMIS registers/forms; compile monthly facility reports; validate data completeness/accuracy. • Indicator Calculation: Calculate key health indicators (IMR, U5MR, immunisation coverage); interpret HMIS dashboards; identify data gaps.		
UNIT 2: PAPERLESS HOSPITAL MANAGEMENT	**12**	**20**
Knowledge: • Health records: Functions (clinical, legal, research), privacy/confidentiality (DPDP Act 2023, consent protocols). • Paper records: Advantages (simple, portable); disadvantages (error-prone, storage, retrieval delays). • Electronic Health Records (EHR): Definition, components (EMR, PACS, LIS), standards (HL7/FHIR, ABDM); advantages (interoperability, decision support); disadvantages (high cost, training needs, data breaches). • Bedside point-of-care systems: Real-time documentation, barcode medication, vital signs integration. • Human factors in EHR: Usability, alert fatigue, clinician resistance.		

- Roadblocks to implementation: Infrastructure gaps, interoperability, change management, and cybersecurity.

Skill:

- Record Digitisation: Convert paper records to EHR; ensure privacy compliance; generate digital reports/prescriptions.
- POC & Workflow: Simulate bedside documentation; troubleshoot EHR human factors; identify implementation barriers via case analysis.

UNIT 3: TELEMEDICINE	**6**	**10**

Knowledge: Historical perspectives, types of technology, Tele-health delivery models in India, advantages and barriers of telehealth, future trends, and knowledge management.

Skill:

- Telehealth Consultation: Conduct mock video consultations; use store-forward for radiology; register ABDM Health ID; follow telemedicine consent protocols.
- Knowledge Platform Navigation: Access eSanjeevani/e-Rx; query clinical databases; document telehealth encounters; analyse telehealth utilization reports.

UNIT 4: APPROACHES TO HOSPITAL INFORMATION SYSTEMS	**8**	**13**

Knowledge: Patient-Based HIS, functional organisation-based, Clinical Information Systems, Nursing Information System, appointment scheduling, dissemination of diagnostic information, registration, general administration & productivity. Medical transcription - speech recognition, security, barriers and success factors in information technology implementation.

Skill:

- HIS Module Navigation: Access patient records, schedule appointments, enter clinical orders, and generate admin reports.
- System Implementation: Conduct workflow mapping, identify security gaps, demonstrate speech-to-text transcription, and troubleshoot user access issues.

UNIT 5: SOFTWARE APPLICATIONS IN HEALTH CARE	**12**	**20**

Knowledge:

Awareness of the application of computer software packages in various functions of the hospital. Hospital Software Packages: HIS modules (OPD/IPD, billing, pharmacy, lab, radiology); EHR/EMR systems; PACS/LIS integration. Administrative Applications: Inventory management, HR/payroll, bed/OT scheduling, and financial accounting software. Clinical Applications: CPOE, CDS (clinical decision support), drug interaction checkers, vital signs monitoring apps. Internet Applications: Patient portals, telemedicine platforms (e-Sanjeevani), online appointment booking, health education websites. Intranet Applications: Internal communication, policy documents, staff training portals, shift rosters, real-time dashboards. Indian Context: ABDM-compliant software, e-Hospital, Kayakalp, Aarogya Setu integration. Emerging Tools: AI analytics, predictive modelling, mobile health apps, blockchain for data security.

Skill:

- Software Module Operation: Navigate HIS modules (patient registration, billing, lab reporting); generate MIS reports; use intranet for policy lookup/staff communication.
- Internet Application Usage: Access patient portals for appointment booking; register on telemedicine platforms; retrieve health data via ABDM Health ID; demonstrate secure file sharing.

UNIT 6: QUALITY MANAGEMENT IN HEALTHCARE	12	20
Knowledge: Quality Concepts: Donabedian model (structure-process-outcome); clinical quality vs. patient safety vs. service quality. Quality Tools: PDCA/PDSA cycles, 5 Whys, Fishbone diagrams, Pareto analysis, control charts, FMEA (Failure Mode and Effects Analysis). Accreditation Standards: NABH (hospital), NABL (labs), NQAS (public health), LaQshya (maternity), Kayakalp (cleanliness). Quality Indicators: Clinical (infection rates, mortality), operational (ALOS, bed turnover), patient satisfaction (wait times, responsiveness). Quality Management Systems: Six Sigma DMAIC, Lean methodology, Total Quality Management (TQM), ISO 9001:2015. Patient Safety: WHO Patient Safety Goals, High 5s project, medication safety, and fall prevention protocols. Regulatory Compliance: IPHS standards, Clinical Establishments Act, Drugs & Cosmetics Act quality provisions. Continuous Quality Improvement: Root cause analysis, sentinel event reporting, quality committees.		
Skill: • Quality Tool Application: Conduct root cause analysis using Fishbone/5 Whys; create control charts for infection rates; prioritise issues via Pareto analysis. • Accreditation Preparation: Prepare NABH/NQAS checklists; conduct mock patient tracer audits; develop corrective action plans for quality gaps.		

Note: *No. hrs - Number of hours, **AW % - Assessment Weightage

7. List of Reference Books:

Sl. No.	Author Name(s)	Title of the Book	Name of the Publisher
1.	Srivastava	Management Information Systems	Jaypee Brothers Medical Publishers
2.	Gordon B. Davis and M.H. Olson	Management Information Systems: Conceptual Foundations, Structure and Development	McGraw-Hill Publishing (1984)
3.	Mahadeo Jaiswal & Monika Mital	Management Information System	Oxford University Press (2005)
4.	Sadagopan, S.	Management Information System	Prentice Hall India Private Limited (2004)
5.	Kenneth C. Laudon & Jane P. Laudon	Management Information System	Prentice Hall India Private Limited (2006)
6.	Jerome Kanter	Managing with Information (4th Edition)	Prentice Hall India Private Limited (2004)
7.	CIS Series	Internet: An Introduction	Tata McGraw-Hill

8. Digital or Online Resources:

S.N.	Name of the Website	URL
1.	Ayushman Bharat Digital Mission	https://abdm.gov.in
2.	eSanjeevani (National Telemedicine Service)	https://esanjeevani.mohfw.gov.in
3.	National Health Management Information System	https://hmis.mohfw.gov.in
4.	NABH Quality Standards	https://www.nabh.co
5.	ABDM Sandbox (Testing Environment)	https://sandbox.abdm.gov.in

9. Resources required:

1.	Software: MS Excel, MS PowerPoint, MS Word, web browser.
2.	Data Sources: MoHFW HMIS reports, ABDM guidelines, NABH standards.
3.	Key Materials: Health informatics textbooks, HIS manuals, telehealth policies.
4.	Digital Resources: ABDM portal, e-Sanjeevani, NABH website, HMIS templates.

10. Mapping of Course Outcomes with Programme Outcomes:

Programme Outcomes (POs)	CO1	CO2	CO3	CO4	CO5	CO6
PO1 – Apply management theories & principles for value creation	3	3	2	2	2	3
PO2 – Analyse & synthesise data for informed decisions	2	3	3	3	3	2
PO3 – Create & manage a new venture, fostering innovation	1	2	2	2	2	1
PO4 – Formulate, implement & evaluate strategic plans	2	3	2	3	3	2
PO5 – Evaluate & apply ethical frameworks	2	2	2	2	2	2
PO6 – Develop oral & written communication skills	1	2	2	2	2	1
PO7 – Demonstrate leadership, teamwork & networking skills	1	2	2	2	2	1
P08 – Analyse contextual social issues & explore solutions	3	2	2	2	3	3