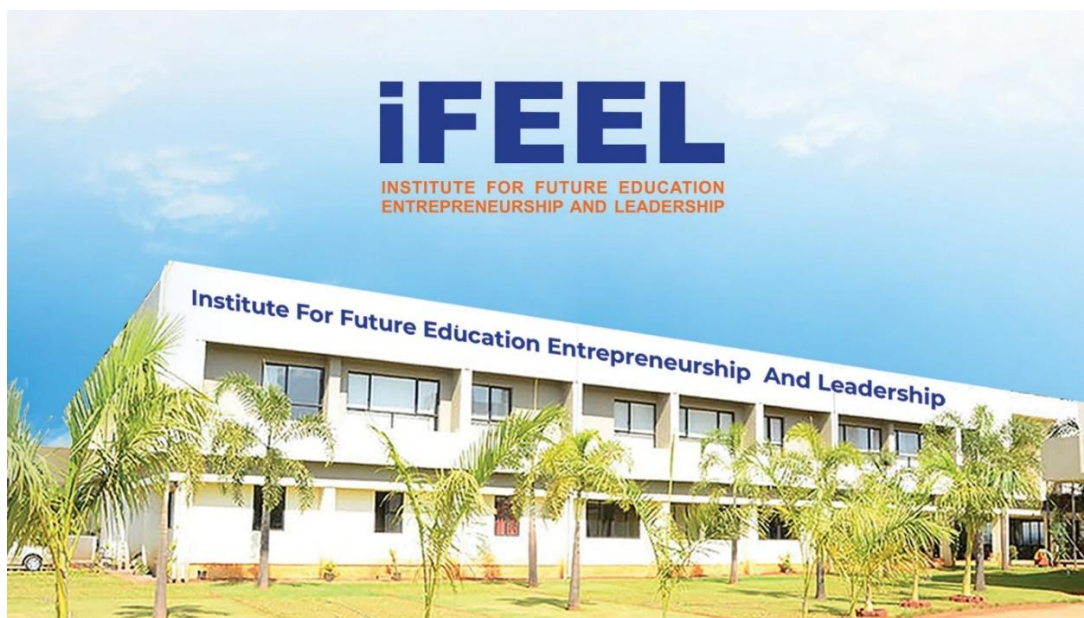


Academic Booklet

Approved in Governing Body Meeting held in November 2025 and to be implemented from Academic year 2026-27

**2-year, 4 Semester Full time Post Graduate Diploma in Management Programme
Outcome Based Education Pattern
Aligned with National Education Policy (NEP) 2020**



Global Education Trust's

**Institute for Future Education, Entrepreneurship and Leadership
(iFEEL)**

Karla, Lonavala – Pune | 410405

Preamble: At the Institute for Future Education, Entrepreneurship and Leadership (iFEEL), we believe in nurturing future-ready leaders through a dynamic and contemporary learning experience. Our AICTE-approved PGDM Program is designed to empower students to navigate emerging global challenges by combining strong academic foundations with industry-oriented learning. The curriculum emphasizes experiential learning, global exposure, and entrepreneurial thinking, while also integrating emerging technologies like artificial intelligence, data analytics, and digital strategy. With a focus on employability, innovation, and global leadership, the program blends theory with practice through live projects, internships, case studies, international immersion, and hands-on training. Students are prepared to work across geographies, cultures, and industries—developing the mindset and skillset required to lead with purpose and impact. We are committed to shaping ethical, visionary, and globally competent professionals who are ready to take on the challenges of a fast-evolving world and drive sustainable success in business and society. This Academic Handbook serves as the official guide for students, faculty members, academic administrators, industry mentors, and stakeholders of the Post Graduate Diploma in Management (PGDM) programme at iFEEL Institute of Management. It outlines the academic philosophy, curriculum framework, programme outcomes, course structure, assessment methodology, experiential learning ecosystem, and institutional policies that collectively shape the transformational learning experience at iFEEL. The handbook also serves as an important reference document for accreditation processes, curriculum implementation, continuous improvement initiatives, and quality assurance.

Established in 2010, iFEEL is a premier management institution dedicated to nurturing future-ready, ethical business leaders, innovators, and entrepreneurs. The institute offers a Post Graduate Diploma in Management (PGDM) designed to provide students with strong academic foundations, practical exposure, industry interaction, leadership development, and entrepreneurial thinking. The PGDM programme offers specializations in Finance, Marketing, Operations, and Human Resources, enabling students to develop specialized knowledge and industry-relevant skills for their chosen career paths.

Vision

- To develop and nurture leadership and entrepreneurial excellence by transforming students into visionary leaders and empowering them to achieve entrepreneurial prowess in a rapidly evolving global business landscape.

Mission

- To impart management education of global standards to students and professionals thus making them responsible global citizens.
- To continuously involve ourselves in innovative processes and use best practices of governance.
- To build an intellectual pool of students, faculty and alumni through innovative processes, student and faculty development programs and networking.
- To undertake research and consultancy for the betterment of the industry and the society.

The revised PGDM Curriculum 2025 integrates the National Education Policy, 2020 ethos with the Outcomes Based Education (OBE)

1. Credit: In terms of credits, for a period of one semester of 15 weeks:
 - a) Every ONE-hour session per week of L amounts to 1 credit per semester.
 - b) A minimum of TWO hours per week of T amounts to 1 credit per semester.
 - c) A minimum of TWO hours per week of P amounts to 1 credit per semester.
2. Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus. The course teacher may, with the consent of the Director / Deputy Director of the Institute, modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed.
3. Definitions of Terms
 - a) Academic Year (AY): The period commencing from the beginning of the Odd Semester and ending with the completion of the Even Semester, normally extending over twelve months, during which academic activities are conducted.
 - b) Academic Session: The scheduled duration of teaching, learning, assessment, and academic activities within an academic year, including classroom instruction, examinations, internships, projects, and co-curricular engagements.
 - c) Course: An individual unit of study forming part of the curriculum, designed to achieve specific learning objectives and Course Outcomes, and carrying a defined number of academic credits.
 - d) Course Code: A unique alphanumeric identifier assigned to each course for academic administration and record management.
 - e) Programme: The two-year, full-time Post Graduate Diploma in Management (PGDM) offered by iFEEL Institute of Management, comprising prescribed academic credits, courses, experiential learning components, internships, and projects leading to the award of the diploma.

- f) Credit: A measure of the academic workload associated with a course, representing the expected learning effort required to achieve specified learning outcomes.
 - g) Board of Studies (BoS): The statutory academic body responsible for curriculum design, revision, academic quality enhancement, introduction of new courses, review of learning outcomes, and recommendation of academic policies for approval by the Academic Council.
 - h) Course Outcome (CO): A measurable statement describing the knowledge, skills, competencies, and abilities that a student is expected to demonstrate upon successful completion of a course.
 - i) Assessment: A systematic process of evaluating student learning through continuous internal evaluation, assignments, projects, presentations, practical work, and end-term examinations for measuring attainment of Course Outcomes and Programme Outcomes.
 - j) Session Plan: A structured teaching schedule outlining weekly learning objectives, instructional methods, activities, assessments, and expected learning outcomes for a particular course.
 - k) Summer Internship Programme (SIP): A mandatory credit-bearing industry internship undertaken between the first and second year of the PGDM programme for practical exposure and experiential learning.
 - l) Value Added Course (VAC): A non-core course intended to enhance holistic development, ethical awareness, sustainability, wellness, or interdisciplinary competencies beyond the prescribed curriculum.
 - m) Multidisciplinary: An approach that integrates knowledge and perspectives from multiple disciplines to address complex problems.
 - n) Foundation Course: A course that develops fundamental knowledge and skills essential for management education.
 - o) Alternative Study Course: An approved alternative learning experience that may substitute or supplement prescribed coursework.
 - p) Certification Programme: A structured learning programme leading to the award of a certificate upon successful completion of prescribed requirements.
 - q) Capstone Project: A culminating integrative project that applies multidisciplinary learning to solve a real-world business problem.
 - r) Session: Each teaching-learning, evaluation session shall be of 60 minutes.
 - s) Course Announcement: The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives.
 - t) Course Registration: It is mandatory for every student, to register every semester, for the courses opted for that semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.
 - u) Formative Assessment (FA): Conducted throughout the semester to monitor learning progress, provide timely feedback, and encourage continuous improvement.
 - v) Summative Assessment (SA): Conducted at the end of the course or semester to evaluate the overall attainment of the prescribed learning outcomes.
4. PGDM Programme Focus:
- a) Programme Educational Objectives (PEOs):
 - i. PEO 1: Develop graduates into effective and ethical leaders who can navigate dynamic business environments and contribute responsibly to society.

- ii. PEO 2: Equip graduates with advanced managerial competencies and an entrepreneurial mindset to drive sustainable value creation across diverse organizational settings.
- iii. PEO 3: Instill in graduates a commitment to lifelong learning, innovation, and adaptability to address evolving professional and societal challenges with integrity.
- b) Programme Outcomes (POs):
 - i. PO1: Apply knowledge of management theories and practices to solve business problems.
 - ii. PO2: Foster analytical and critical thinking abilities for databased decision-making.
 - iii. PO3: Develop value-based leadership abilities.
 - iv. PO4: Understand, analyse, and communicate global, economic, legal, and ethical aspects of business.
 - v. PO5: Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
 - vi. PO6: Graduates will demonstrate digital acumen by effectively leveraging modern technology and data tools for smart decision-making.
 - vii. PO7: Apply principles of project management to effectively plan, execute, and evaluate organizational initiatives.
 - viii. PO8: Demonstrate a commitment to lifelong learning through continuous personal and professional development

5. PGDM Programme Structure as per NEP

Year	Semester	Major			Credits
		Mandatory	Electives	Multidisciplinary	
1	I	8	1	1	30
	II	9	1	1	31
Year	Semester	Major			Credits
		Mandatory	Specialization Core	Specialization Elective	
2	III	3	6	2	36
	IV	3	0	0	9

PG Diploma Programme Structure								
Year	Semester	Course Type	Number of Courses	Credits	Total Credits	FA	SA	Total
1	I	Generic Core	7	3	21	350	350	700
		Generic Elective	2	2	4	100	0	100
		Value added	1	3	3	50	50	100
		Multidisciplinary	1	2	2	50		50
	II	Generic Core	8	3	24	400	400	800
		Generic Elective	1	2	2	50	0	50
		Value added	1	3	3	50	50	100
		Multidisciplinary	1	2	2	50	0	50
2	III	Generic Core	2	3	6	100	100	200
		Summer Internship	1	6	6	50	50	100
		Specialization Core	6	3	18	300	300	600
		Specialization Elective	2	3	6	100	100	200
	IV	Generic Core	2	3	6	100	100	200
		Dissertation	1	3	3	50	50	100
Total					106			3350

6. Course Types:

6.1.1 Core courses are the compulsory courses for all the students.

6.1.2 Generic Core: This is the course, which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as Hard Core Courses.

6.1.3 Elective Course: Elective course is a course which can be chosen from a pool of courses. It may be:

- Very Specialized or advanced course focusing on a specific aspect
- Supportive to the discipline of study & its extended scope
- Enabling an exposure to some other discipline/domain
- Nurturing candidate's proficiency/skills.

6.1.4 Generic Elective: An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.

6.1.5 Subject Elective: A 'Discipline (specialization) centric' elective is called 'Subject Elective.' Subject Elective courses, in the Semester III are focused on a specialization.

6.1.6 Massive Open Online Courses (MOOCs)1: Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four-quadrant approach and made available on the SWAYAM platform of Government of India. Upto 40% credits are permitted through MOOCs. Any Course of 2 Credits can be taken in the form of SWAYAM / NPTEL MOOCs provided the student secures the certificate from SWAYAM / NPTEL. MOOCs from other platforms shall not be considered valid. MOOCs cannot be opted for in case of a 3-credit course

6.1.7. SIP, its evaluation: The Summer Internship Programme (SIP) is a mandatory experiential learning component of the PGDM programme designed to bridge the gap between classroom learning and professional practice. The SIP enables students to apply theoretical concepts, analytical tools, and functional knowledge acquired during the first year of the programme to real-world business situations. It also develops professional competencies such as communication, teamwork, problem-solving, and leadership, ethical decision-making, and digital proficiency. Students are expected to complete a structured project under the joint supervision of an Industry Mentor and a Faculty Guide and submit a comprehensive internship report followed by a viva-voce examination. The marking scheme of SIP is as follows:

7. Specializations offered: The following specializations shall be offered:
 1. Marketing Management (MKT)
 2. Financial Management (FIN)
 3. Human Resources Management (HRM)
 4. Operations & Supply Chain Management (OSCM)

Note:

1. There is no provision for MAJOR and MINOR Specialization Combination.
2. Specialization shall be chosen at the BEGINNING of SEM III.
3. SIP shall be in the area of specialization only. i.e. these courses are SUBJECT CORE COURSES.
4. Institute may offer ONLY SELECT specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
5. Institutes MAY NOT offer a specialization if a minimum of 20% of students are not registered for that specialization.
6. The Institute MAY NOT offer an elective course if a minimum of 20% of students are not registered for that elective course.
8. Open Elective(s): There is no provision for Open Electives. Students may pursue additional specializations as per the relevant provisions.
9. Examination Scheme: An Examination scheme of combination of formative assessments and summative assessments shall be employed. The weightage of the formative assessment shall be 50% and the weightage of the summative assessment shall be 50% In 50:50 formative to summative assessment scheme, for all percentage distribution of the maximum marks could be more than 100 but it needs to be scaled down to 100. Upscaling of the marks shall not be permissible. The evaluation of a student for each course shall be based on his/her performance in formative assessments and summative assessments, taken together. Student passing shall be applicable with minimum 50% in each course.
10. Formative Assessment (FA) / Comprehensive Concurrent Evaluation (CCE): The course teacher shall prepare the scheme of Comprehensive Concurrent Evaluation (Formative Assessment) before commencement of the term.
 - a) The scheme of Comprehensive Concurrent Evaluation shall explicitly state the linkages of each FA/ CCE with the Course Outcomes and define the targeted attainment levels for each CO. Graduate Attributes may also be considered during the design of CCE scheme.

- b) The Director / Deputy Director shall approve the scheme of Formative Assessment (FA) Comprehensive Concurrent Evaluation with or without modifications.
- c) The course teacher shall communicate to the students, the approved FA/ CCE scheme of the course, not later than the first week of the term.
- d) Each FA/ CCE item shall be of minimum 25 marks.
- e) For a 3 Credit Course there shall be a MINIMUM of two FA/CCE items. The final scores shall be converted to 50, using an average or best two out of three formulas.
- f) For 2 Credit Course there shall be a MINIMUM of two CCE items. The final scores shall be converted to 50.
- g) FA/ CCE shall be spread through the duration of course and shall be conceptualized, executed, assessed and
- h) documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
- i) The assessment outcome of each FA/CCE shall be duly signed by the course teacher, / academic head and the Director / Deputy Director / of the Institute.
- j) A copy of the duly signed FA/CCE outcome shall be communicated to the students, within a week of the assessment and course teachers shall guide the students on a need basis.
- k) Institute may conduct additional make up / remedial FA/CCE items at its discretion.
- l) At the end of the term aggregate FA/CCE scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be communicated to the students within a week

Table: Guidelines for the weightage of Formative and Summative Assessment

Assessment	Formative Assessment		Summative Assessment	Total
Type	CCE- 1	CCE- 2		
Weightage	25	25	50	100

11. Courses with 02 credits shall have only Formative Assessment and Summative Assessment is not applicable.

Course Type	Course Type
GCC – Generic Core Courses assessed for 100 Marks (CCE-50+ESE-50=100)	AEC – Ability Enhancement Courses assessed for 50 Marks (CCE-50)
SEC – Skill Enhancement Courses assessed for 50 Marks (CCE- 50)	VAC – Value Added Courses assessed for 50 Marks (CCE-50)

12. Indicative list of assessment Tools

Sr. No	Direct Assessment tools	Sr. No	Direct Assessment tools
1	Quiz/MCQ Test	9	Case Study/ Case let
2	Class Test	10	In-depth Viva-Voce
3	Class / Take Home Assignments	11	Field visit / Study tour Report
4	Open Book Test	12	Minor Project
5	Individual Presentation	13	Summer Project
6	Group Presentation	14	Capstone
7	Role Play	15	Students Seminar/ conferences
8	Flipped Classroom	16	End-Semester Exam

13. Retention of FA/CCE Documents: Records of FA/CCE shall be retained for 3 years from the completion of the Academic Year. i.e. Current Academic Year (CAY) + 3 years.

14. Assessment tool for CCE1 and CCE2 shall be different. End-term exam is a compulsory tool for all the 3 credit courses. For 2 credit courses, 2 assignments of 25 marks each are compulsory. For MOOC, the learning can be imparted through the platform. The assessment of MOOC shall be carried out as per the MOOC Policy of the Institute The assessment to be mapped with CO.

15. Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However, the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10-point standard scale mandated by UGC shall be used. The performance of a student will be evaluated in terms of two indices, viz

- Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester.
- Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.

Grades:

Marks Range (%)	Grade Awarded	Grade Description	Grade Point
90-100	O	Outstanding	10
80-89	A+	Excellent	9
70-79	A	Very Good	8
60-69	B+	Good	7
55-59	B	Above Average	6
50-54	C	Average	5
0-49	F	Fail	0
AB	AB	Absent	0

16. Computation of SGPA and CGPA: The Institute follows the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA). The SGPA is the ratio of summation of the product of the number of credits with the grade points scored by a student in all the courses taken by a student in semester/ annual and the sum of the number of credits of all the courses undergone by a student, i.e.

$$SGPA (S_i) = \frac{\sum (C_i \times G_i)}{\sum (C_i)}$$

where C_i is the number of credits of the i^{th} registered course, and G_i is the grade point scored by the student in the i^{th} registered course. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student overall in the semester/year of a program, i.e.

$$CGPA = \frac{\sum (C_i \times S_i)}{\sum (C_i)}$$

where S_i is the SGPA of the i^{th} semester/year and C_i is the total number of credits in that semester /year.

Marks Range	Grade	Grade Description	Grade Point	Credit Point (Credit X Grade)
Course 1	3	A	8	3 X 8 = 24
Course 2	4	B+	7	4 X 7 = 28
Course 3	3	B+	6	3 X 6 = 18
Course 4	3	O	10	3 x 10 = 30
Course 5	3	C	5	3 X 5 = 15
Course 6	2	F	0	0
Total	18	A	8	115

The SGPA and CGPA shall be rounded off to two decimal points and reported in the transcripts.

Illustration of Computation of SGPA and CGPA

a. Illustration for SGPA

Thus, SGPA = 115/18 = 6.38

b. Illustration for CGPA

Semester 1	Semester 2
Credit : 20	Credit : 22
SGPA : 6.95	SGPA : 7.8

$$CGPA = \frac{(20 \times 6.95) + (22 \times 7.8)}{42} = 7.39$$

17. Attendance the student should have minimum 75% attendance in a semester considering all the concessions given for sports, sick leave etc. to appear for End semester examination for that semester. The exemption from minimum attendance criteria can be considered based on case to case as approved by the Dean. Formative Assessment Students are expected to earn 40% marks in the Formative assessment to become eligible for Summative assessment i.e. END SEM Exam.

18. Miscellaneous:

- a) Degree Requirements: The degree requirements for the PGDM programme are completion of minimum 106 credits.
 - b) Attendance: The student must meet the requirement of 75% attendance per semester per course for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.
 - c) Text Books and Reference Books refer to the latest edition.
 - d) Medium of Instruction: The medium of Instruction & Evaluation shall be English.
19. CO–PO Mapping Framework: The PGDM programme follows the principles of Outcome-Based Education (OBE), ensuring that every course contributes directly to the attainment of the Programme Outcomes. Each Course Outcome (CO) is aligned with one or more Programme Outcomes (POs) using a three-level mapping scale.

20. List of Foundation, Alternate Study, Multidisciplinary and Certification Courses:

Type	Course
Foundation Course	FOU - 01 Elementary of Management
	FOU - 02 Elementary of Statistics
	FOU - 03 Elementary of English
	FOU - 04 Elementary of Accounting
	FOU - 05 Elementary of Economics
Alternate Study Courses	MOOCs
	Swayam
	Conference Presentations
	Field/Live Projects
	Innovation Projects
	Patent filing
Certification Courses	Basic MS Excel
	Advance MS Excel
	HR Analytics
	Financial modelling and Equity valuation
	Marketing Analytics
	Python
	Digital Marketing
	Payroll Management
Multidisciplinary Courses	Six Sigma
	Yoga
	Dance/Zumba

Award of degree

Following rules prevail for the award of degree.

- A student has registered and passed all the prescribed courses under the general institutional and departmental requirements.
- A student has paid all the institute dues and satisfied all the requirements prescribed.
- A student has no case of indiscipline pending against him/her.
- Academic Council shall recommend the award of degree to a student who is declared to be eligible and qualified for above norms.

Chairman

Academic Council:

LIST OF COURSES OFFERED IN EACH SEMESTER

Semester I						
Type	Course Code	Course	Credit	FA	SA	Marks
Program Core	GEN101	Principles of Management & OB	3	50	50	100
Program Core	GEN102	Business Statistics	3	50	50	100
Program Core	GEN103	Managerial Economics	3	50	50	100
Program Core	GEN104	Marketing Management - I	3	50	50	100
Program Core	GEN105	Financial Reporting & Analysis	3	50	50	100
Program Core	GEN106	Operations Management	3	50	50	100
Value added	GEN107	Industry Readiness Program and GCL - I	3	50	50	100
Program Core	GEN108	Basics of IT & Analytics	3	50	50	100
Program Core	AEC101	Managerial Communication	2	50	0	50
Multidisciplinary	VAC101	Yoga and Emotional Intelligence	2	50	0	50
Open Elective	SEC101	Introduction to Digital Marketing	2	50	0	50
Open Electives	AEC102	Business Ethics	2	50	0	50

Semester II						
Type	Course Code	Course	Credit	FA	SA	Marks
Program Core	GEN201	Financial Management	3	50	50	100
Program Core	GEN202	Marketing Management - II	3	50	50	100
Program Core	GEN203	Personal Finances	3	50	50	100
Program Core	GEN204	Research Methodology for Business Decision	3	50	50	100
Program Core	GEN205	Entrepreneurship & New Ventures	3	50	50	100
Program Core	GEN206	Business Regulatory Framework	3	50	50	100
Program Core	GEN207	Sustainable Operation and Green Logistics	3	50	50	100
Program Core	GEN208	Human Resource Management	3	50	50	100
Value added	GEN209	Industry Readiness Program and GCL - II	3	50	50	100
Multidisciplinary	VAC201	MOOC Course: SWAYAM/Skill Platforms	2	50	0	50
Open Elective	VAC202	Public Speaking	2	50	0	50
Open Elective	SEC201	Sales and Negotiation Skills	2	50	0	50

Semester III						
Type	Course Code	Course	Credit	FA	SA	Marks
Summer Project	GEN301	Summer Internship	6	50	50	100
Program Core	GEN302	Business Policy and Strategic Management	3	50	50	100
Program Core	GEN303	Management of Emerging Technology	3	50	50	100
Specialization Core	MKT301	Consumer & Industrial Buyer Behaviour	3	50	50	100
Specialization Core	MKT302	Integrated Product & Brand Management	3	50	50	100
Specialization Core	MKT303	Consumer Analytics and AI	3	50	50	100
Specialization Core	MKT304	Sales and Distribution Management	3	50	50	100
Specialization Core	MKT305	Digital and Social Media Marketing	3	50	50	100
Specialization Core	MKT306	Marketing Research	3	50	50	100
Specialization Core	FIN301	Financial Analytics and AI	3	50	50	100
Specialization Core	FIN302	Security Analysis & Portfolio Management -Financial Market , Product & Institutions	3	50	50	100
Specialization Core	FIN303	Financial Risk Management	3	50	50	100
Specialization Core	FIN304	Corporate Restructuring & Valuation	3	50	50	100
Specialization Core	FIN305	Financial Planning and Analysis - Financial Modelling	3	50	50	100
Specialization Core	FIN306	Banking & Financial Services	3	50	50	100
Specialization Core	HR301	HR Policy Design and Implementation	3	50	50	100
Specialization Core	HR302	Industrial Relations and Labour Law	3	50	50	100
Specialization Core	HR303	Performance Appraisal Management System	3	50	50	100
Specialization Core	HR304	Training and Development	3	50	50	100
Specialization Core	HR305	Compensation& Benefits	3	50	50	100
Specialization Core	HR306	Strategic Human Resource Management & HR Analytics	3	50	50	100
Specialization Core	OPE301	Project Management	3	50	50	100
Specialization Core	OPE302	Enterprise Resource Planning	3	50	50	100
Specialization Core	OPE303	Logistics , Warehouse and Distribution Management	3	50	50	100
Specialization Core	OPE305	Operations Research	3	50	50	100
Specialization Core	OPE306	World Class Manufacturing	3	50	50	100
Specialization Core	OPE308	Operational excellence	3	50	50	100

Semester III Specialization Electives - Any 2 Courses to be Opted from the list given						
Type	Course Code	Course	Credit	FA	SA	Marks
Specialization Elective	MKT 307	International Marketing	3	50	50	100
Specialization Elective	MKT 308	Rural Marketing	3	50	50	100
Specialization Elective	MKT 309	Retail Marketing & CRM	3	50	50	100
Specialization Elective	MKT 310	Ethical Marketing	3	50	50	100
Specialization Elective	MKT 311	Marketing of Financial Products and Services	3	50	50	100
Specialization Elective	FIN307	Corporate Law	3	50	50	100
Specialization Elective	FIN308	Project Finance and Trade Finance	3	50	50	100
Specialization Elective	FIN309	Strategic Cost Management	3	50	50	100
Specialization Elective	FIN310	Derivatives , Future & Options	3	50	50	100
Specialization Elective	FIN311	Fintech	3	50	50	100
Specialization Elective	HR 307	People Analytics	3	50	50	100
Specialization Elective	HR 309	Leadership and Capacity Building	3	50	50	100
Specialization Elective	HR 310	International HRM	3	50	50	100
Specialization Elective	HR 311	Change Management	3	50	50	100
Specialization Elective	HR 312	Employee Engagement	3	50	50	100
Specialization Elective	OPE304	Service Operations Management	3	50	50	100
Specialization Elective	OPE307	Process Optimization	3	50	50	100
Specialization Elective	OPE309	Technology and Innovation Management	3	50	50	100
Specialization Elective	OPE310	Six Sigma for Operations	3	50	50	100
Specialization Elective	OPE311	Supply Chain Management	3	50	50	100

Semester IV						
Type	Course Code	Course	Credit	FA	SA	Marks
Final Dissertation	GEN401	Capstone Project	3	50	50	100
Program Core	GEN402	Managerial Analysis for Decision Making	3	50	50	100
Program Core	GEN403	International Business	3	50	50	100

Semester I

Course	Principles of Management & OB	Course Code	GEN101	Total Credits	03
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall foundational concepts and theories in management and organizational behavior.	Remembering
2	Understand management principles and organizational behavior concepts to real-world scenarios.	Understanding
3	Apply the dynamics of individual and group behavior within an organization.	Applying
4	Analyze the effectiveness of different management strategies and organizational structures.	Analyzing
5	Evaluate the impact of various organizational behaviors on overall performance and culture.	Evaluating
6	Create innovative management solutions and organizational strategies based on theoretical knowledge.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Management: Concept and process of Management: Planning, Organizing, Staffing, Coordinating and Controlling; Management Levels; Managerial Roles and Skills; Forms of Organizations; Evolution of Management thoughts: Different Schools of Thoughts: Classical: Behavioural Science Approach; Systems Approach: Contingency and Theories.	6
2	Organization Structure and Design: Determinants of Organization Structure; Authority, Responsibility, Delegation, Centralization and De-centralization; Span of Control; Type of Organization Structures; Line, Line & Staff, Functional, Divisional, Matrix and Network; Decision Making – Concept, Process, Techniques and Tools	6
3	Organisational Behaviour – Significance & Theories; Individual Behaviour – Personality, Perception, Values, Attitude, Learning and Motivation; Group Behaviour – Team Building, Leadership, Group Dynamics Interpersonal Behaviour & Transactional Analysis, Johari window changing views of conflict, the process of conflict, conflict resolution, effects of conflicts in organization,	7

4	Organizational Culture & Climate Work Force Diversity & Cross Culture Emotions and Stress Management Organisational Justice and Whistle Blowing, Organizational Development: Types of change, forces for change in organizations, resistance to change, Business Ethics & CSR, Ethical Issues & Dilemma, Corporate Governance	5
5	Challenges and opportunities of AI adoption, Influence of AI on employee motivation, satisfaction, attitudes towards work, and teamwork, ethical challenges associated with AI, Impact of AI on job roles and skills, The future of work in the age of AI, The impact of AI on the workforce.	6

Recommended Books:

1. Aswathapa.K, Organisational Behavior, Himalaya. Publishing house.
2. Udai Pareek, Understanding Organisational Behaviour, Oxford
3. The Practice of Management by Peter F. Drucker

Reference Book:

1. Luffans, Behaviour – TMH
2. Hellriegel, Organisational Behaviour - Thomson Learling
3. Organizations And Management - R.D Agarwal

Course	Business Statistics	Course Code	GEN102	Total Credits	03
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At the end of the course, Students will be able to

CO No.	Course Outcome	Knowledge Level
1	Define and recall key concepts of data processing, classification, tabulation, and measures of central tendency and dispersion.	Remember
2	Explain the principles of probability, statistical dependence and independence, and summarize the characteristics of major probability distributions.	Understand
3	Apply sampling techniques and estimation methods to solve business-related statistical problems and interpret sample data.	Apply
4	Analyze data using hypothesis testing, ANOVA, and inferential statistics to differentiate between statistical relationships and trends.	Analyse
5	Evaluate statistical findings, predict business outcomes, and recommend data-driven managerial decisions with logical reasoning.	Evaluate
6	Design and develop industry-oriented business reports and dashboards using Excel to communicate statistical insights effectively.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Business Statistics and Descriptive, Definition, Scope, and Importance of Business Statistics, Types of Data: Qualitative vs Quantitative, Data Collection Methods and Data Summarization, Measures of Central Tendency: Mean, Median, Mode, Measures of Dispersion: Range, Variance, Standard Deviation, Skewness and Kurtosis, Graphical Presentation: Bar Charts, Pie Charts, Histograms	4
2	Probability and Probability Distributions, Basic Probability Concepts and Rules, Conditional Probability and Bayes' Theorem, Random Variables, Discrete Probability Distributions: Binomial and Poisson, Continuous Probability Distributions: Normal and Exponential, Applications of Probability in Business Decision-Making	8
3	Statistical Inference, Sampling Methods and Sampling Distribution, Estimation: Point and Interval Estimates, Hypothesis Testing: z-test, t-test, Chi-square test, ANOVA, Type I and Type II Errors, Practical Case Studies on Market Research and Quality Testing	6
4	Correlation, Regression, and Time Series Analysis Correlation Analysis: Karl Pearson and Spearman's Rank Correlation Simple and Multiple Linear Regression Model Building and Interpretation Time Series Components: Trend, Seasonal, Cyclical, Irregular Time Series Forecasting: Moving Average, Exponential Smoothing Practical Applications in Sales and Financial Forecasting	6

5	AI Integration in Business Statistics and Predictive Analytics Introduction to AI and Machine Learning in Statistics Regression Modelling using Python/R for Business Applications Classification Techniques: Decision Trees, Logistic Regression AI-based Forecasting and Real-Time Data Visualization Ethical Considerations in AI-driven Statistical Analysis Case Studies: AI-powered Market Segmentation, Credit Scoring, and Demand Forecasting	6
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Recommended Books:

1. Business Statistics: A First Course, David M. Levine, Timothy C. Krehbiel,
2. Statistics for Business and Economics, Paul Newbold

Reference Book:

1. Practical Business Statistics, Andrew Siegel
2. Python for Data Analysis, Wes McKinney

Course	Managerial Economics	Course Code	GEN103	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall fundamental concepts of managerial economics, including demand, supply, production, cost, and market structures.	Remember
2	Explain the functioning of different economic systems and interpret macroeconomic indicators relevant to managerial decision-making..	Understanding
3	Apply demand, supply, elasticity, production, and cost concepts to real-world business scenarios for effective managerial decisions.	Applying
4	Analyse price-output decisions across various market structures and assess the impact of changes in economic variables on business outcomes.	Analyzing
5	Evaluate business strategies using economic tools such as break-even analysis, forecasting, cost-benefit assessment, and policy implications derived from macroeconomic trends.	Evaluating
6	Design data-driven managerial insights by using AI tools for economic data analysis and propose innovative solutions for business and public policy challenges.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	INTRODUCTION TO MANAGERIAL ECONOMICS Definition and Nature of Economics, Microeconomics vs. Macroeconomics, Application of Economics in Business Decision Making, Types of Economic Systems: Capitalism, Socialism, and Mixed Economy, Features, Merits, and Demerits of Each System, Role of Government and Market in Different Systems, Definition, Scope and Importance of Managerial Economics, Managerial Economics as a Tool for Business Strategy, Scarcity of Resources, Problem of Choice and Opportunity Cost	3
2	DEMAND & SUPPLY ANALYSIS Consumer Behaviour, Utility Analysis, Demand Analysis: Demand Behaviour, Determinants of Demand, Movement Along the Demand Curve vs. Shift of the Demand Curve, Supply Analysis: Supply Behaviour, Movement Along the Supply Curve vs. Shift of the Supply Curve, Equilibrium Price, Impact of Change in Demand / Supply on Equilibrium Price, Ceiling Price and Floor Price, Elasticity of Demand: Meaning, Types of Elasticity of Demand: Price, Income and Cross, Practical Significance of Elasticity of Demand, Demand Forecasting	7
3	Production & Cost Analysis Production functions, Production Analysis – TP, AP and MP, Law of Variable proportions, Law of Returns to Scale, Cost Analysis: Short Run Costs and Long Run Cost, Economies of Scale, Revenue Analysis –TR, AR and MR, and Break Even Analysis	7

4	MARKET STRUCTURES Types of Markets, Perfect competition - Features, Price and Output Equilibrium in the short run and the long run, Monopoly - - Features, Price and Output Equilibrium in the short run and the long run, Monopolistic competition - Features, Price and Output Equilibrium in the short run and the long run, Oligopoly - Features, Price and Output Equilibrium in the short run and the long run	7
5	USE OF AI IN ECONOMIC ANALYSIS Meaning and Significance of Macroeconomic Indicators, Key Indicators: Gross Domestic Product (GDP) - Inflation Rate - Unemployment Rate - Interest Rates - Balance of Payments (BoP) - Exchange Rates, Importance for Managers, Policymakers, and Investors, Sources of Data: RBI, CSO, MOSPI, IMF, World Bank, etc, Interlinkages among indicators (e.g., Inflation vs. Interest Rate), Use of Different AI tools for Economic Data Analysis, AI in Public Policy Formulation	6

Recommended Books:

1. Managerial Economics: Principles And Worldwide Applications 9e (Indian Adaptation) Paperback – 1 June 2020 by Dominick Salvatore (Author), Siddhartha Rastogi (Author)
2. Managerial Economics 10e Paperback – 2 August 2024 by D N Dwivedi
3. Managerial Economics (Analysis of Managerial Decision Making), 9th Edition Paperback – 5 January 2022 by H L Ahuja (Author)

Reference Book:

1. Managerial economics and business strategy, 9th edition Paperback – 1 October 2021 by Michael R Baye (Author), Jeffrey T Prince (Author)
2. Managerial Economics, 9ed (An Indian Adaptation) Paperback – 31 May 2022 by William F. Samuelson; Stephen G. Marks; Jay L. Zagorsky; Sujata Kar (Author)
3. Managerial Economics, 8ed, (An Indian Adaptation): Analysis, Problems, Cases Paperback – 1 January 2022 by Lila J. Truett (Author), Dale B. Truett (Author), Name Leela Rani (Author)

Course	Marketing Management - I	Course Code	GEN104	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Demonstrate strong conceptual knowledge in the functional area of marketing management.	Remembering
2	Demonstrate effective understanding of the marketing concepts and theories	Understanding
3	Demonstrate effective understanding of relevant functional areas of marketing management and its application.	Applying
4	Demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.	Analyzing
5	Demonstrate understanding of various marketing strategies, pricing and channel decisions.	Evaluating
6	Demonstrate understanding of integrated marketing communication and evaluation of market performance and recent trends in marketing.	Creating

Course Content:

Unit	Description	Duration (Hrs)
1	Introduction To Marketing: Meaning, Nature and Scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Management Process, Marketing Mix. Market analysis: understanding marketing environment, consumer and organization buyer behavior, market measurement and marketing research, market segmentation, targeting and positioning. Concept of customer retention and relationship marketing.	6
2	Product Planning and Pricing: Key Concepts, Product Classification, Major Product Decisions, Product Life Cycle, New Product Development Process, Branding Decisions and Positioning, Packaging Decisions. Pricing Decisions: Pricing Objectives, Factors Influencing pricing Decisions, Pricing Methods and Strategies.	6
3	Distribution Decisions: Role Of Intermediaries, Channel Levels, Types and Nature of Intermediaries, Factors Influencing Distributing Decisions, Channel Conflict, ECommerce Marketing Practices, Types and Functions of Wholesalers and Retailers	6
4	Marketing Communications: The Marketing Communication Process, The Promotion Mix, Factors Guiding the Selection of Promotion Mix, Advertising and Its Objectives, Developing the Advertising Campaign; Sales Promotion and Its Objectives, Tools of Sales Promotion, Public Relations and Major Tools; Events and Experiences. Personal Selling: Nature And Process, Direct Marketing	6
5	Marketing Organization and Control: Organization for Marketing, Marketing Implementation and Control, Ethics in Marketing, Emerging Trends and Issues in Marketing: Rural Marketing, Societal Marketing, Direct and Online Marketing, Green Marketing, Retail Marketing. Role of AI in Marketing Management: An introduction, challenges and relevance	6

Recommended Books:

1. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar; Marketing Management: South Asian Perspective. 13th Edition. Pearson Education, New Delhi, 2009.
2. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context, 4th edition, MacMillan.

Reference Books:

1. Kurtz, David L. and Boone, Louis E., Principles of Marketing, Thomson South-Western, 12th edition.

Course	Financial Reporting & Analysis	Course Code	GEN105	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define and recall fundamental concepts, principles, standards (IFRS/Ind AS), and regulatory frameworks governing financial reporting.	Remember
2	Explain the structure, components, and disclosures of financial statements, and interpret regulatory guidelines, notes to accounts, and ESG/integrated reporting frameworks.	Understand
3	Apply financial analysis techniques—including ratio analysis, trend analysis, DuPont, and cash flow interpretation—to evaluate the performance of businesses in real-world contexts.	Apply
4	Analyse financial statements to identify reporting quality issues, red flags, segment-wise performance, and potential creative accounting practices through case-based evaluations.	Analuyse
5	Evaluate organizational financial health, managerial decisions, and governance using advanced analytical tools, comparing inter-company and intra-company insights.	Evaluate
6	Design AI-enabled dashboards, automated reporting models, and data-driven financial insights using tools such as Power BI, Tableau, Python, and NLP for decision-making and fraud detection.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Financial Reporting Objectives and Importance of Financial Reporting Users of Financial Statements Accounting Concepts, Principles, and Standards (IFRS, Ind AS, US GAAP Overview) Structure and Components: Balance Sheet, Income Statement, Cash Flow Statement, Statement of Changes in Equity Notes to Accounts and Disclosures Regulatory Framework: Companies Act, SEBI, ICAI Guidelines	4
2	Analysis of Financial Statements Techniques: Horizontal, Vertical, and Common Size Analysis Ratio Analysis: Profitability, Liquidity, Solvency, and Efficiency Ratios DuPont Analysis Comparative and Trend Analysis Inter-company and Intra-company Analysis Practical Case Studies on Financial Reports of Listed Companies	8
3	Cash Flow Analysis and Reporting Quality Preparation and Interpretation of Cash Flow Statements (Direct and Indirect Method) Cash Flow from Operating, Investing, and Financing Activities Earnings Quality and Creative Accounting Practices Red Flags in Financial Reporting Case Studies on Corporate Fraud and Misstatements	7

4	Segment Reporting and Integrated Reporting Segment Reporting: Business and Geographical Segments Integrated Reporting Framework Environmental, Social, and Governance (ESG) Disclosures Financial Reporting in Banks, NBFCs, and Insurance Companies Regulatory and Statutory Compliance in Specialized Financial Reporting International Financial Reporting Practices	7
5	AI Integration in Financial Reporting and Analysis AI Applications in Financial Data Extraction and Automation Machine Learning for Financial Ratio Prediction and Anomaly Detection AI-Enabled Tools: Power BI, Tableau, Python-Based Reporting Automation Natural Language Processing (NLP) for Automated Financial Statement Analysis Real-Time Financial Monitoring and Fraud Detection Using AI Ethical Considerations in AI-driven Financial Reporting	4

Recommended Books:

1. Financial Reporting, Financial Statement Analysis, and Valuation, James M. Wahlen
2. Financial Statement Analysis, K. R. Subramanyam

Reference Book:

1. Forensic Analytics: Methods and Techniques for Forensic Accounting Investigations, Mark J. Nigrini
2. Python for Finance: Analyze Big Financial Data, Yves Hilpisch

Course	Operations Management	Course Code	GEN106	Total Credits	3
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At the end of the course, Students will be able to

CO	Course Outcomes	Knowledge Level
1	Grasp fundamental Operation Management principles and distinguish between manufacturing and services.	Remembering
2	Understand Operations Management and techniques that are developed and applied to real world business decisions	Understanding
3	Learn to apply the various available techniques of Operations Management and choose the best one to create a productivity story	Applying
4	Analysing data available to Operations Function and identify appropriate tools and datasets for improving and measuring the effectiveness of a company's operations.	Analyzing
5	Evaluate an Operational situational problem end to end and arrive at solution.	Evaluating
6	Develop innovative solutions to production and services problems by integrating operations theories and concepts.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management. Operations Strategy: Operations Strategy, Operations Competitive Dimensions, The Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement.	5
2	The Product Design Process, designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design, Measuring Product Development Performance, Service Encounters, Structuring the Service Encounter, Service-System Design Matrix,	5
3	Forecasting demand Facility Planning: Planning the strategic use of resources - Plant location and Plant Layout, Line balancing Aggregate Planning. Capacity Planning. Line Balancing Job analysis and design, work study and work measurement	5
4	Inventory Management: Definition of Inventory, Purposes of Inventory, Inventory Costs, Independent versus Dependent Demand, Inventory Systems, ABC, EOQ, FSN, VED, VMI, Introduction to SCM.	5

5	Quality Management: Management of Quality – Introduction to QM tools such as TQM, SPC, 7 QC tools, Six Sigma, OEE. AI/ML Applications in Modern Operations Management Smart Factories, Big Data Applications in Manufacturing Optimization Robotics Integrations in Quality Management	5
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Recommended Books:

1. Stevenson, W. J. (2007). Production and operations management, New Delhi: McGraw Hill.
2. Buffa, E. S., & Sarin, R. K. (2008). Modern production/operations management. New Delhi: John Wiley & Sons Publications

Reference Books:

1. Operations Management Theory and Practice By B Mahadevan, Pearson Publications
2. Production and Operation Management by K Bedi, Oxford Publishers
3. Operations Management Text and Cases By S. Padhi, Staredu Solution Publications

Course	Industry Readiness Program and GCL - I	Course Code	GEN107	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Identify and select an appropriate startup/MSME for academic project work by understanding its business offering and basic business model.	Remembering
2	Understand functional problem areas in startups (marketing, operations, finance, HR, and technology) through structured observation and interaction with founders or teams.	Understanding
3	Apply basic analytical tools to differentiate core business problems from surface issues and formulate a clear, well-defined problem statement.	Applying
4	Analyse and identify problem using founder feedback, customer inputs, and secondary data to refine assumptions and ensure practical relevance.	Analyzing
5	Evaluate the feasibility of the identified startup problem by assessing market relevance, technical viability, cost, time, and resource constraints.	Evaluating
6	Demonstrate professional, ethical, and collaborative behavior while working with startups, reflecting value-based leadership and commitment to lifelong learning.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Startup / Enterprise Selection What is a startup / MSME / small enterprise Criteria for selecting a startup (access, data availability, relevance) Understanding the startup's basic offering (product/service) Brief overview of the business model (who they sell to & how) Finalization of startup for project work	6
2	Understanding Startup Problems Introduction to business problems in startups Common startup problem areas: Marketing & customer acquisition Operations & processes Finance & cost management Technology & systems Human resources Informal interaction with founder/team Listing observed problems faced by the startup	6
3	Problem Identification & Problem Statement Identifying the core problem vs surface issues Root cause analysis (basic tools only) Narrowing down to one key problem Writing a clear problem statement Defining scope and boundaries of the problem	6
4	Feasibility of the Identified Problem Practical feasibility check: Market relevance Technical possibility Cost considerations Time and resource availability Constraints and limitations Risk identification	6
5	Problem Validation Simple validation methods: Founder feedback Customer/user inputs Secondary data (reports, competitors) Assumption checking Refinement of problem statement Final approval for Phase II	6

Course	Basics of IT & Analytics	Course Code	GEN108	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Identify and recall fundamental IT concepts, data types, database basics, and disruptive technologies relevant to modern business environments.	Remembering
2	Explain the role of IT, digital transformation, ETL processes, and types of analytics in supporting organizational decision-making.	Understanding
3	Apply Excel-based analytical techniques, ETL processes & visualization principles to solve basic business problems using real-world data.	Applying
4	Analyse organizational data and interpret dashboards, charts, and visual insights to diagnose operational or strategic challenges.	Analyzing
5	Evaluate the business impact, risks, and effectiveness of disruptive technologies such as AI, IoT, blockchain, and cloud computing in achieving competitive advantage.	Evaluating
6	Design innovative, data-driven solutions or digital transformation concepts using analytics, visualization, and emerging technologies for business improvement.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to IT and Technology and role of disruptive technology in Business Key IT concepts and terminology Types of business technologies Role of IT in organizations Case studies of technology-driven disruption Digital transformation fundamentals IT as a driver of innovation and competitive advantage	6
2	Understanding Data and ETL Types of data and data sources Introduction to databases ETL (Extract, Transform, Load) concepts and basic processes	4
3	Introduction to Analytics Overview of data analytics (descriptive, predictive, prescriptive) Using Excel for analytics (central tendency, measure of dispersion Statistical functions and logical functions) Solving case studies	10
4	Data Visualization Principles of effective data visualization Creating charts and dashboards Interpreting visual data for business decisions	4
5	Disruptive Technologies Overview of AI, IoT, Blockchain, Cloud Computing, etc. Business impacts of disruptive tech Opportunities and challenges Group discussions/presentations on future trends	6

Recommended Books:

1. O'Brien, J. A., s Marakas, G. M. (2020). Management Information Systems. McGraw- Hill Education
2. Turban, E., Pollard, C., s Wood, G. (2018). Information Technology for Management: Advancing Sustainable, Profitable Business Growth. Wiley.

Reference Book:

1. Few, S. (2012). Show Me the Numbers: Designing Tables and Graphs to Enlighten. Analytics Press.

Course	Introduction to Digital Marketing	Course Code	SEC101	Total Credits	2
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall fundamental concepts, evolution, channels, and terminology of digital marketing, including SEO, SMM, email, and mobile marketing.	Remember
2	Explain digital consumer behaviour, content strategies, SEO/SEM concepts, and the role of technology in digital marketing ecosystems.	Understand
3	Apply SEO techniques, social media strategies, content marketing plans, and email/mobile marketing practices to real-world marketing scenarios.	Apply
4	Analyse digital marketing data using web analytics, social media insights, KPIs, and performance dashboards to assess campaign effectiveness.	Analyse
5	Evaluate the impact, ethical concerns, and strategic relevance of digital marketing channels, paid advertising, and AI-driven personalization tools for achieving business goals.	Evaluate
6	Design innovative digital marketing campaigns using AI tools for content creation, predictive targeting, automation, and chatbot-driven customer interactions.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Digital Marketing: Introduction Evolution and History of Digital Marketing Traditional vs. Digital Marketing Digital Marketing Channels The Digital Marketing Environment Digital Marketing Strategy and Planning Key Performance Indicators (KPIs) in Digital Marketing The Role of Technology in Marketing	4
2	SEO and SMM: Digital Consumer, The Role of Content in Digital Marketing Content Creation and Strategy Introduction to Search Engine Optimization (SEO) On-page and Off-page SEO Techniques Search Engine Marketing (SEM) Fundamentals Developing a Content Marketing Plan Writing for Digital Media Keyword Research and Analysis Link Building and SEO Best Practices Paid Search Advertising and Google Ads	4
3	Introduction to Social Media Marketing: Social Media Marketing, Social Media Platforms and Their Audiences Developing a Social Media Strategy Measuring Social Media Performance Social Media Advertising (Facebook, Instagram, LinkedIn, Twitter) Content Creation for Social Media Engagement and Community Management Social Media Analytics and Tools Introduction to Email Marketing Email Campaign Design and Best Practices Introduction to Mobile Marketing SMS Marketing, Mobile Apps, and Mobile Advertising	4
4	Analytics in Digital Marketing Importance of Analytics in Digital Marketing Introduction to Web Analytics Google Analytics and Other Tools	4

5	AI-Powered Personalization & Predictive Targeting How AI helps tailor content, product recommendations, and marketing messages based on consumer behavior and predictive analytics. AI Tools in Campaign Automation Use of tools like ChatGPT, Canva AI, and Jasper for content creation, ad copy, image generation, and email marketing automation. AI in Customer Interaction and Chatbots Role of AI-powered chatbots and virtual assistants in enhancing customer service, lead qualification, and conversion rates.	4
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Recommended Books:

1. Chaffey, D., & Ellis-Chadwick, F. (2019). Digital Marketing: Strategy, Implementation and Practice. Pearson Education. A comprehensive guide to digital marketing strategies, offering practical insights and case studies.
2. Ryan, D. (2020). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. Kogan Page.

Reference Book:

1. Larson, J., & Draper, S. (2017). Digital Marketing Essentials. Stukent. Clarke, A. (2023). SEO 2023: Learn Search Engine Optimization

Course	Yoga and Emotional Intelligence	Course Code	VAC101	Total Credits	2
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Explain the philosophical foundations of Yoga as outlined in Patanjali's Yoga Sutras and their relevance to holistic human development.	Remembering
2	Describe the various branches of Yoga and the eightfold path (Ashtanga Yoga) with an emphasis on ethical, moral, and personal discipline.	Understanding
3	Apply Yamas and Niyamas in personal, professional, and social contexts to develop value-based leadership and responsible citizenship.	Applying
4	Demonstrate appropriate preparatory practices, lifestyle guidelines, and safety measures for effective yoga practice.	Analyzing
5	Practice basic pranayama techniques to enhance physical health, mental clarity, emotional balance, and stress management.	Evaluating
6	Integrate yogic principles for self-management, lifelong learning, and well-being in academic and professional life.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Yoga Five Important Yoga Sutras by Sage Patanjali Sage Patanjali's Yoga Sutras consist of 196 concise aphorisms that form the foundation of classical yoga philosophy. key sutras: "Yogas Chitta Vritti Nirodhah" (Yoga Sutra 1.2), "Abhyasa Vairagyabhyam Tannirodhah" (Yoga Sutra 1.12), "Sthira Sukham Asanam" (Yoga Sutra 2.46), "Prayatna Shaithilya Ananta Samapattibhyam" (Yoga Sutra 2.47), "Tada Drashtuh Svarupe Avasthanam" (Yoga Sutra 1.3) Meaning: Why Practice Yoga: Physical Benefits, Mental Benefits, Spiritual Benefits	5

2	Branches of Yoga: Hatha Yoga – <i>The Path of Discipline through the Body</i> Raja Yoga – <i>The Royal Path of Meditation</i> Bhakti Yoga – <i>The Path of Devotion and Love</i> Karma Yoga – <i>The Path of Selfless Action</i> Jnana Yoga – <i>The Path of Knowledge and Wisdom</i> Kundalini Yoga – <i>The Path of Energy Awakening</i> Modern Adaptations of Yoga Ashtanga Yoga (Eight Limbs) Yama – Moral Codes for Social Discipline Ahimsa (Non-violence) – Avoiding harm in thought, word, and deed. Satya (Truthfulness) – Being honest and authentic. Asteya (Non-stealing) – Respecting what belongs to others. Brahmacharya (Moderation / Self-control) – Control over desires and use of energy wisely. Aparigraha (Non-possessiveness) Freedom from greed and hoarding. Niyama – Self-disciplines for Personal Growth The five Niyamas are: Shaucha (Cleanliness) – Purity of body, mind, and environment. Santosha (Contentment) – Cultivating gratitude and acceptance. Tapas (Discipline) – Developing willpower through consistent practice. Swadhyaya (Self-study) – Reflecting on scriptures and self-awareness. Ishwar Pranidhana (Surrender to Higher Power) – Trusting divine will. Asana – Physical Postures Pranayama – Control of Breath and Energy Pratyahara – Withdrawal of the Senses Dharana – Concentration Dhyana – Meditation Samadhi – Union with Higher Consciousness Savikalpa Samadhi – Awareness of separation still exists, but the mind is deeply absorbed. Nirvikalpa Samadhi – Complete absorption where the distinction between self and universal consciousness disappears.	5
3	Yamas & Niyamas: Yamas – Universal Moral Codes (Social Discipline) Ahimsa (Non-violence) Satya (Truthfulness) Asteya (Non-stealing) Brahmacharya (Moderation / Right Use of Energy) Aparigraha (Non-possessiveness / Non-greed) Shaucha (Cleanliness) Santosha (Contentment) Tapas (Discipline / Austerity) Swadhyaya (Self-study / Introspection) Ishwa Pranidhana	4
4	Preparations for Yoga: The Right Time for Yoga The Right Place Preparations of the Body Preparations of the Mind Warm-up & Safety Measures Lifestyle Guidelines for Yoga Practitioners Common Do's and Don't Do's Don'ts Mental Attitude for Yoga	3
5	Yogic Breathing (Pranayama) Importance of Yogic Breathing Preparations for Pranayama Types of Pranayama for Beginners Anulom Vilom (Alternate Nostril Breathing) Kapalabhati (Skull-Shining Breath) Bhramari (Bee Breath) Bhastrika (Bellows Breath) Ujjayi (Ocean Breath) Sheetali & Sheetkari (Cooling Breaths) General Benefits of Pranayama Precautions & Safety Tips	3

Recommended Books:

1. Yoga: A Gem for Women – 3rd Edition (2019) by Geeta S. Iyengar — comprehensive guide to yoga practices tailored for women.

Reference Book:

1. New Vibe Yoga Training Manual – 3rd Edition by Alex Schatzberg & Maggie Russell-Ciardi — modern training manual for yoga practice and teaching.

Course	Managerial Communication	Course Code	AEC101	Total Credits	02
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall foundational concepts of communication, non-verbal cues, and interpersonal skills.	Remembering
2	Understand barriers, communication structures, and professional etiquettes in business contexts.	Understanding
3	Apply effective communication, body language, and presentation skills in professional scenarios.	Applying
4	Analyze interpersonal dynamics, team behavior, and leadership styles in workplace communication.	Analyzing
5	Evaluate and adapt communication strategies for negotiation, persuasion, and job interviews.	Evaluating
6	Create impactful presentations, resumes, and structured verbal communications for business success.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Business Communication Importance of Communication Skills, Definition and significance in business Checklist for Clear & Effective Communication, Key components of effective communication, Common Pitfalls - Communication Mistakes, Identifying and avoiding common communication errors Self-Assessment Evaluating personal communication skills Recommended Case Study/TED Talk: Ted Talk: "The Power of Vulnerability" by Brené Brown Planning and Structuring Communication Communicating in Person Recommended Case Study/TED Talk: TED Talk: "Your Body Language May Shape Who You Are" by Amy Cuddy	6
2	Non-Verbal Communication and Importance of Body Language Understanding Non-Verbal Communication Characteristics of Effective Non-Verbal Communication Body Language Communicating Without Barriers Recommended Case Study/TED Talk: TED Talk: "The Hidden Power of Smiling" by Ron Gutman Interpersonal Skills Developing and maintaining professional relationships (Applying, Analyzing) Interpersonal Relationships Building Great Work Relationships Being Tactful Body Language	6
3	Social Skills and Team Building Team Building Understanding Human Relations Understanding Group vs. Team Assertiveness Recommended Case Study/TED Talk: TED Talk: "How to Build a Team" by Tom Wujec Leadership and Personal Management Skills Leadership Concepts Leadership Styles Time Management Negotiation, Persuasion, and Influence Essential Negotiation Skills Powers of	6

	Persuasion Finding the Right Negotiation Style The Influence Model Using reciprocity to gain influence	
4	Presentation Skills Delivering effective and engaging presentations (Applying, Creating) Presentation Skills : Types and purposes Importance of Presentation: Language, examples, and impact Effective Presentation Techniques: Engaging the audience, visual aids Recommended Case Study/TED Talk: TED Talk: "The Secret Structure of Great Talks" by Nancy Duarte	6
5	Professional Etiquettes and Employment Communication Exhibiting professional conduct and effective job application skills (Applying, Evaluating) Professional Etiquettes: Workplace, telephonic, email, and social media etiquettes Employment Communication: Resume writing, facing interviews, and mock interview sessions Recommended Case Study/TED Talk: TED Talk: "How to Succeed in a Job Interview" by Karen Friedman	6

Recommended Books:

1. Business Communication for Managers by Payal MehraTaxman's Business Communication

Reference Book:

2. How to Talk to Anyone By Leil Lowndes - International Bestselling Author

Semester – II

Course	Financial Management	Course Code	GEN201	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Understanding & navigating the start-up ecosystem and secure funding.	Understanding
2	Recall the fundamental principles and objectives of financial management. Explain the significance of financial statements and their components.	Remembering
3	Utilize tools to measure the cost of capital and assess funding sources.	Applying
4	Compare and evaluate different investment opportunities using capital budgeting techniques.	Analyzing
5	Assess the impact of leverage, capital structure, and dividend policies on shareholder value.	Evaluating
6	Develop financial strategies for optimal working capital management.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Financial Management Meaning and Scope of Financial Management Objectives: Profit Maximization vs. Wealth Maximization Financial Decision-Making Processes: Procurement and Utilization of Funds Time Value of Money: Present Value, Future Value, and Annuities Role of Finance Executive and Controller	6
2	Sources of Finance and Cost of Capital Sources of Long-term Finance: Equity, Preference Shares, Debt, Retained Earnings, and Venture Capital Short-term Financing Options International Financing Methods Cost of Capital: Cost of Debt, Preference Shares, Equity, Retained Earnings,	6
3	Capital Structure and Leverage (10 Hours) Definition and Importance of Capital Structure Factors Influencing Optimal Capital Structure Types of Leverage: Operating, Financial, and Combined EBIT-EPS Analysis and its Strategic Implications Risk-Return Relationship in Financial Decisions	6
4	Capital Budgeting and Dividend Decisions (12 Hours) Capital Budgeting Purpose and Process of Capital Budgeting Techniques: Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), and Profitability Index Dividend Decisions Meaning and Types of Dividend	8
5	Working Capital Management Meaning and Components of Working Capital Determinants of Working Capital	4

Recommended Books:

1. Aswath Damodaran – Corporate Finance: Theory and Practice
2. Steven Rogers – Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur.

Reference Book:

1. James C. Van Horne & John M. Wachowicz Jr. – Fundamentals of Financial Management (Pearson)
2. Erich A. Helfert – Techniques of Financial Analysis: A Modern Approach

Course	Marketing Management-II	Course Code	GEN202	Total Credits	2
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall key concepts of branding, packaging, services, research, retail, and advertising.	Remembering
2	Understand how various marketing functions interact across product, service, and retail sectors.	Understanding
3	Apply research methods and strategic branding tools to marketing problems.	Applying
4	Analyze consumer behavior across services, retail formats, and advertising content strategies.	Analyzing
5	Evaluate the effectiveness of marketing communication, packaging, and branding strategies.	Evaluating
6	Design marketing research proposals, advertising campaigns, and service positioning strategies.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Product and Brand Management: Introduction, Product Vs. Brand, Brand and Branding Strategy, types, Advantages and disadvantages of branding, Brand Equity & brand elements, Brand Positioning, Brand Name Selection. Packaging & Labeling: Meaning & role of Packaging & Labeling	6
2	Marketing Research: Introduction, Management uses of marketing research, Introduction to Marketing Research & Applications of Research Designs, Role of Information in Marketing Decisions. Problem Formulation & steps in decision Making Process. : Preparing & Evaluating Marketing Research proposal.	6
3	Services Marketing: Definition, Significance, Characteristics of Services, Traditional Marketing Mix Elements in Services, Service Process, People & Physical Evidence, And Applications of Service Marketing	6
4	Retailing: Definition, Scope, Role of Retailer in the Channel of Distribution, Benefits of Retailing, Functions of Retailers, Evolution of Retailing, Global Retail Scenario, Indian Retail Scenario, Retailing Environment, Classification of Retailers, Non Traditional Retail Classifications, Recent Trends in retailing.	6
5	Advertising Management: overview of Advertising Management, Setting Advertising objectives, Understanding Persuasive Messages, Advertising Copy and Design strategy, Media Planning, Advertising Budgets, Ethics in Advertising	6

Recommended Books:

1. Marketing Management (A South Asian Perspective) by Philip Kotler, Kevin Lane Keller, Abraham Koshy
2. Marketing Management Global perspective Indian context by V S Ramaswamy and S Namakumari

Reference Book:

1. Basic Marketing by Jr., William Perrault, Joseph Cannon and E. Jerome McCarthy

Course	Personal Finance	Course Code	GEN203	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall fundamental concepts and terminologies of personal finance.	Remembering
2	Explain the principles and importance of financial planning.	Understanding
3	Apply personal finance principles to create a basic budget, calculate savings, and select appropriate investment vehicles.	Applying
4	Analyze personal financial situations.	Analyzing
5	Evaluate the impact of financial decisions, such as taking loans, investing in risky assets, or purchasing insurance policies, on long-term financial health.	Evaluating
6	Develop a comprehensive personal financial plan that includes budgeting, saving, investing, retirement planning, and risk management.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Personal Finance: Importance of personal financial management for MBA graduates and professionals. Financial goal setting: Short-term, medium-term, and long-term goals. Understanding net worth and cash flow statements.	7
2	Budgeting and Saving: Essentials of a valid contract under the Indian Contract Act, 1872. Types of contracts: Valid, void, and voidable. Breach of contract and remedies. Special contracts	6
3	Debt Management: Understanding types of debt: Good debt vs. bad debt. Loans: Education, home, personal, and vehicle loans – features and repayment strategies. Credit card management: Avoiding debt traps and improving credit scores. Debt repayment strategies.	7
4	Investment Planning: Basics of investments: Risk-return tradeoff and time value of money. Investment vehicles: Equity (Stocks, Mutual Funds, ETFs) Debt (Bonds, Fixed Deposits). Real estate. Alternative investments (Gold, Crypto, REITs). Diversification and portfolio allocation strategies. Understanding inflation's impact on investments.	5
5	Tax Planning: Overview of personal income tax structure in the respective country. Tax-saving instruments: Retirement plans, insurance, and investment-linked savings schemes. Tax-efficient investment strategies. Filing income tax returns and understanding deductions.	5

Recommended Books:

1. The Psychology of Money” by Morgan Housel

Course	Research Methodology for Business Decision	Course Code	GEN204	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define the various concepts pertaining to research methodology.	Remembering
2	Explain the process of research and the framing of research design up to report writing.	Understanding
3	Demonstrate the use of various methods of sampling, data collection, data analysis, and hypothesis testing for different types of research.	Applying
4	Analyze the findings of various studies on a particular research topic & infer the differences arising due to changes in methodologies adopted for the research.	Analyzing
5	Examine the various research methods and select the most appropriate methods to be adopted for a particular study.	Evaluating
6	Design a research report as per established norms and standards.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Research: Research: Definition, Why study Business Research? Decision Support, Business Intelligence, Research applications in functional areas of Business, Emerging trends in Business research. Steps in Research Process Formulation of Research Problem – Management Question – Research Question – Investigation Question Research Proposal: – Elements of a Research Proposal, Drafting a Research Proposal, Evaluating a research proposal	6
2	Research Design: Concept, Features of a good research design, Use of a good research design, Qualitative research and Quantitative research approaches, Comparison - Pros and Cons of both approaches. Exploratory Research Design: Concept, Types: Qualitative techniques - Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. Descriptive Research Designs: Concept, types and uses, Concept of Cross-sectional and Longitudinal Research, Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis.	6
3	Measurement & Data: Concept of Measurement: what is measured? Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio. Concept of Scale – Rating Scales viz. Likert Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Types of Data - Secondary Data: Definition, Sources, Characteristics, Primary Data: Definition, Advantages and disadvantages over secondary data, Questionnaire Method: Questionnaire Construction	6

4	Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling., Non-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample	6
5	Data Analysis & Report Writing: Data Analysis: Editing, Coding, Univariate analysis - Tabular representation of data, frequency tables, Construction of frequency distributions and their analysis in the form of measures of central tendency – Mean, Median, Appropriate Usage of Bar charts, Pie charts, Histogram, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation, Chi-square test including testing hypothesis of association, association of attributes. Research Reports: Structure of Research report, Report writing and Presentation.	6

Recommended Books:

1. Cooper, D., & Schindler, P. (2009). Business research methods. New Delhi: Tata McGraw Hill Publications

Reference Book:

1. Business Research Methods by Donald Cooper & Pamela Schindler, TMGH,

Course	Entrepreneurship & New Ventures	Course Code	GEN205	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Understand the foundational concepts of entrepreneurship and its practical applications.	Remembering
2	Understanding & navigating the start-up ecosystem and secure funding.	Understanding
3	Develop an entrepreneurial mindset and intelligence thereby applying lean and effectual approaches to entrepreneurship	Applying
4	Integrate sustainable and circular economy principles in ventures and analyse the dynamics of innovation and market adoption using the S Curve.	Analyzing
5	Develop and evaluate scalable business models	Evaluating
6	Develop an entrepreneurial mindset and intelligence	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to entrepreneurship Defining Entrepreneurship: Theory and Practice The Practice and Mindset (Heidi M. Neck et al.) Importance of Entrepreneurial Ecosystems Entrepreneurial mindset and intelligence Characteristics of Entrepreneurial Intelligence Developing Resilience and Opportunity Recognition	6
2	Lean and Effectual Entrepreneurship Lean Start-up Methodology Effectuation: Starting with Available Means Minimum Viable Product (MVP) Development Entrepreneurship and Design Thinking Empathy in Innovation Ideation Techniques Prototyping and Testing	6
3	Sustainable and Circular Entrepreneurship Principles of Circular Economy Sustainability as a Competitive Advantage Measuring Impact: Triple Bottom Line Entrepreneurship, Innovation, and the S Curve Understanding the S Curve of Innovation Technology Adoption and Market Dynamics	6
4	Business Model and its components Understanding the fundamental building blocks of a business model, including value proposition, customer segments, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. Utilizing the Business Model Canvas as a strategic tool to map out and refine business ideas. Types of business models	6
5	Start-up Ecosystem and Funding Lifecycle of Start-ups Fundraising: Angel Investors, VCs, and Bootstrapping Scaling Challenges Pitch Deck Creation and Presentation	6

Recommended Books:

1. Keat Paul G., Young Philip K Y, Banerjee Sreejatha, Managerial Economics - Economic tools for today's Decision makers, Pearson education.2013.

Reference Book:

1. Drucker, P. (1985). Innovation and Entrepreneurship: Practice and Principles. Harper Business

Course	Business Regulatory Framework	Course Code	GEN206	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall fundamental concepts & terminologies of business laws, including the Indian Contract, Sale of Goods, and Companies Act.	Remembering
2	Explain the legal principles underlying business regulatory frameworks and their application in business scenarios.	Understanding
3	Apply the provisions of various laws to resolve common business problems and disputes.	Applying
4	Examine business case laws and scenarios to identify legal issues and implications.	Analyzing
5	Evaluate the effectiveness of existing regulatory frameworks and recommend improvements in business governance.	Evaluating
6	Develop compliance strategies or frameworks for hypothetical business scenarios in alignment with applicable laws.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Indian Legal System: Understand the following: Overview of the Indian Constitution: Fundamental rights and their impact on businesses. Structure of Indian judiciary: Supreme Court, High Courts, and subordinate courts. Relationship between law and business ethics.	7
2	Indian Contract Law: Understand the following: Essentials of a valid contract under the Indian Contract Act, 1872. Types of contracts: Valid, void, and voidable. Breach of contract and remedies. Special contracts: Indemnity, guarantee, bailment, pledge, and agency.	6
3	Companies Act, 2013: Understand the following: Formation, incorporation, and types of companies. Memorandum and Articles of Association. Roles and responsibilities of directors and key managerial personnel. Corporate governance and compliance. Winding up and liquidation of companies.	7
4	Sale of Goods Act, 1930: Understand the following: Essentials of a contract of sale. Conditions and warranties. Rights of unpaid sellers. Transfer of ownership and risk.	5
5	Competition Law: Understand the following: Overview of the Competition Act, 2002. Anti-competitive agreements and abuse of dominant position. Regulation of combinations (mergers and acquisitions). Role of the Competition Commission of India (CCI).	5

Recommended Books:

1. Business Law” by P.C. Tulsian and Bharat Tulsian
2. “Legal Aspects of Business” by Akhileshwar Pathak

Reference Book:

1. “Elements of Mercantile Law” by N.D. Kapoor

Course	Sustainable Operations and Green logistics	Course Code	GEN207	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Identify key concepts of sustainability, ESG dimensions, sustainability standards (ISO 14001, GRI, and LEED), life-cycle assessment, and circular economy principles in operations management.	Remembering
2	Explain the relationship between operations and sustainability, drivers and barriers to sustainable practices, green logistics, green supply chain management, and carbon reduction strategies.	Understanding
3	Apply sustainability frameworks such as LCA, Triple Bottom Line metrics, and carbon accounting tools to assess and improve operational performance across industries.	Applying
4	Analyse supply chain processes, waste management systems, and logistics networks using Industry 4.0 technologies (IoT, AI, big data, blockchain) to identify opportunities for sustainable improvement.	Analyzing
5	Evaluate sustainability strategies, quality management tools (TQM, Six Sigma, SPC), and green lean initiatives to recommend solutions that balance environmental, social, and economic performance.	Evaluating
6	Design innovative, technology-enabled sustainable operations solutions—including low-carbon logistics, circular economy models, and ethical, transparent supply chains—using Industry 4.0 and EMS frameworks.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Sustainable Operations Introduction to sustainability in operations and supply chain Definitions and evolution of sustainability Relationship between operations management and sustainability ESG Dimensions and their impact on operations Drivers and barriers for sustainable operations Strategies to overcome challenges Sustainability standards and certifications Overview of ISO 14001, GRI, LEED Life Cycle Assessment (LCA) Framework and methodology Applications in industries Circular economy principles Case studies	6
2	Green Logistics and Transportation Green Supply Chain Management (GSCM) Principles and objectives Role of green logistics Sustainable transportation strategies Modal optimization and IoT integration Green packaging solutions Eco-friendly material design and regulations Carbon footprint reduction Emission tracking and decarbonization strategies Reverse logistics and waste management Practical approaches to recycling	6

3	Industry 4.0 Technologies in Sustainable Operations Role of Industry 4.0 technologies IoT for real-time monitoring Big data analytics and AI for predictive insights Blockchain for ethical supply chains Transparency and traceability Smart warehousing and inventory management Automation and energy-efficient systems	6
4	Quality Management Technologies Quality control systems TQM tools and Six Sigma Statistical Process Control (SPC) Methods and applications Green Lean Six Sigma Operational excellence for sustainability	6
5	Sustainable Operations Performance Measurement Key performance indicators (KPIs) for sustainability Triple Bottom Line Metrics (People, Planet, Profit) Carbon accounting and reporting Tools and standards Environmental Management Systems (EMS) Tools for sustainable operations audits Case studies on sustainable performance measurement	6

Recommended Books:

1. McKinnon, A. et al. (2015). Green Logistics: Improving the Environmental Sustainability of Logistics. Kogan Page.
2. Jonsson, P. (2018). Operations Management for Sustainable Development.

Reference Book:

1. Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business.

Course	Human Resource Management	Course Code	GEN208	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Describe the basic concepts, functions, and processes of human resource management in an organizational settings.	Remembering
2	Explain the emerging trends & practices in HRM functions to equip with its evolution in contemporary organizational settings.	Understanding
3	Discuss the plans for growth and development for future placement of employees in an organization.	Applying
4	Analyze the performance parameter of different job roles to determine the metrics for measuring employee and functional effectiveness.	Analyzing
5	Evaluate the competency requirement of organizational level employees to ensure the effectiveness of HR practices.	Evaluating
6	Create the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Understanding Concept of Human Resource Management: Definition, nature, scope and importance, Evolution of HRM, Objectives and functions, Difference between PM and HRM, Qualities of successful HR., Structure of HR Dept., line and staff aspects of HRM, relationship and linkages with other functional depts. personnel policies and principles., Human Capital Management,	6
2	Procurement of Human Resources A-Job Analysis: Nature and need of Job Analysis, steps in Job Analysis, methods of collecting information for Job Analysis, Job Descriptions, Writing JD's, Job Specification, writing JS's. Meaning and significance of HRP, matching right abilities to the right job, importance of HRP, its Objectives and Process, Recruitment: Definition and Meaning, Need, planning of Recruitment, Process and sources of Recruitment, Succession planning. Define selection, Process of selection , types of tests and selection, situational testing. Types Interview techniques, -Induction & Placement	6
3	Training: Define Orientation, Definition and importance of training, objective and needs, training process, gaps in training, training programme and its evaluation, analysis of training needs, methods of training, training for special purposes. Define Development, need and importance of development, what management development, EDP's is/MDP's. Performance Management System: Define PMS, Explain self- appraisals, Performance appraisals, methods of performance appraisals, Legal issues associated with PA.	7

4	Compensation and Productivity Management Define reward, compensation, wage, salary, establishing pay rates, compensation trends, factors affecting employee remuneration -Benefits and Services: Nature and need of B & S, types of employee B & S, fringe benefits, administration of B & S, insurance – retirement- flexible benefits programmers. C-Incentive schemes: nature of incentive schemes, scope and type of incentive schemes,	5
5	Industrial relation, separations and safety management A-Industrial Relations: Define IR, concepts and objectives of IR, parties to IR, approaches to IR, TU and its role in IR. B-Dispute Settlements: Machineries of dispute settlement - Grievance procedure, collective bargaining, negotiation, conciliation, arbitration, adjudication, labour courts. C-Separations: Define separations, VRS/CRS, resignation, superannuation, gratuity, discharge, dismissal, suspension, layoff, retrenchment. D-Safety & Security: Define employee safety, types of safety, safety and health programmers, and statutory provisions of safety in India.	6

Recommended Books:

1. Human Resource Management by Gary Dessler
2. Human Resource Management by K Aswathappa
3. Personnel Management by C.B. Mamoria

Reference Book:

1. Human Resource Management by R.S. Dwivedi
2. Human Resource Management by L.M.Prasad

Course	Industry Readiness Program and GCL - II	Course Code	GEN209	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Explain the principles, stages, and managerial relevance of Design Thinking.	Remembering
2	Generate and evaluate innovative solution ideas for startup problems.	Understanding
3	Develop low-cost prototypes or MVP concepts with basic resource and cost estimation.	Applying
4	Test, analyze, and refine solutions using stakeholder feedback.	Analyzing
5	Design an implementation-ready solution and assess its business impact.	Evaluating
6	Demonstrate leadership, teamwork, ethical responsibility, and reflective learning through professional presentations.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Design Thinking Design thinking for business solutions, Stages: Empathize, Define, Ideate, Prototype, Test Role of design thinking in startups, Design thinking mindset for managers	6
2	Ideation & Solution Conceptualization Idea generation techniques, Brainstorming for startup problems Shortlisting best solution ideas, Mapping solution to problem statement Value creation for startup	6
3	Prototype Development Meaning and importance of prototype, Low-cost and low-fidelity prototypes, Process flow diagrams / mockups / models Minimum Viable Product (MVP) concept Resource and cost estimation	6
4	Testing & Improvement Testing prototype with startup stakeholders Feedback collection, Identifying gaps and improvements Iterative refinement, Final solution readiness	6
5	Solution Presentation & Industry Readiness Solution implementation plan Expected impact on startup Basic financial and operational implications learning reflection Final presentation to faculty/industry panel	6

Course	Sales and Negotiation	Course Code	SEC201	Total Credits	2
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define fundamental concepts of sales processes, negotiation types, and ethical considerations in sales and negotiation.	Remember
2	Explain customer segmentation, buyer psychology, value-based selling, and their relevance in designing effective sales strategies.	Understand
3	Apply negotiation tools such as BATNA, ZOPA, anchoring, and cultural sensitivity techniques to real-world sales negotiations.	Apply
4	Analyse complex, high-stakes negotiation scenarios to identify deadlocks, stakeholder interests, risks, and strategic options.	Analyse
5	Evaluate digital selling tools (CRM, social selling, AI-based analytics) to support data-driven and ethical sales decisions.	Evaluate
6	Design an integrated sales and negotiation plan incorporating sales strategy, negotiation tactics, digital tools, and ethical practices.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Sales and Negotiation Understanding Sales as a Process: Pipeline Management, Funnel Strategies Basics of Negotiation: Distributive vs. Integrative Negotiation Ethical Issues in Sales and Negotiation	4
2	Building Sales Strategies Customer Segmentation and Targeting Understanding Buyer Psychology Value-Based Selling and Consultative Sales Techniques	4
3	Advanced Negotiation Skills BATNA, ZOPA, and Anchoring Handling Difficult Conversations and Cultural Differences Negotiation Tactics in B2B and B2C Contexts	4
4	Digital Transformation in Sales The Role of CRM and Sales Automation Tools Social Selling and Personal Branding on Platforms like LinkedIn AI in Predictive Sales Analytics	4
5	Negotiation in Complex and High-Stakes Scenarios Managing Deadlocks in Negotiations Crisis Management and Stakeholder Communication Strategic Alliances and Partnership Deals	4

Recommended Books:

1. "Influence: The Psychology of Persuasion" by Robert Cialdini
2. "Sell or Be Sold" by Grant Cardone

Course	MOOC Course: SWAYAM/Skill Platforms	Course Code	VAC201	Total Credits	2
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Explain the concept of MOOCs, digital learning ecosystems, and institutional guidelines for course selection and credit transfer.	Remembering
2	Describe the concept of MOOCs, digital learning ecosystems, and credit transfer norms of SWAYAM and approved platforms.	Understanding
3	Select an appropriate MOOC aligned with academic, professional, or entrepreneurial goals by following prescribed guidelines.	Applying
4	Analyze knowledge and skills acquired through MOOC learning to academic tasks, problem-solving, or workplace contexts.	Analyzing
5	Evaluate learning outcomes of the completed MOOC in terms of skill development, career relevance, and professional growth.	Evaluating
6	Reflect on personal learning experiences to demonstrate lifelong learning orientation, ethical responsibility, and self-development.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Orientation to MOOC Learning (4 Hours) Introduction to MOOCs and digital learning ecosystems Overview of SWAYAM and approved skill platforms Course selection guidelines and credit transfer norms Learner responsibilities and timelines	4
2	MOOC Engagement & Learning (18 Hours) Participation in video lectures, quizzes, and assignments Interaction through discussion forums (where applicable) Completion of platform-based assessments Continuous self-learning and time management	4
3	Assessment & Certification (4 Hours) Platform-based internal assessments Proctored / final examination (as per MOOC norms) Certificate generation and submission	4
4	Learning Reflection & Application (4 Hours) Preparation of learning reflection report mapping skills learned to career / academic outcomes Faculty evaluation and mentoring	4
5	List of Approved Platforms (Indicative) SWAYAM (Mandatory Preferred Platform) NPTEL (via SWAYAM) AICTE NEAT NSDC Skill India Platforms Coursera / edX (if institutionally approved) TCS iON / Infosys Springboard (as approved)	4

Semester III

Course	Summer Internship	Course Code	GEN301	Total Credits	6
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Describe the organizational structure, business environment, functional processes, and workplace ethics of the host organization.	Remembering
2	Plan and define internship objectives, roles, deliverables, and scope of work in alignment with academic learning outcomes.	Understanding
3	Apply relevant management concepts, tools, and techniques while executing assigned tasks and projects during the internship.	Applying
4	Analyze a real organizational problem using basic data collection and analytical tools and develop feasible, ethical solutions.	Analyzing
5	Demonstrate professional conduct, teamwork, leadership qualities, and ethical responsibility in an organizational setting.	Evaluating
6	Prepare and present a structured internship report reflecting learning outcomes, skill development, and lifelong learning orientation.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Internship Orientation & Organization Study Internship guidelines, roles, and responsibilities Organizational profile: Nature of business Industry overview Organizational structure Functional departments and workflows	2
2	Internship Planning & Objective Setting Identification of internship role and responsibilities Learning objectives and expected outcomes Scope of work and deliverables Alignment of internship tasks with academic learning Approval of internship plan by faculty mentor	2
3	Task Execution & Practical Learning Execution of assigned tasks / projects Application of management tools and techniques Observation of decision-making processes Team participation and coordination Maintenance of daily work log / internship diary	2
4	Problem analysis & solution development Identification of a key organizational problem / improvement area data collection (primary / secondary) problem analysis using basic analytical tools development of feasible recommendations / solutions ethical and practical considerations	2
5	Reporting, Presentation & Reflection Preparation of structured internship report Reflection on learning outcomes and skill development Presentation and viva-voce Feedback from faculty and industry supervisor Identification of skill gaps and future learning needs	2

Recommended Books: Textbooks

1. Marketing Research – Naresh K. Malhotra

Course	Business Policy and Strategic Management	Course Code	GEN302	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall foundational concepts in strategic management and policy	Remembering
2	Understand internal and external factors impacting strategic decisions	Understanding
3	Apply strategic frameworks to real-world business problems	Applying
4	Analyze business situations and develop competitive strategies	Analyzing
5	Evaluate strategic alternatives and control mechanisms	Evaluating
6	Design AI-enabled and tech-driven strategic management systems	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Strategic Management and Business Policy Nature, Scope and Importance Vision, Mission, Goals and Objectives Levels of Strategy – Corporate, Business, Functional Strategy vs Policy	6
2	Environmental and Industry Analysis External Environment: PESTEL and Porter's Five Forces Internal Analysis: VRIO Framework, Core Competencies SWOT Analysis and Strategic Fit Competitive Intelligence	6
3	Strategy Formulation and Implementation Corporate Strategy: Growth, Stability, Retrenchment Business Strategy: Cost Leadership, Differentiation, Focus Strategic Alliances, M&A Strategy Execution and Balanced Scorecard	6
4	Evaluation and Control of Strategy Strategic Control Systems KPIs and Performance Dashboards Organizational Structure and Strategy Risk Management and Contingency Planning	6
5	AI and Modern Trends in Strategic Management Role of AI in Competitive Strategy and Forecasting Data-Driven Strategic Planning and Predictive Analytics Digital Disruption and Transformation Strategies Real-time Strategy through Big Data and Machine Learning	6

Recommended Books:

1. Strategic Management and Business Policy – Azhar Kazmi
2. Business Policy and Strategic Management (Text & Cases) – P. Subba Rao (Himalaya Publishing House)

Reference Book:

1. Concepts in Strategic Management & Business Policy – Wheelen & Hunger
2. Strategic Management: Formulation, Implementation & Control – Pearce, Robinson & Mittal

Course	Management of Emerging Technologies	Course Code	GEN303	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Foundational Knowledge & Definitions Students will be able identify and define core emerging technologies	Remembering
2	Mechanisms & Business Relevance Students will be able to understand the business impact, applications, and underlying mechanisms (e.g., smart contracts, LLMs, IoT architecture) of key emerging technologies across various industries.	Understanding
3	Practical Tool Application Students will be able to apply free tools (e.g., ChatGPT/Gemini etc.) to demonstrate basic functionalities and solve simple business problems related to AI, GenAI, Blockchain, IoT, and Automation.	Applying
4	Case/Dataset Analysis Students will be able to analyse real-world case studies (e.g., Netflix, Walmart, Tesla, Kodak) to evaluate the strategic implications, success factors, and challenges of adopting emerging technologies.	Analyzing
5	Risk & Ethical Assessment Students will be able to evaluate the ethical considerations, risks (security, privacy, bias, job displacement), scalability limitations, and regulatory challenges associated with deploying emerging technologies like GenAI, Blockchain, and IoT.	Evaluating
6	Tech Integration Proposals Students will be able to design proposals or blueprints (e.g., AI Canvas, Blockchain Business Blueprint, Automation Use-Case) that integrate emerging technologies to address specific business opportunities or operational challenges.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Emerging Technologies & Their Impact Definition & Scope of Emerging Technologies AI, Blockchain, IoT, AR/VR, Robotics, and Generative AI. Technology Adoption & Trends Tools for tracking technology trends: Gartner Hype Cycle, S-curves, McKinsey's Three Horizons. Business & Impact & Case Studies Case studies	6
2	Artificial Intelligence & Machine Learning for Business Decisions AI/ML Fundamentals: Business: Applications & Use Cases Predictive analytics, chatbots (Banking) and personalized marketing. Supervised vs. Unsupervised Learning, and their relevance in business contexts. AI Strategy & Implementation Challenges Addressing challenges like data quality, integration into legacy systems, and managing resistance to change.	6
3	Generative AI & The Future of Work Generative AI Fundamentals LLMs, Diffusion Models, Prompt Engineering. Business Applications Content Creation (Marketing) Risks & Ethical Considerations Deepfakes, IP Rights, Job Displacement.	6

4	Blockchain & Decentralized Business Models: Blockchain Fundamentals Smart contracts, cryptocurrencies, and NFTs. Use Cases in Finance, Supply Chain, and Healthcare Challenges: Scalability, Regulation, and Energy Consumption Limitations: Transaction speed and Environmental concerns.	6
5	Internet of Things (IoT) & Smart Business Operations (Logistics, and Smart products) IoT Architecture Sensors, Cloud Computing & Integration, Edge Computing and Data Analytics Factories (Siemens), Predictive Maintenance. Connected Healthcare devices & applications Cloud Computing, RPA, and Intelligent Automation Cloud delivery models: SaaS, PaaS, IaaS Business use of AWS, Azure, and Google Cloud Robotic Process Automation (RPA) and Intelligent Automation use cases	6

Recommended Books:

1. AI for Everyone: Fundamentals and Applications *Author: UC Berkeley EECS Faculty*
2. Blockchain Basics: A Non-Technical Introduction *Author: Daniel Drescher (Open Access Edition)*

Reference Book:

1. The Ethics of Artificial Intelligence *Author: UNESCO*
2. Digital Transformation in Industry *Author: OECD*

Course	Consumer & Industrial Buyer Behaviour	Course Code	MKT301	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall foundational concepts and models related to consumer and industrial behavior.	Remembering
2	Understand the psychological, personal, social, and cultural influences on buying behavior.	Understanding
3	Apply consumer behavior theories to real-life B2C and B2B marketing scenarios.	Applying
4	Analyze behavioral data and models to derive consumer insights.	Analyzing
5	Evaluate marketing strategies based on consumer behavior and post-purchase responses.	Evaluating
6	Create effective marketing interventions using AI and service-based consumer insights.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Consumer Behavior Introduction to Consumer Behavior – Understand what influences consumer decisions in both B2C and B2B markets. Importance of Consumer Behavior in Marketing – Learn how marketers use consumer insights to formulate strategies. Digital Revolution & Its Impact – Analyze how digital channels reshape consumer purchase behavior. Consumer Behavior Models – Study major models: Economic, Learning, Psychoanalytic, Sociological, etc. Marketing Implications of Behavioral Models – Apply these models to develop marketing tactics.	6
2	Psychological & Personal Factors Motivation Theories & Application – Explore Maslow's and other motivational theories relevant to buying behavior. Perception in Consumer Decision Making – Examine how consumers interpret information and how marketers influence perception. Personality and Consumer Choices – Assess personality types and use models like VALS to segment markets. Attitude Formation and Change – Understand Tri-component theory and techniques for attitude adjustment. Learning & Information Processing – Identify how consumers learn and how it affects product choices.	6
3	Social & Cultural Influences Social Class & Stratification in India – Understand the SEC classification and how class impacts buying. Role of Family in Purchase Decisions – Analyze decision roles within families (initiator, influencer, etc.). Group Influence and Opinion Leaders – Study reference groups and their impact on brand perception. Culture and Subculture Dynamics – Learn how cultural beliefs and values shape consumption. Emerging Trends in Indian Consumerism – Observe evolving cultural patterns and urban consumer behavior.	6

4	Industrial Buying & Post-Purchase Behavior Organizational Buying Process – Learn how B2B buyers make purchase decisions using buying centers. Vendor Selection & Negotiation Models – Apply models like ABC/VED and understand costing and bidding. Post-Purchase Evaluation – Explore satisfaction measures and behavior after the purchase. Promotion Tools in B2B – Assess brochures, exhibitions, and other industrial communication methods. Service Procurement Behavior – Understand how buying services differs from buying products.	6
5	AI & Services in Consumer Behavior AI in Consumer Behavior Analysis – Use AI for sentiment analysis, predictive modeling, and behavior tracking. Personalization Using Machine Learning – Implement AI tools for tailoring experiences based on preferences. AI in Measuring Post-Purchase Satisfaction – Deploy tools like NPS with AI support. Services Marketing Perspective – Introduce the 7Ps framework and its impact on behavioral outcomes. Case Studies on AI & Service Integration – Review examples from retail, hospitality, and healthcare sectors.	6

Recommended Books:

1. Schiffman, L.G., & Wisenblit, J. – *Consumer Behavior Pearson Education*,
2. Blackwell, R.D., Miniard, P.W., & Engel, J.F. – *Consumer Behavior Cengage Learning*

Reference Book:

1. Solomon, M.R. – *Consumer Behavior: Buying, Having, and Being Pearson*
2. Sheth, J.N., Mittal, B., & Newman, B.I. – *Consumer Behavior: A Managerial Perspective*

Course	Integrated Product & Brand Management	Course Code	MKT302	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall core concepts of product types, lifecycle stages, and branding fundamentals.	Remembering
2	Understand the roles of product managers, brand equity elements, and service branding implications.	Understanding
3	Apply product development processes, brand management tools, and communication models.	Applying
4	Analyze portfolio models (BCG/GE), product mix strategies, and digital branding strategies	Analyzing
5	Evaluate NPD outcomes, co-branding strategies, and brand valuation techniques using AI tools.	Evaluating
6	Create marketing strategies using AI-enabled tools across product lifecycle and brand ecosystems.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Strategic Product Management Role & Functions of Product Managers – Understand responsibilities across consumer and industrial sectors. Types of Products & Features – Differentiate between goods, services, and hybrid offerings. Product Line & Mix Strategies – Study product mix depth, width, and SBU management. Portfolio Models (BCG/GE) – Evaluate product success potential using analytical tools. Services Product Management – Examine characteristics of service offerings and their strategic implications.	6
2	Product Lifecycle & Development PLC & Marketing Strategies – Learn different strategies across PLC stages. New Product Development (NPD) – Follow the NPD process from idea to commercialization. Product Modifications & Variants – Explore improvement and repositioning options. Forecasting New Product Demand – Use qualitative and quantitative tools for sales forecasting. Reasons for NPD Failures & Successes – Analyze what makes or breaks a new product.	6
3	Branding Fundamentals Brand Concepts: Identity, Equity & Loyalty – Explore core brand components and their business value. Brand Management Process & Tools – Learn tools like Brand Prism, Brand Anatomy, and Line Extensions. Corporate Branding vs. Product Branding – Differentiate between company-level and product-level branding. Service Branding Models – Apply branding in intangible settings like education and financial services. Case Study Analysis	6

4	Advanced Branding & Communication Brand Communication Process – Master IMC strategies and touchpoints. Brand Choice Models (AIDA, AIETA, ATR) – Use decision models for better targeting. Digital Branding Strategies – Leverage social media, influencers, and web analytics for branding. Co-Branding & Brand Architecture – Understand house of brands vs. branded house. Rebranding & Brand Revitalization – Explore tools to revive declining or ghost brands.	6
5	AI in Product & Brand Management AI in NPD and Product Analytics – Use AI for trend forecasting and customer feedback analysis. AI in Brand Tracking – Apply sentiment analysis and real-time feedback for branding decisions. AI Tools in Pricing & Packaging – Use image recognition and neural networks for packaging testing. Brand Valuation Techniques using AI – Analyze methods like McKinsey Model enhanced with AI tools. Service Brand Monitoring via AI – Examine tools for measuring service performance and perception.	6

Recommended Books:

1. Strategic Brand Management – Kevin Lane Keller Pearson Education
2. Product Management: Text and Cases – Lehmann, Donald R., and Winer Russell S. McGraw-Hill Education
3. New Products Management – C. Merle Crawford and C. Anthony Di Benedetto McGraw-Hill Education

Reference Book:

1. Building Strong Brands – David Aaker
2. Marketing Management – Philip Kotler, Kevin Lane Keller Pearson Education

Course	Consumer Analytics and AI	Course Code	MKT303	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Explain the role of consumer analytics and AI in strategic marketing decisions.	Remembering
2	Identify and manage various sources of consumer data ethically and effectively.	Understanding
3	Apply machine learning techniques to analyze and predict consumer behavior.	Applying
4	Use AI tools to enhance consumer engagement and personalization.	Analyzing
5	Interpret analytical results to support marketing strategies and actions.	Evaluating
6	Design and present a real-world consumer analytics project using AI applications.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Consumer Analytics & AI in Marketing Role of analytics and AI in modern marketing Understanding consumer behavior through data Types of consumer data: structured vs unstructured Data sources: CRM, social media, e-commerce, loyalty programs Overview of AI technologies: Machine Learning, NLP, Computer Vision Ethical and legal considerations in consumer data usage	6
2	Data Collection and Consumer Data Management Techniques of consumer data collection (surveys, clickstream, sensors, feedback) Data cleaning, normalization, and preprocessing Customer profiling and segmentation Customer journey mapping using data Introduction to databases and data warehouses Data privacy, security, and consent frameworks (GDPR, Indian Data Protection Bill)	6
3	Predictive Analytics and Machine Learning in Marketing Predictive modeling for consumer behavior (churn, CLV, upsell) Supervised vs unsupervised learning techniques Classification models (Decision Trees, Random Forest, SVM) Clustering for market segmentation (K-Means, Hierarchical) Case studies: AI-based targeting and personalization Introduction to Python/R for marketing analytics (basics only)	6
4	AI Applications in Consumer Insights and Engagement Sentiment analysis using NLP from reviews and social media Chatbots and conversational AI for customer service Recommendation engines and personalization algorithms Visual recognition in retail marketing (AI in image/video analysis) Email and content optimization using AI tools Tools & platforms: Google AI, IBM Watson, Salesforce AI, Tableau.	6

5	Real-World Applications, Tools, and Capstone Project Industry case studies: Amazon, Netflix, Zomato, Myntra AI in influencer marketing and digital campaigns KPI tracking and ROI of AI-driven campaigns Designing a basic consumer analytics dashboard Capstone group project: Consumer Analytics Problem Solving Pitching AI-driven insights to a mock marketing board	6
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Recommended Books:

1. Consumer Behavior and Analytics – Barry J. Babin & Eric G. Harris Cengage Learning
2. Marketing Analytics: A Practical Guide to Real Marketing Science – Mike Grigsby Kogan Page

Reference Book:

1. Predictive Analytics: The Future of Business Intelligence – Eric Siegel Wiley.
2. Marketing Metrics: The Definitive Guide to Measuring Marketing Performance – Paul W. Farris et al. Pearson.

Course	Sales and Distribution Management	Course Code	MKT304	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall foundational concepts of sales management, personal selling, and distribution strategies.	Remembering
2	Understand sales force structuring, forecasting methods, and negotiation dynamics.	Understanding
3	Apply tools for sales planning, presentation, CRM, and distribution channel management.	Applying
4	Analyze sales team performance, sales data, channel conflicts, and customer behavior.	Analyzing
5	Evaluate sales strategies, compensation plans, AI-based tools, and ethical negotiation practices.	Evaluating
6	Design integrated sales and distribution plans using AI and modern digital technologies.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Sales Management & Forecasting: Nature of Sales Management – Understand the strategic importance of sales within an organization. Sales Force Planning & Structuring – Learn how to build effective sales teams by regions/products. Sales Forecasting Techniques – Study quantitative and qualitative forecasting methods. Role of Sales Managers in Services – Explore how sales differs in service-oriented businesses.	6
2	Managing the Sales Force: Sales Force Staffing Process – Study phases: planning, recruitment, selection, and training. Territory and Time Management – Allocate territory efficiently and improve productivity. Sales Quota & Compensation Design – Structure incentives to align performance and company goals. Sales Force Evaluation Tools – Use metrics to assess efficiency and effectiveness. Salesperson Personality and Attitudes – Profile successful traits and behaviors	6
3	Personal Selling & Communication: Approaches to Selling – Compare different selling styles (relationship, benefit, consultative, etc.). Steps in Selling Process – From prospecting to closing a sale. Sales Presentation Skills – Plan and deliver persuasive sales pitches. Objection Handling & Negotiation Basics – Deal with resistance and convert to commitment. Cold Calling & Assertiveness in Sales – Master techniques for uninvited pitching.	6
4	Negotiation & Distribution Strategy: Negotiation Tactics & Ethics – Identify common tactics and countermeasures. Channel Design & Selection – Choose right intermediaries for reach and efficiency. Channel Conflict & Management – Resolve disputes and maintain channel harmony. Distribution in Services vs.	6

	Goods – Understand intangibility and perishability challenges. Retail, E-commerce, and Hybrid Models – Explore modern distribution platforms.	
5	AI in Sales & Distribution: AI for Lead Scoring & CRM Automation – Use predictive tools for prioritizing prospects. AI in Sales Forecasting & Route Optimization – Improve accuracy and field coverage. Chatbots & AI Assistants in Sales – Automate initial engagement and follow-ups. AI in Distribution Management – Enhance logistics and delivery with smart tools. AI in Service Sales & Customer Retention – Personalize after-sales service with AI chat, bots, CRM.	6

Recommended Books:

1. Personal Selling and Sales Management – *Eugene M. Johnson, David L. Kurtz Pearson Education*
2. Distribution Management – *Dr. K.S. Chandrasekar* AI for Marketing and Sales – *Katie King Kogan Page*

Reference Book:

1. Distribution Management – *Dr. K.S. Chandrasekar Excel Books*
2. AI for Marketing and Sales – *Katie King Kogan Page*

Course	Digital and Social Media Marketing	Course Code	MKT305	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall advanced concepts of SEO, SEM, Omni channel journeys, and IMC in a digital context.	Remembering
2	Understand platform-specific strategies, influencer models, and storytelling frameworks	Understanding
3	Apply tools for campaign automation, community engagement, and content creation	Applying
4	Analyze performance using analytics dashboards, CRO techniques, and attribution models	Analyzing
5	Evaluate campaign effectiveness, influencer ROI, and AI-enabled marketing techniques	Evaluating
6	Design integrated digital marketing campaigns using automation and Omni channel strategies.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Advanced Digital Marketing Strategies Digital Consumer Journey & Omnichannel Approach – Mapping touchpoints across online/offline channels. SEO & SEM Deep Dive – Technical SEO, Google Ads bidding strategy, keyword clustering. Growth Hacking Techniques – Viral loops, funnel design, and AARRR model. Digital Strategy Formulation – KPI setting, goal alignment, and budget planning. IMC Planning in a Digital World – Integrating digital channels into a unified brand message.	6
2	Social Media Marketing & Influencer Strategies Platform-Specific Strategy (LinkedIn, YouTube, Instagram, Twitter) – Content formats, timing, and audience targeting. Influencer Marketing Models – Types, selection, compensation, and ROI evaluation. Community Building & Engagement Tactics – From passive followers to brand advocates. Social Media Integration with IMC – Role of paid, earned, and owned media.	6
3	Content Marketing & Video Strategy Storytelling Frameworks for Digital – Emotional and data-driven storytelling. Video Marketing Strategy – Scripting, production, platform adaptation (shorts, reels). Email Automation & Drip Campaigns – Design and deliver personalized journeys. Blogging & SEO Content – Long-form strategy and cluster content. Content Calendars & Editorial Planning – Tools and templates.	6

4	Analytics & Performance Optimization Google Analytics (GA4) – Advanced tracking, events, UTM parameters. Social Media Analytics – Insights from Meta Business Suite, LinkedIn, Twitter. ROI Measurement of Campaigns – Attribution modeling and channel ROI. Conversion Rate Optimization (CRO) – Techniques and heat map analysis.	6
5	AI & Automation in Digital Marketing Programmatic Advertising – Real-time bidding and DSPs explained. Chatbots and Virtual Assistants in Campaigns – Automation in communication. Predictive Campaign Planning using AI – Using tools for dynamic ad targeting. AI Tools for Copywriting & Design (e.g., ChatGPT, Canva AI) – Automating creative tasks.	6

Recommended Books:

1. Digital Marketing: Strategy, Implementation and Practice – Dave Chaffey & Fiona Ellis-Chadwick
Pearson Education
2. Social Media Marketing – Tracy L. Tuten & Michael R. Solomon SAGE Publications

Reference Book:

1. Growth Hacker Marketing – Ryan Holiday Penguin.
2. AI for Marketers – Jim Sterne Wiley

Course	Marketing Research	Course Code	MKT306	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Demonstrate the managerial importance of market research and its role in marketing strategy	Remembering
2	Demonstrate basic understanding of the market research process and the role of market research in strategic decision-making.	Understanding
3	Demonstrate developing written and oral communication skills for presentation to corporate clients with regards to market research applications	Applying
4	Demonstrate use of contemporary statistical packages to analyze quantitative data and Interpret data analysis in the context of the identified business problems	Analyzing
5	Demonstrate evaluating a research project including a sampling and research method, develop a focus group or interview guide and a survey, manage data collection, conduct qualitative and quantitative data analysis, interpret results, and present research findings	Evaluating
6	Demonstrate focus on creating research design, as well as developing practical skills in research for marketing purposes	Creating

Course Content:

Unit	Description	Duration (Hrs)
1	Introduction To Market Research: Meaning, Scope, and Importance: Defining marketing research and its role in marketing management. The Marketing Research Process: Understanding the systematic steps involved in conducting market research. Ethical Considerations: Exploring ethical issues related to data collection, analysis, and reporting. Recent Trends: Introducing emerging technologies and approaches in marketing research	6
2	Measurement and Scaling: Measurement in Marketing Research: Exploring the importance of accurate and reliable measurement. Scaling Techniques: Learning about different scales like nominal, ordinal, interval, and ratio scales Data Analysis: Descriptive Statistics: Understanding measures of central tendency, dispersion, and frequency distributions. Inferential Statistics: Learning about hypothesis testing, correlation, and regression analysis.	6
3	Marketing Research Applications - I: Sales Analysis and Forecasting: Mining internal customer and sales data, In-store shopper marketing research and Retail shop audits, margin trend data, targeting best customers, identifying most efficient and effective advertising and promotion methods to reach existing consumers, Consumer panels, Customer satisfaction research, Concept of Market demand and Market potential, Forecasting, Forecasting methods, choosing a forecast model,	6

	forecast errors. Moving Average and Exponential Methods, Decomposition Methods, Regression Models. New Product Development and Test Marketing: marketing information for new markets, new product categories, new product concepts, new product design and market validation research, test marketing – uses, types, methods, limitations. Conjoint analysis for understanding consumer preferences and application to product design.	
4	Marketing Research Applications - II: Brand Research: brand concepts, brand names, brand power research, brand equity survey measurements, Brand tracking studies. Advertising Research: Concept testing research – evaluating advertising concepts, ad theme concepts and appeals, ad recall surveys, message and theme salience, impact measures, buying motivation and association measures, media research like readership surveys, Media audience tracking studies, TRP, Limitations of advertising research. International Marketing Research: Marketing research in international context - importance, complexities and issues, International secondary data sources, Primary data collection methods and complexities of data collection in international marketing research, Online data sources and research, Issues in multi-country data analysis –	6
5	Applications of Marketing Research: Consumer Research: Understanding how market research is used to understand consumer behavior. Product Research: Exploring the role of market research in product development and improvement. Advertising and Media Research: Learning how market research informs advertising strategies and media planning. International Marketing Research: Understanding the challenges and opportunities of conducting research in global markets. Marketing Research in social media: Exploring the use of social media data for marketing insights. Emerging Trends and Technologies: AI and Machine Learning in Marketing Research Exploring the use of AI and machine learning for data analysis and automation.	6

Recommended Books:

1. Marketing Research: Text and Cases" by Bruce Wrenn
2. The Market Research Toolbox: A Concise Guide for Beginners" by Edward McQuarrie

Reference Books:

1. Marketing Research Kit For Dummies
2. Basic Marketing Research" by Naresh K. Malhotra and Satyabhusan Das

Course	Retail Marketing & CRM	Course Code	MKT309	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall fundamental concepts in retail formats, retail mix, and CRM types.	Remembering
2	Understand customer journeys, branding strategies, and CRM's role in services.	Understanding
3	Apply CRM tools and retail strategies to design promotional campaigns and customer loyalty programs.	Applying
4	Analyze retail layouts, pricing strategies, and CRM metrics across physical and digital platforms.	Analyzing
5	Evaluate the effectiveness of CRM solutions, loyalty programs, and AI-driven personalization.	Evaluating
6	Design technology-integrated retail marketing and CRM strategies for customer retention and growth.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Retail Marketing Retail Formats & Evolution – Brick-and-mortar, e-retail, Omnichannel models. Retail Mix (6Ps) – Product, Price, Place, Promotion, Presentation, and Personnel. Customer Journey in Retail – Entry to exit path in physical and digital stores. Retail Location and Layout Strategies – Factors influencing footfall and experience. Service Excellence in Retail – Role of service in differentiating retail offerings.	6
2	Retail Branding and Promotions Retail Branding Strategies – Store brands vs. national brands In-store Promotions & Visual Merchandising – POS displays, shelf layout, signage. Pricing Strategies in Retail – Everyday low pricing, psychological pricing. Customer Loyalty Programs – Types, design, and effectiveness. Events and Experiences in Retail Marketing – Building engagement and recall.	6
3	CRM Principles and Strategy Understanding CRM – Definition, components, and benefits. Operational, Analytical & Collaborative CRM – Functional understanding. Customer Retention Strategies – Lifecycle marketing and loyalty drivers. CRM Metrics and KPIs – Retention rate, churn, NPS, frequency of purchase. Role of CRM in Service Environments – Banking, hospitality, education, etc.	6
4	Technology in Retail & CRM Retail Technologies (POS, RFID, AR/VR) – Technology enhancing the retail experience. CRM Tools & Software (Salesforce, Zoho) – Features, comparison, and deployment. Personalization in CRM – Using data for customized communications. Mobile CRM & App-Based Loyalty – Push notifications and location-based offers. Case Study: Starbucks CRM and Retail Success	6

5	AI in Retail Marketing & CRM AI in Inventory Management and Merchandising AI Chatbots in Retail CRM – Real-time customer support. AI in Recommendation Engines – Personalized shopping experience. Customer Data Platforms (CDPs) & Predictive CRM – Unified view and next-best action. Retail CRM Case Studies: Reliance Trends, Sephora, BigBasket	6
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Recommended Books:

1. Retail Management – *Barry Berman & Joel R. Evans Pearson Education*
2. Retail Marketing Management – *David Gilbert Pearson Education*

Reference Book:

1. Retail Marketing in the Modern Age – *Pradhan, Swapna Tata McGraw-Hill.*
2. CRM at the Speed of Light – *Paul Greenberg McGraw-Hill*

Course	Marketing of Financial Products and Services	Course Code	MKT311	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall key financial products, services, and characteristics of the BFSI sector.	Remembering
2	Understand consumer behavior, regulatory challenges, and IMC strategies in financial marketing.	Understanding
3	Apply product positioning, pricing, and distribution strategies to financial offerings.	Applying
4	Analyze channel performance, consumer segments, and CRM effectiveness in BFSI.	Analyzing
5	Evaluate digital tools, AI applications, and communication techniques for marketing financial services.	Evaluating
6	Design compliant and customer-centric financial marketing strategies using emerging technologies.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Overview of Financial Services Marketing Introduction to Financial Markets and Products – Mutual funds, insurance, credit cards, etc. Characteristics of Financial Services – Intangibility, trust, risk, regulation. Marketing Challenges in BFSI – Complexity, regulations, and personalization needs. Consumer Behavior in Financial Services – Trust, risk aversion, information asymmetry.	6
2	Financial Product Strategies Product Development in BFSI – Customization, bundling, innovation. Packaging and Positioning of Financial Products – Clarity, simplicity, and trust cues. Pricing Strategies in Financial Sector – Interest rates, fees, perceived value. New Product Launch in BFSI – Go-to-market strategy with compliance focus	6
3	Financial Services Promotion and IMC IMC in BFSI – Regulatory-compliant advertising and communication strategies. Advertising Strategies in Financial Sector – Emotional appeal, credibility, transparency. Digital Marketing in Financial Products – Use of email, Chatbots, and mobile apps. Role of Personal Selling and Agents – Insurance, investment advisors, etc.	6
4	Channels & Relationship Management Omnichannel Delivery in BFSI – Branch, web, mobile, third-party partners. Distribution Models: Direct vs. Brokered – Bancassurance, IFAs, D2C. Cross-Selling and Upselling Tactics – CRM-based offers and bundling. Customer Grievance Handling in Financial Services – Transparency and quick resolution.	6

5	AI in Financial Product Recommendation (Robo-advisors) – Portfolio design and KYC automation. Credit Scoring Models using AI – Underwriting and loan approval automation. Fraud Detection & Risk Monitoring – Predictive alerts and real-time monitoring. Data Privacy, Cybersecurity, and Compliance in BFSI – Responsible marketing and data use. Case Study: AI in Banking CRM – ICICI Bank, SBI YONO	6
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Recommended Books:

1. Marketing of Financial Services – H. R. Machiraju Pearson Education.
2. Financial Services Marketing: An International Guide to Principles and Practice – Jillian Farquhar Routledge

Reference Book:

1. Services Marketing: Integrating Customer Focus Across the Firm – Valarie Zeithaml, Mary Jo Bitner McGraw-Hill
2. Case Studies in Financial Services Marketing – (Various authors, available in journals or B-school publications)

Course	Financial Analytics and AI	Course Code	FIN 301	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome Description	Bloom's Level
1	<i>Define</i> key concepts of financial analytics, data types, tools (Excel/Python), and foundational statistical techniques used in financial decision-making	Remember
2	<i>Explain</i> and <i>interpret</i> financial statements using ratio analysis, trend analysis, and visualization-based understanding of financial performance.	Understand
3	<i>Apply</i> predictive modelling techniques—linear regression, time-series forecasting, scenario and sensitivity analysis—using Excel/Python to real-world finance problems.	Apply
4	<i>Analyse</i> financial risks using risk metrics (e.g., VaR) and examine patterns through advanced dashboards using Power BI/Tableau.	Analyse
5	<i>Evaluate</i> the role and effectiveness of AI-based tools such as fraud detection models, credit scoring systems, robo-advisors, and algorithmic trading strategies.	Evaluate
6	<i>Design</i> a comprehensive financial analytics project integrating predictive models, risk analytics, dashboards, and AI components to support data-driven managerial decisions.	Create

Course Content

Unit	Description	Duration (Hr)
1	Introduction to Financial Analytics Definition, scope, types of data (structured/unstructured), role in finance, tools overview (Excel, Python) Excel: Data cleaning, pivot tables, charts; Python: Pandas, NumPy, Matplotlib; Descriptive statistics, correlation	6
2	Financial Statement Analytics Ratio analysis, trend analysis, common size, vertical & horizontal analysis, KPI dashboards	6
3	Predictive Modelling and Forecasting Linear regression, time series, financial forecasting using Excel & Python, scenario & sensitivity analysis	6
4	Risk Analytics and Reporting VaR using Excel/Python, financial risk metrics, data visualization using Power BI/Tableau, dashboard design	6
5	AI in Financial Analytics AI in finance, fraud detection, credit scoring, algorithmic trading, ML in forecasting, sentiment analysis, robo-advisors	6

Recommended Books:

1. Financial Analytics with R, Mark J. Bennett & Dirk L. Hugen
2. Python for Finance, Yves Hilpisch

Reference Book:

1. Financial Modeling in Excel, Danielle Stein Fairhurst
2. Applied Financial Analytics, Michael G. Papaioannou

Course	Security Analysis & Portfolio Management -Financial Market , Product & Institutions	Course Code	FIN 302	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcome	Knowledge Level
1	Students will be able identify and recall fundamental concepts and the foundational concepts, participants, and instruments in financial markets.	Remembering
2	Students will be able to understand the fundamentals and technical analysis techniques to evaluating the securities.	Understanding
3	Students will be able to construct and optimize portfolios.	Applying
4	Students will be to analyse portfolio performance and implement risk management strategies.	Analyzing
5	Evaluating the impact of portfolio management and wealth creation	Evaluating
6	Students will be able to utilize simulated platforms to develop real-time investing and wealth management skills.	Creating

Course Content:

Units	Description	Duration (Hrs)
1	Introduction to Security Analysis Introduction Definition of Security Analysis Importance and Scope Types of Securities Equity Securities Debt Securities Investment Environment Primary and Secondary Markets Role of Financial Intermediaries Investment Objectives Risk and Return Time Horizon Liquidity Need Financial Markets and Instruments Overview of Financial Markets Types of Markets: Money Market, Capital Market Role of Financial Markets in the Economy Market Participants Retail Investors Institutional Investors Financial Instruments Equities Bonds Derivatives Market Indices Definition and Purpose	6
2	Fundamental Analysis Introduction to Fundamental Analysis Definition and Purpose Key Principles Economic Analysis Economic Indicators Business Cycles Industry Analysis Industry Life Cycle Competitive Analysis Company Analysis Financial Statement Analysis Income Statement Balance Sheet Cash Flow Statement Ratio Analysis Liquidity Ratios Profitability & Solvency Ratio Technical Analysis Introduction to Technical Analysis Definition and Contrast with Fundamental Analysis Assumptions of Technical Analysis Chart Types Line Charts Bar Charts Candlestick Charts Indicators: RSI, MACD, Bollinger Bands Trend Analysis: Support and Resistance Levels	6
3	Portfolio Construction, Theory & Wealth Management Modern Portfolio Theory (MPT) Risk-return optimization Efficient frontier & diversification CAPM & SML Strategic vs. tactical asset allocation Wealth creation lifecycle: accumulation, preservation, transfer. Client profiling: risk tolerance, investment horizon Portfolio Management Strategies Introduction to Portfolio Management Strategies Objectives and Constraints Active vs. Passive Management Definitions and Differences Techniques and Tools Asset Allocation Strategic & Tactical & Dynamic Asset Allocation Portfolio Rebalancing	6

4	Portfolio Performance Evaluation Introduction to Performance Evaluation Importance and Objectives Performance Metrics Return Measures Risk-Adjusted Measures Sharpe Ratio, Treynor Ratio Jensen's Alpha Benchmarking Importance of Benchmarks Selection of Appropriate Benchmarks Performance Attribution Analysis of Performance Drivers Performance Attribution Models	6
5	Current Trends in Security Analysis and Portfolio Management Technological Advancements Impact of Technology on Investment Analysis Use of AI and Machine Learning Sustainable Investing ESG (Environmental, Social, Governance) Global Market Trends	6

Recommended Books

1. Bodie, Z., Kane, A., & Marcus, A. J. (2014). Investments. McGraw-Hill Education.
2. Reilly, F. K., & Brown, K. C. (2011). Investment Analysis and Portfolio Management. South-Western Cengage Learning.

Reference Books

1. Damodaran, A. (2012). Investment Valuation: Tools and Techniques for Determining the Value of Any Asset. Wiley.
2. Graham, B., & Dodd, D. (2009). Security Analysis. McGraw-Hill Education.

Course	Financial Risk Management	Course Code	FIN 303	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Define key concepts of financial risk,	Remember
2	Explain the mechanisms of market and credit risk, including VaR, stress testing, PD–LGD–EAD, and regulatory norms such as Basel III.	Understand
3	Apply derivative instruments (forwards, futures, options, swaps) and hedging strategies to mitigate various types of financial risks.	Apply
4	Analyse risk exposures using duration, convexity, scenario analysis, option Greeks, and risk-neutral valuation techniques.	Analyse
5	Evaluate the effectiveness of risk governance systems, regulatory frameworks (RBI, SEBI, IRDAI, BIS), and ESG-related risks in financial institutions.	Evaluate
6	Design integrated risk models using AI/ML techniques across credit, market, liquidity, operational, and compliance risks.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Financial Risk Management Definition and scope of financial risk Types of financial risks: credit, market, operational, liquidity, legal Evolution of risk management	4
2	Market and Credit Risk Management Interest rate risk, equity risk, foreign exchange risk Value at Risk (VaR) – concepts and calculation Stress testing and back-testing Duration and convexity for interest rate risk Scenario analysis Types of credit risk Credit ratings and credit scoring	8
3	Derivatives, Risk Mitigation and Strategic Risk Hedging using forwards, futures, options, and swaps Greeks and option sensitivities Risk-neutral valuation Use of derivatives in risk management Regulatory aspects: SEBI and RBI guidelines	6
4	Risk Governance and Regulatory Framework Corporate governance and risk oversight Internal control and audit systems Regulatory bodies: RBI, SEBI, IRDAI, BIS Global risk regulations: Basel norms, IFRS 9 ESG risks and sustainability	6
5	AI Application Across Financial Risk Type Credit Risk Market Risk Operational Risk Liquidity Risk	6

Recommended Books:

1. Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk, Steve L. Allen
2. Risk Management and Financial Institutions, John C. Hull

Reference Book:

1. An Introduction to Banking: Liquidity Risk and Asset-Liability Management, Moorad Choudhry
2. Value at Risk: The New Benchmark for Managing Financial Risk, Philippe Jorion

Course	Corporate Restructuring	Course Code	FIN 304	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Define and recall key concepts, forms, and regulatory frameworks of corporate restructuring, including mergers, acquisitions, demergers, and relevant SEBI/Companies Act provisions.	Remember
2	Explain valuation approaches, techniques, and the financial logic underlying DCF, comparable multiples, synergy valuation, and distressed valuation.	Understand
3	Apply appropriate valuation models and deal-structuring techniques to evaluate real-world M&A and restructuring scenarios.	Apply
4	Critically analyse corporate restructuring strategies and M&A processes using financial modelling, due diligence findings, and integration challenges through case studies.	Analyse
5	Evaluate corporate restructuring decisions from strategic, ethical, governance, ESG, and global business perspectives to recommend optimal alternatives.	Evaluate
6	Design comprehensive restructuring strategies by integrating AI-driven analytics, valuation insights, and strategic frameworks for contemporary M&A and corporate restructuring situations.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Corporate Restructuring & Regulatory Framework Meaning, Need, and Forms of Corporate Restructuring Types: Mergers, Acquisitions, Demergers, Spin-offs, LBOs, MBOs Restructuring strategies in Indian and global context Legal Framework and SEBI Regulations Companies Act, SEBI (SAST), FEMA Guidelines Tax Implications of Corporate Restructuring Cross-border Mergers and FEMA Compliance Corporate Governance and Ethical Issues in M&A	4
2	Valuation Fundamentals and Techniques Approaches to Valuation: Asset-based, Income-based, and Market-based methods Discounted Cash Flow (DCF) Valuation Comparable Company Analysis and Transaction Multiples Valuation of Synergies Valuation of Distressed Companies Valuation for Start-ups and New Age Companies	8
3	Mergers & Acquisitions Process and Practical Modelling Deal Structuring: Cash, Stock Swaps, Leveraged Buyouts Financial Modelling for M&A Transactions Due Diligence and Post-Merger Integration Case Studies on Successful and Failed Mergers Restructuring in Financially Distressed Firms	6

4	Contemporary Trends and Strategic Perspectives ESG Integration in Valuation and Restructuring Corporate Governance and Ethical Considerations Emerging Trends in M&A and Restructuring Design and Implementation of Restructuring Strategies	6
5	AI Integration in Corporate Restructuring and Valuation Role of AI in Modern Valuation Practices Application of AI in Market and Competitor Analytics Use of AI for Valuing Start-ups and Tech-Based Companies Case Studies: AI-Powered M&A and Corporate Restructuring Success Stories	6

Recommended Books:

1. Corporate Valuation: Measuring the Value of Companies, David Frykman & Jakob Tolleryd
2. Mergers, Acquisitions, and Corporate Restructurings, Patrick A. Gaughan

Reference Book:

1. Mergers, Acquisitions, and Other Restructuring Activities, Donald M. DePamphilis
2. Applied Mergers and Acquisitions, Robert F. Bruner

Course	Financial Planning and Analysis - Financial Modelling	Course Code	FIN 305	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Define the fundamentals, components, and tools of Financial Planning & Analysis (FP&A), including budgeting, forecasting, and management reporting.	Remember
2	Explain the principles of financial modelling, model design, revenue/cost/working capital modelling, and sensitivity analysis.	Understand
3	Build and apply financial models for practical business scenarios, including integrated 3-statement models, scenario analysis, DCF valuation, and capital budgeting.	Apply
4	Analyse financial performance, variances, and forecasts using dashboards, KPIs, and stress-testing techniques to support strategic decision-making.	Analyse
5	<i>Evaluate</i> financial strategies, budgets, forecasts, and model outputs to assess business performance and recommend improvements.	Evaluate
6	Design and implement AI-driven and automated FP&A solutions, including predictive analytics, real-time reporting, and ethical data governance frameworks.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Financial Planning & Analysis (FP&A) Meaning, Importance, and Role of FP&A in Organizations Key Components: Budgeting, Forecasting, Financial Planning, Variance Analysis Strategic Planning and Business Modelling Key Performance Indicators (KPIs) and Management Reporting Tools and Techniques used in FP&A	4
2	Fundamentals of Financial Modelling Overview of Financial Modelling Model Design: Logical Flow, Structuring, and Model Best Practices Building Financial Statements Models (IS, BS, CF) Revenue, Cost, and Working Capital Modelling Key Financial Ratios and Sensitivity Analysis	8
3	Advanced Financial Modelling and Valuation Integrated 3-Statement Model Scenario Analysis and Stress Testing Valuation Modelling: DCF, Comparable Company Analysis, Transaction Multiples Building M&A Models and Leveraged Buyout (LBO) Models Risk Modelling and Capital Budgeting Model	6
4	Financial Planning, Budgeting and Forecasting Applications Budget Types: Operating, Capital, Cash Flow Budgets Rolling Forecasts and Zero-Based Budgeting Variance Analysis and Management Reporting Dashboards Linking Strategy to Financial Forecasts Best Practices in Corporate Budgeting and Forecasting	6

5	AI and Automation in FP&A and Financial Modelling AI-driven Forecasting Techniques Machine Learning Applications in Financial Planning and Budgeting AI Tools for Financial Modelling (Python, Power BI, Tableau, Excel AI Add-ins) Real-Time Data Integration and Predictive Analytics AI-Enabled Decision Support Systems Ethical Considerations and Data Governance in AI-driven FP&A Case Studies	6
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Recommended Books:

1. Financial Planning & Analysis and Performance Management, Jack Alexander
2. Financial Modeling, Simon Benninga

Reference Book:

1. Financial Modelling and Valuation: A Practical Guide to Investment Banking and Private Equity, Paul Pignataro
2. Artificial Intelligence in Finance, Yves Hilpisch

Course	Banking & Financial Services	Course Code	FIN 306	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Students will be able identify and recall fundamental concepts, terminologies, and components of the Banking & Financial Services	Remembering
2	Understanding the fundamentals of Artificial Intelligence (AI) and Machine Learning (ML) in the context of financial services.	Understanding
3	Apply machine learning models using simulated tools to solve practical banking problems.	Applying
4	Analyzing the use of AI and ML in core banking areas like credit scoring, fraud detection, risk analytics, and customer segmentation.	Analyzing
5	Evaluating the impact of open banking, API integration, and data privacy on digital banking ecosystems.	Evaluating
6	Designing basic AI/ML-based solutions for real-world challenges in banking and finance.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to AI & ML in BFSI Defining key AI/ML terminologies and differentiating between traditional vs AI-driven banking models (Remembering, Understanding). Scope, significance, and adoption trends in Indian and global BFS Categories: Supervised, Unsupervised, Reinforcement Learning AI in Credit Scoring and Loan Deaccessioning Credit risk models and scoring algorithms Regression, decision trees, and ensemble models in loan approvals (Applying, Analyzing) Use cases: Fairness, bias, and explain ability of AI in lending	6
2	Fraud Detection and AML using ML Types of financial frauds: identity theft, card fraud, transaction fraud Pattern recognition and anomaly detection using clustering and classification (Analyzing). Real-time transaction monitoring with AI tools Customer Analytics & Personalization in Banking Customer segmentation using K-means and clustering Sentiment analysis, churn prediction, recommender systems Role of chatbots and conversational AI in banking	6
3	AI in Wealth Management and Robo-Advisory Introduction to WealthTech & Robo-Advisory WealthTech? Evolution and business models. Robo-advisors? Definition, architecture, and role Comparison: Traditional wealth advisors vs. AI-powered robo-advisors. Key industry players: Betterment, Wealthfront, Zerodha Coin, Paytm Money, Scripbox. Portfolio Optimization Using AI Basics of portfolio theory (Markowitz, Modern Portfolio Theory) AI techniques for portfolio rebalancing: Reinforcement learning	6

4	Introduction to Open Banking Systems Concept, structure, and evolution of Open Banking (Understanding) Role of APIs, PSD2, data sharing frameworks Benefits to banks, fintech, and customer Open Banking Applications and Ecosystem Integration Use cases: Embedded finance, third-party app ecosystems, account aggregation (Analyzing, Evaluating) Sandbox frameworks, consent architecture (e.g., RBI's Account Aggregator)	6
5	Recent Trends in Banking and Insurance Identifying recent developments and trends in banking and Financial Services Technological Innovations in Banking Fintech and Digital Transformation Blockchain and Cryptocurrencies Open Banking and API Integration Digital Banking Trends Future Prospects of Banking Industry	6

Recommended Books: Textbooks

1. Banking Theory and Practice" by K.C. Shekhar and Lekshmy Shekhar
2. "Management of Banking and Financial Services" by Justin Paul and Padmalatha Suresh
3. Applied Artificial Intelligence – Mariya Yao, Adelyn Zhou, Marlene Jia

Reference Book:

1. Machine Learning in Finance: From Theory to Practice – Matthew Dixon
2. Banking on AI – Rishi K. Narang
3. The FINTECH Book – Chishti & Barberis

Course	Derivatives, Future & Options	Course Code	FIN 310	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	<i>Define</i> key concepts, types, participants, and regulatory frameworks of derivatives, including forwards, futures, options, and swaps.	Remember
2	<i>Explain</i> derivative pricing mechanisms, payoff structures, option Greeks, margining, and risk management principles.	Understand
3	<i>Apply</i> derivative instruments to hedge, speculate, and structure portfolios using practical examples from commodity, currency, and equity markets.	Apply
4	<i>Analyse</i> derivative strategies, risk exposures, and market scenarios using pricing models, hedging strategies, and case studies.	Analyse
5	<i>Evaluate</i> derivative-based risk management decisions, option strategies, swaps, and structured products to recommend optimal approaches for business and investment contexts.	Evaluate
6	<i>Design</i> AI-driven derivative trading strategies, algorithmic models, and predictive analytics applications incorporating ethical and governance considerations.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Derivatives Meaning, Importance, and Types of Derivatives Participants in Derivatives Market: Hedgers, Speculators, Arbitrageurs Structure of Derivative Markets: Exchange-Traded and OTC Introduction to Forward Contracts and Their Payoff Structures Role of SEBI and Regulatory Framework	4
2	Future Contracts Futures Markets and Mechanism Pricing of Futures: Cost of Carry Model Margin System and Mark-to-Market Hedging Strategies using Futures Practical Applications: Commodity, Currency, and Index Futures	8
3	Option Contracts Types of Options: Call and Put Option Pricing: Black-Scholes Model and Binomial Model Option Strategies: Covered Call, Protective Put, Straddles, Spreads Option Greeks and Sensitivities: Delta, Gamma, Vega, Theta, Rho Practical Case Studies in Option Trading	6
4	Swaps, Risk Management and Derivatives Applications Budget Types of Swaps: Interest Rate Swaps, Currency Swaps, Credit Default Swaps Applications of Swaps in Corporate Finance and Risk Management Structured Products and Exotic Derivatives Accounting and Regulatory Aspects of Derivatives Case Studies on Corporate Hedging using Derivatives	6

5	AI Integration in Derivatives and Options Trading Role of AI in Derivative Pricing and Volatility Forecasting Machine Learning in Option Pricing and Risk Modelling Algorithmic Trading and AI-based Derivative Strategies Real-Time Data Analytics and Predictive Modelling using Python, R, and Excel AI Tools AI Applications in Fraud Detection and Market Surveillance Ethical Considerations and Data Privacy in AI-driven Derivatives Trading Industry Use Cases: AI-Powered Derivatives Trading Systems	6
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Recommended Books:

1. Options, Futures, and Other Derivatives, John C. Hull
2. Derivatives: Principles and Practice, Sundaram & Das

Reference Book:

1. Algorithmic Trading and DMA: An Introduction to Direct Access Trading Strategies, Barry Johnson
2. Artificial Intelligence in Finance, Yves Hilpisch

Course	Fintech	Course Code	FIN 311	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Foundational Knowledge & Definitions Students will be able identify and recall fundamental concepts, terminologies, and components of the fintech ecosystem.	Remembering
2	Mechanisms & Business Relevance Students will be able to explain the working of fintech business models and various application areas such as InsurTech, RegTech, and WealthTech.	Understanding
3	Practical Tool Application Students will be able to use analytical tools and simulation platforms to solve real-world problems in finance using fintech solutions.	Applying
4	Case/Dataset Analysis Students will be able to deconstruct fintech products and strategies to evaluate their technological, regulatory, and financial implications.	Analyzing
5	Risk & Ethical Assessment Students will be able to evaluate and assess the effectiveness and risks of fintech innovations including blockchain, AI/ML, and decentralized finance applications.	Evaluating
6	Tech Integration Proposals Students will be able to design proposals and prototype fintech-based solutions or models that address emerging financial challenges or market gaps.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Fintech Ecosystem, Fintech Business Models, Product Management in Fintech Evolution of Fintech Fintech ecosystem: stakeholders, platforms, and enablers Fintech business models (B2C, B2B, P2P, BNPL Product lifecycle and management in Fintech.	6
2	Financial Big Data Analytics, Financial Analytics Tools Structured vs unstructured financial data Big data sources in finance (social, market, transaction) Financial dashboard KPIs, metrics, ratio analysis	6
3	AI & ML in Finance, Deep Learning Applications, Algorithmic & High-Frequency Trading AI/ML concepts in credit scoring robo-advisory, fraud detection Deep learning in portfolio optimization Algorithmic trading: strategies and execution logic Introduction to High-Frequency Trading (HFT)	6

4	Blockchain, Smart Contracts, Decentralized Finance, Cryptocurrencies Definition and foundational principles: distributed ledger, immutability, consensus, and transparency. Types of blockchains: Public, Private, Consortium, Permissioned vs. Permission less Key components: blocks, nodes, miners, hash, Merkle trees Consensus mechanisms: Proof of Work (PoW), Proof of Stake (PoS) Practical Byzantine Fault Tolerance (PBFT) Blockchain architecture layers: network, consensus, data, application Financial Applications of Blockchain: Interbank settlements, Real-time cross-border payments, KYC/AML registry sharing, Trade finance digitization (e.g., LC issuance), Tokenization of assets. Smart Contracts, how smart contracts work on blockchain (esp. Ethereum) Trigger conditions: IF → THEN logic Platforms: Ethereum, Hyper ledger Fabric. Use Cases Smart contracts in BFSI - Insurance claims automation. Escrow services in real estate/loans. Automatic dividend distribution. Loan disbursement triggers	6
5	RegTech, InsurTech, WealthTech, Risk & Cybersecurity in Fintech Cybersecurity threats and solutions in Fintech Fintech risk frameworks Insurtech innovations: underwriting automation, claim processing RegTech: KYC/AML automation, compliance WealthTech applications and portfolio intelligence	6

Recommended Books:

1. The FINTECH Book | Susanne Chishti & Janos Barberis | Covers fintech ecosystem, business models, InsurTech, RegTech, and WealthTech (Modules 1 & 5)
2. FinTech Innovation: From Robo-Advisors to Goal-Based Investing and Gamification | Paolo Sironi | Practical insights into product design and digital wealth management (Modules 1, 3, & 5)

Reference Book:

1. Mastering Blockchain | Imran Bashir | Advanced concepts in blockchain, smart contracts, and DeFi (Module 4 & 5)
2. The AI Book | Ivana Bartoletti, Anne Leslie & Shân M. Millie | Explores ethical, technical, and practical uses of AI in finance (Modules 3 & 5)

Course	HR Policy Design and Implementation	Course Code	HR301	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Demonstrate familiarity with the structure and key elements of HR policy manuals and organizational HR practices.	Remembering
2	Evaluate the effectiveness and practical relevance of HR policies in supporting employee well-being, performance, and legal adherence.	Understanding
3	Interpret how HR policies reflect and support the organization's vision, values and workforce strategy.	Applying
4	Apply structured approaches to design and implement HR policies across functional areas	Analyzing
5	Analyze the interrelationship between various HR policy components	Evaluating
6	Develop customized HR policy frameworks	Creating

Course Content:

Unit	Description	Duration (Hr)
1	HR Policy Framework and Planning Corporate profile: history, ownership, products/services, clientele Vision, mission, values, and HR philosophy in policy development Purpose and structure and of HR policy manual Workforce planning steps and assessment of HR requirements Development of job descriptions through job analysis	6
2	Recruitment, Selection, and Induction Policies Recruitment policies: internal placements, direct hiring, outsourcing Key documentation: application forms, staffing requests Types of tests: IQ, technical/functional, personality, managerial Interview guides, evaluation sheets, and credential verification Orientation process: structure, accountability, content Orientation letters, presentation kits, and employment bonds/contracts	6
3	Compensation, Benefits, and Discipline Employee benefit types and eligibility criteria Leave policies: rules, application, encashment, conversion Compliance with statutory employee benefit schemes Time management: attendance, absenteeism, travel, accommodation Code of conduct: dress code, communication, use of company resources Workplace behavior norms and public interaction guidelines Disciplinary framework: table of offenses, warning formats, and action reports	6
4	Training, Grievance Handling, and Records Management Corporate training policy and approval processes Contracts for internal and outsourced training, Training evaluation and maintenance of training records Employee relations and supervisory responsibilities Grievance redressal processes and resolution systems Employee data management: profile history, data changes, accountability Secure and transparent record transfer practices	6

5	Technology, e-HR, and AI in Policy Implementation Role of basic HR software in managing policies (e.g., onboarding, attendance, leave) Use of digital tools for storing employee records and managing approvals Introduction to AI in HR – chatbots, simple prediction tools (like identifying employees who may leave) Importance of keeping HR documents safe and secure using digital systems Use of dashboards and reports to track policy compliance	6
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Recommended Books:

1. Seema Sanghi – *Human Resource Management* (Vikas Publishing House)

Reference Book:

1. T.V. Rao – *HRD Audit: Evaluating the Human Resource Function for Business Improvement* (SAGE Publications)

Course	Industrial Relations & Labour Law	Course Code	HR302	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall the basic concepts of industrial relations and various relevant labour laws.	Remembering
2	Discuss the various legislations governing employee relations & legal principles associated with it.	Understanding
3	Apply various concepts of IR as a preventive measure to establish amicable relationship in the industry.	Applying
4	Analyze legal provisions of labour laws & interpret their legal implications on the parties i.e. management & workers.	Analyzing
5	Assess various judgments delivered under different labour acts/industrial acts to draw inferences in various legal situations to understand the role of judiciary.	Evaluating
6	Create a comprehensive list of all records, registers, and challans to be maintained under various labour laws/under Industrial relations laws for routine legal compliances.	Creating

Course Content:

Unit	Description	Duration (Hrs)
1	Growth & development of IR, History & development of IR Pre independence, Post-independence. Post Liberalization. IR issues in Organization-IR Definition,	3
2	Management of Conflicts as related to IR and different methods of resolving Conflicts. Union recognition, Conditions for effective Collective Bargaining and process of CB, Adjudicating & Proceedings under ID Act and the role of Govt	3
3	Workers Participation in Management. -Workers Participation & Collective Bargaining, Management of trade Unions, Suggestion schemes. Kaizen, Quality circles, TQM, ISO Conflict Resolution and Collective Bargaining,	2
4	Labour Laws:- The Employees' Provident Fund and Miscellaneous Provisions Act, 1952	18
5	AI integration in compliances, enhancing employee experience, Overview of Compliance software, Government Portals	4

Recommended Books:

1. Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House

Reference Book:

1. S Routh, Enhancing Capabilities through Labour Law: Informal Workers in India (2014)

Course	Performance Appraisal and Management Systems	Course Code	HR303	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Describe key concepts, objectives, and components	Remembering
2	Evaluate the effectiveness of PMS implementation	Understanding
3	Explain the process of performance planning, coaching, and various appraisal methods	Applying
4	Apply traditional and modern appraisal techniques	Analyzing
5	Analyze performance data, diagnose causes of underperformance, and link it to rewards	Evaluating
6	Design performance systems incorporating digital tools and AI for strategic decision-making.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Performance Management Concept and objectives of PMS; Historical development of PMS in India; PMS process; Components of PMS; Goal Theory and its application in PMS; Alignment with organizational goals.	6
2	Planning, Coaching, and Appraisal Methods Performance planning and goal setting; Continuous support and coaching; Mentoring for performance improvement; Appraisal methods – Traditional (e.g., ranking, rating scales), Modern (e.g., MBO, 360° Feedback, BARS); Assessment centers and Balanced Scorecard.	6
3	Measuring Performance and Reward Strategies Performance dimensions and measurement approaches; Gathering performance information; Diagnosing poor performance; Performance-linked remuneration; Appraisal communication; Counselling; Types of rewards; Designing total reward systems and strategies; Characteristics of effective reward plans.	6
4	Implementation and Organizational Impact Implementing PMS: strategies and challenges; Effective metrics; HR's role in PMS; Using PMS data for HR decisions and development; Enhancing performance management skills; Identifying high-potential employees; Learning, empowerment, and documentation; Performance audit; Ethical and legal concerns.	6
5	Technology, AI, and Global PMS Practices e-PMS systems; Role of digital tools in tracking performance; Introduction to AI in performance measurement (e.g., sentiment analysis, predictive analytics); Case examples from Indian and international organizations; Future trends in PMS and responsible AI integration.	6

Recommended Books:

1. Dipak Kumar Bhattacharyya, Performance Management: Systems and Strategies
2. T V Rao: Performance Management: Toward Organizational Excellence

Reference Book:

1. Michael Armstrong, Armstrong's Handbook of Performance Management

Course	Training and Development	Course Code	HR304	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Understanding the concept, need and importance of training and development in any business set up	Remembering
2	Understanding the current scenario and application of AI in Training and organizational Development	Understanding
3	Applying the best suitable training practices going with the organizational requirement and organizational culture	Applying
4	Assessment of need for training and implementation of the structured plan of action.	Analyzing
5	Evaluating the impact of training methods at different level of organizational set up and	Evaluating
6	Understanding the organizational set up and creating the positive and progressive environment in respect to training and developmental initiatives	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction Training: Meaning – Definition – Need – Objectives – Difference among education, training and development – Purpose and importance of training, Methods of training: On the job – Off the job Process: Training need identification - Need assessment - Organizational structure of training organizations, Training in various type of industries (Manufacturing, service etc)	5
2	Employee Training Levels of Training: Individual, operational and organizational levels horizontal, vertical, top, bottom & official training. Employees Training: Importance – implications features – functions-organizational climate for training and development – layouts - Duties and responsibilities of training managers – Challenges Selection of trainers: Internal and external.	6
3	Training and Organizational Development What is training and development - Executive Development Programmes: Meaning – Need –importance - nature – Process Management development program – Methods of training and development	6
4	Evaluation of training – Meaning, nature and importance - Methods of evaluation of effectiveness of training (Kirkpatrick's model, Bird and Rackham's Model), ROI Model – Types of evaluation process – Key performance parameters	6

5	Current Practices and AI in T&D Current practices in assessing training and development – latest scenario of assessing training. Learning cycles – factors for fixing duration selection of participants – choice of trainer AI and T&D – Introducing AI in learning and development - Change Management and adoption of AI in T&D – Importance of AI in T&D – AI Integrated training platforms – Ethical use of AI in T&D	7
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Recommended Books:

1. K.Aswathappa, Human resource Management, 8th edition, 2017, McGraw hill education, Chennai

Reference Book:

1. P.Subba Rao, Personal and Human Resource Management, 4th edition, 2010, Himalaya Publishing House, AP

Course	Compensation & Benefits	Course Code	HR305	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	To understand the key concepts, components, and legal aspects of Compensation and benefits & the strategic role of Compensation.	Remembering
2	To apply job evaluation methods and pay structures in real-world scenarios.	Understanding
3	To Analyze Compensation data to assess internal and external pay equity and various Compensation models	Applying
4	To evaluate the effectiveness of Compensation strategies in achieving organizational goals.	Analyzing
5	To create an understating of an innovative and competitive Compensation and benefits plan for an organization.	Evaluating
6	To understand the key concepts, components, emerging trends in C & B and usage of aspects of Analytics and AI used in Compensation and benefits.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Compensation and Benefits Human Resources Philosophy and Perspectives on Compensation Difference between Compensation and Benefits. Approaches of organization for Compensation and Benefits Global Compensation Approaches Aligning Compensation Strategies with Business and HR Goals Regulatory adherence Job Evaluation & Pay Structures Job Evaluation - Process & Methods (Ranking, Classification, Point Method, Factor Comparison, Hay Guide) Designing Pay Structures - Grade Pay, Pay Band and Broadband Internal & External Equity	6
2	Understanding Compensation Structure and Salary Framework Costing the CTC of each element Compensation Structure-Wages and Salary - Fixed;Cash Benefits; Retirals; Social Security; Variable Pay/Incentives/Stock Options; Forms of Pay – Base Pay, Merit Pay, Cost of Living Elements in different salary slips Consolidated and Separated Pay structure. Designing a salary offer template - Evaluating and Understanding salary ranges Extending a Salary Offer Understanding Inflation Neutralization of Inflation Dearness Allowance Consumer Price Indices Employee Benefits and Social Security Schemes Calculation of PF, ESIC, Gratuity, Superannuation Approaches to Ex-gratia & Bonus	6
3	Income Tax and Its Impact on Salary Structure Understanding & Calculating Income Tax Gross and Net Pay Key Deductions	3

4	Reward Strategy & Elements of Reward Strategy Articulating and understanding business context for reward strategies Total Rewards Models, Equity-Expectancy Model Reward Management Benefits & Perquisites Flexible Benefits, Employee Stock Options (ESOPs) and Phantom Stock Option Plan (PSOPs) Legal Compliance Equity Compensation Meaning, Objectives Types of Stock Plans Valuing Stock Grants SEBI Guidelines Taxability of Stock Options Performance-Based Pay Strategies Pay-for-Performance Models Merit Pay, Bonuses and Incentives Profit Sharing & Gainsharing Executive Compensation Competitive Pay Policy	9
5	AI-Powered Compensation & Benefits Optimization The Future of AI in C & B – Trends and Innovations digitalization Success and Future Opportunities. Emerging Trends in Compensation and Benefits Impact of Technology on Compensation Management Gig Economy and its impact Competitive Pay Policy Alternatives – Lead, Lag, Match Pay Transparency Ethics in Compensation Decisions	6

Recommended Books:

1. Compensation Management, Dipak Kumar Bhattacharya, Oxford Publications
2. Human Resource Management-Text and Cases, K. Aswathappa, McGraw Hill Education, 8th Edition

Reference Book:

1. Managing Human Resources – Bohlander, Snell, Sherman
2. Berger, L. A., Berger, D. R., & Berger, L. A. The Compensation handbook. 6e, 2016. New York: McGraw-Hill

Course	Strategic Human Resource Management	Course Code	HR306	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Grasp fundamental HRM principles and distinguish between traditional and Strategic HRM.	Remembering
2	Understand Global Dimensions : International Context for HR strategy, Global Competitive Advantage	Understanding
3	Apply key concepts in Human Resource Environment Technology and structure in day to day JRM and Labour Management	Applying
4	Analyze Alignment of HR strategies for Improving Organizational Effectiveness:	Analyzing
5	Evaluate SHRM Issues & Challenges faced by HR professionals	Evaluating
6	Develop innovative solutions to business problems through HR analytics and concepts in managerial decision-making.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Strategic Perspective : HR Strategies, Strategic role of top & line management, Formulating HR strategies, Types of HR Strategies, HRD, Life cycle of organizations & HRD, Impact of organizational Performance & HRD Business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies	6
2	Human Resource Environment Technology and structure; Workforce diversity; Demographic changes Temporary and contract labour; Global environment; Global competition, Strategic role of human resources in global business Global sourcing of labour; WTO and labour standards, Linking HR functions to business success Linking HR planning to strategic business planning Human resource contributions to strategy (environment scanning, lead time for dealing with Labour shortage ./ surplus)Barriers to strategic HR,	6
3	Alignment of HR strategies for Improving Organizational Effectiveness: Cross Cultural Diversity, Cross Border Mergers & Acquisitions, Learning organization, Employee Engagement Strategy, Strategic Responses of Indians Most valuable companies.	6
4	SHRM Issues & Challenges : Compensation Management & Appraisal in MNC, Managing Diversity, Mergers & Acquisitions, Attracting & Retention of Talent, HR score card & managing knowledge workers Global Dimensions : International Context for HR strategy, Global Competitive Advantage, SHRM in International Context, Global Performance Management issues, Global T&D , Global Ethical Environment, Staffing for International Assignments, Leadership & Motivation in Global context	6

5	HR Analytics: innovative solutions to business problems through HR analytics and concepts in managerial decision-making. To introduce foundational concepts and methodologies in human resource analytics. Practical applications of predictive analytics in workforce planning and talent management. Leveraging analytics tools for performance management and employee engagement. Critically assess ethical and privacy concerns associated with HR analytics implementation. AI-Powered HRM the Future of AI in HRM – Trends and Innovations, digitalization Success and Future Opportunities. Emerging Trends of AI in HRM - AI in Sustaining Green HRM Emerging trends of AI based HRM, Benefits of Synergizing AI and HRM, AI in Compensation & Benefits, AI in Compliance	6
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Recommended Books:

1. Strategy and Human Resource Management -Third Edition - Peter Boxall, John Purcell
2. Strategic Human Resource Management - Jeffrey A. Mello

Reference Book:

1. Strategic Human Resources Management: Where Do We Go From Here? - Brian E. Becker¹ and Mark A. Huselid

Course	People Analytics	Course Code	HR307	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Outline the basic concepts of People analytics	Remembering
2	Explain the importance of People analytics in measuring business results.	Understanding
3	Apply various tools of analytics for effective management decisions.	Applying
4	Analyze appropriate HR analytical tools to align with business goals.	Analyzing
5	Evaluate different HR analytical models for a given problem and recommend the suitable model to solve the business issues.	Evaluating
6	Design an HR analytical framework for business decision making.	Creating

Course Content:

Unit	Description	Duration (Hrs)
1	What is big data, Types of analytics (descriptive, predictive and prescriptive), Need of analytics, The integration between HR and analytics, HR and human capital analytics- definition, History of People analytics, Benefits of People Analytics, Importance of HR Analytics.	6
2	Concept, Structure, & Mechanisms of HR/ People Analytics, Evolution of HR Analytics, Tools for analysis, levels of analytics HR standards to measure and report workforce data. Information needs for HR Manager, Sources of Data	5
3	Strategic Positioning- Adopting AI in HR practices, Decision making, Root cause analysis and project tactics, Analytics and Prediction. Introduction to HR Metrics and predictive analytics.	5
4	Transforming data into business intelligence – segmentation, Designing and populating dashboards, best practices -Interpreting analytic results, Quantifying workforce productivity -Linking business strategy to key questions, metrics/KPIs	7
5	The Future of Human Resource Information Systems, Emerging Trends in Human Resource Management and Information Technology, Use of workforce analytics to improve decision making. Visualization, presentation, storytelling with data	7

Recommended Books:

1. Human Resource Information System by P.K.Gupta and Sushil Chaabra
2. Human Resource Information Systems- by Dr. Michael Kavanagh and Dr. Mohan Thite

Reference Book:

1. Jac Fitz-Enz , The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments

Course	Leadership & Capacity Building	Course Code	HR309	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Demonstrate understanding of foundational leadership theories, models, and styles including contemporary frameworks.	Remembering
2	Understanding leadership responses in scenarios involving change, crisis, innovation, and ethical dilemmas.	Understanding
3	Interpret how self-awareness, emotional intelligence, and personality traits contribute to leadership effectiveness.	Applying
4	Apply appropriate leadership approaches in team settings, decision-making, conflict resolution, and communication.	Analyzing
5	Analyze the interconnections between leadership behavior, team dynamics, and organizational performance.	Evaluating
6	Design personal leadership development plans and organizational capacity-building strategies using practical tools and reflective insights.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Leadership Introduction of Leadership Difference between leadership and management Maxwell's Five Levels of Leadership, Leadership traits and styles (Autocratic, Democratic, Transformational, Servant) Ethics and values in leadership Application & Activities Reflective and interactive activity to explore participants' perceptions of leadership styles, self-assessment on leadership levels, and peer feedback to identify leadership traits Group-based discussion and analysis of a real leadership situation to examine the application of leadership styles and ethical decision-making.	6
2	Self-Leadership and Emotional Intelligence Self-awareness, self-reflection and leadership values Personality profiles (MBTI, Big Five) Emotional Intelligence (Daniel Goleman's Model) Building personal leadership vision Application & Activities Self-awareness or peer-based feedback activity using personality frameworks or emotional intelligence tools, followed by reflection on leadership impact. Case discussion focused on a leader's response to emotionally challenging situations; includes personal journaling or feedback interpretation to connect theory with practice.	6
3	Team Leadership, Influence and Conflict Team dynamics and leadership roles Situational Leadership Leading without authority Conflict handling styles and resolution tools Introduction to problem-solving tools: Fishbone Diagram, 5 Whys application & Activities Group activity simulating a team challenge or conflict situation to demonstrate leadership influence, collaboration, and conflict resolution dynamics. Analysis of a team-based conflict scenario using structured tools like root cause	6

	mapping; individual /group presentation of problem-solving and leadership response strategy.	
4	AI and Modern Trends in Strategic Management Role of AI in Competitive Strategy and Forecasting Data-Driven Strategic Planning and Predictive Analytics Digital Disruption and Transformation Strategies Real-time Strategy through Big Data and Machine Learning	6
5	AI and Modern Trends in Strategic Management Role of AI in Competitive Strategy and Forecasting Data-Driven Strategic Planning and Predictive Analytics Digital Disruption and Transformation Strategies Real-time Strategy through Big Data and Machine Learning	6

Recommended Books:

1. Stephen P. Robbins & Timothy A. Judge – Organizational Behavior (Pearson)
2. John C. Maxwell – The 5 Levels of Leadership (Center Street)

Reference Book:

1. T V Rao – Effective People

Course	Project Management	Course Code	OPE301	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Grasp fundamentals of Project Management concepts and principles	Remembering
2	Understand the network diagram & its usage in Project Management	Understanding
3	Learn to apply the Critical Path Method (CPM) strategy	Applying
4	Analysing project dynamics and tasks to crash the project time duration	Analyzing
5	Evaluate a project and review the delivery schedule (PERT).	Evaluating
6	Develop Schedule Board using Gant Chart for Operations Projects.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Project Management Projects – definition, life cycle stages, project management tools such PERT, CPM, MS Project, Project Scenarios, Project needs assessment, concept development, and planning, Reasons for project delays and cost overruns Case Study.	6
2	Cost Estimation and Project Financing Cost Estimation – importance, problems, sources of costs, methods, process, contingencies, learning curve, Project evaluation & selection, benefit cost analysis, Project budgeting, Project cost control, cash flow management, project financing Case Study	6
3	Activity Based Costing and Management Cost allocation in general, Allocation of service department costs, Reciprocal services, allocating costs to outputs – general approach, Allocating joint costs and by-product costs – joint costs, by-product costs, Activity based costing and management in warehouse service	6
4	Contracts & Services Pricing Elements of Contracts, Components of pricing, pricing pitfalls, factors influencing pricing, pricing strategy, Pricing approaches - full cost pricing, variable cost pricing, skimming pricing, Penetration pricing, Price escalations, Project organization structure and project execution Case Study	6
5	Change Management Change management process, Various change models, communicating change, Resistance to change, Strategies to implement change, People aspects Case Study on India's AI Driven Project Management Workflow Elements of AI in Modern Project Management Smart Contracts and ML driven Blockchain for Project Management	6

Recommended Books:

1. Project Finance in Theory and Practice, Stefano Gatti,
2. Cost and value management in projects, Ray R. Venkataraman, John Wiley & Sons, March 2023

Reference Book:

1. Projects 7/E, Prasanna Chandra, Tata Mc Graw Hill, 2009

Course	Enterprise Resource Planning	Course Code	OPE302	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Grasp fundamentals of ERP principles and distinguish between Department System and Enterprise System.	Remembering
2	Understand technological & architectural requirements for ERP Project	Understanding
3	Learn to apply the ERP Best Practices and deploy BPR strategy	Applying
4	Analysing sales and operations data and identify opportunities for improving and measuring the effectiveness of a company's revenue and service performance.	Analyzing
5	Evaluate a case for ERP adoption for different industrial sectors	Evaluating
6	Develop ERP implementation roadmap by integrating business requirements and IT cloud strategy.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction and Evolution of ERP System Introduction Evolution of ERP from Scientific Inventory Management System Basic structure of ERP Growth of ERP Market Contemporary Indian ERP Market	6
2	ERP System Overview The Best Practices Modular Structure Cost factors of adoption	6
3	Functional Modules of ERP: Deep dive with ERP Software Demonstration Sales and Distribution Management Manufacturing Management Financial & Accounting Management Project Management Item Control MRP and MPS Control Dispatches Control Ledger Control	6
4	ERP Vendor Analysis ERP Market and Vendors: India and Global SA QAD (MFG/Pro) Oracle Ramco Microsoft Dynamics Other Players Comparative Analysis of ERP Vendors	6
5	ERP Implementation BPR and ERP: Inseparable aspects ERP: Implementation Partners and ERP Companies in India How to make ERP a Success Digital ERP (ERP-II) with AI/ML Functionality Modern ERP-II Concept Workflow with AI/ML enablement	6

Recommended Books:

1. MRP II, Vollman Thomas, Galgotia Publications, Reprint 2001

Text Books:

1. Enterprisewide Resource Planning: Theory and Practice, Prentice Hall of India Publication, Rahul V Altekar

Course	Logistics, Warehouse and Distribution Management	Course Code	OPE303	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Understand logistics frameworks and their applications in supply chain strategy	Understanding
2	Recall fundamental concepts of logistics, warehousing, and distribution	Remembering
3	Apply warehousing and distribution techniques to business scenarios	Applying
4	Analyze network designs and logistical trade-offs to enhance service levels	Analyzing
5	Evaluate logistics operations and suggest improvements using performance metrics	Evaluating
6	Design tech-driven logistics systems using AI, IoT, and automation	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Fundamentals of Logistics and Supply Chain Management Definition, Scope and Importance Key Drivers of Supply Chains 3PL, 4PL, and Reverse Logistics Customer Service and Value Creation Logistics Interface with Production and Marketing	6
2	Warehouse Management Systems (WMS) Role and Functions of Warehousing Types of Warehouses – Public, Private, Bonded Warehouse Layout Design, Material Handling Equipment Inventory Control, Safety and Security Technology in Warehousing – WMS, Barcode, RFID	6
3	Distribution Management and Network Design Transportation Modes and Cost Analysis Hub-and-Spoke vs Direct Shipping Models Distribution Network Planning Last-Mile Delivery Challenges Incoterms and Global Trade Considerations	6
4	Strategic Logistics Decisions Logistics Outsourcing, Risk Management Green and Sustainable Logistics Practices Cost-Benefit Analysis in Logistics Decisions Key Performance Indicators (KPIs) in SCM Case Studies in Retail and FMCG	6
5	AI and Emerging Tech in Logistics and Distribution Artificial Intelligence in Demand Forecasting Warehouse Automation: Robotics, Drones Predictive Analytics and Real-Time Tracking IoT, Digital Twins, and Smart Logistics Platforms Blockchain for Logistics Transparency and Traceability	6

Recommended Books:

1. Bowersox, D.J., Closs, D.J., & Cooper, M.B. "Supply Chain Logistics Management", McGraw-Hill
2. Rushton, A., Croucher, P., & Baker, P. "The Handbook of Logistics and Distribution Management", Kogan Page

Reference Book:

1. Ballou, R.H. "Business Logistics/Supply Chain Management", Pearson Education
2. John J. Coyle et al. "Logistics Management", Cengage

Course	Service Operations Management	Course Code	OPE304	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall fundamental principles and types of service operations	Remembering
2	Understand service design, delivery, and customer expectations	Understanding
3	Apply tools like queuing theory and service blueprints to manage operations	Applying
4	Analyze performance metrics and operational challenges in services	Analyzing
5	Evaluate strategies to balance demand, capacity, and quality in services	Evaluating
6	Design AI-enabled and tech-integrated service systems for excellence	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Service Operations Characteristics of Services Service Operations vs Manufacturing Operations Service Strategy Frameworks Service Quality and Customer Expectations	6
2	Service Process Design and Delivery Service Blueprinting Process Flow and Capacity Planning Facility Location and Layout for Services Service Level Agreements (SLAs) Case Examples	6
3	Managing Demand and Capacity in Services Forecasting in Services Managing Waiting Lines (Queuing Theory) Yield Management Scheduling for Services Service Recovery Strategies	6
4	Performance and Quality in Services Measuring Service Productivity Total Quality Management (TQM) in Services Six Sigma for Service Excellence Customer Satisfaction Metrics (NPS, SERVQUAL) Benchmarking Best Practices	6
5	AI and Digital Technologies in Service Operations AI in Chatbots, Virtual Assistants, and Self-service Portals Predictive Analytics in Customer Support and Personalization Robotic Process Automation (RPA) in Service Tasks AI-driven Customer Experience (CX) Use of IoT, AR/VR in Service Delivery	6

Recommended Books:

1. Fitzsimmons, J.A. & Fitzsimmons, M.J. "Service Management: Operations, Strategy, Information Technology", McGraw-Hill
2. Metters, R., King-Metters, K., Pullman, M., & Walton, S. "Successful Service Operations Management", Cengage

Reference Book:

1. Chase, R.B. & Apte, U.M. "Service Operations Management", Pearson
2. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. "Services Marketing: Integrating Customer Focus Across the Firm", McGraw-Hill

Course	Operations Research	Course Code	OPE305	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Identify core OR models and tools	Remembering
2	Evaluate options using decision models and uncertainty analysis	Understanding
3	Interpret and apply OR techniques in industry scenarios	Applying
4	Solve optimization problems using industry case simulations	Analyzing
5	Analyze business challenges using models like LP, transportation, and CPM	Evaluating
6	Integrate AI/ML techniques with traditional OR for advanced problem solving	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Essentials of Operations Research & Linear Programming - Introduction to OR & its business relevance - Types of OR models (deterministic, probabilistic) - Linear Programming – Formulation, constraints, objective function - Solving LP via graphical & Excel Solver tools (Simplex overview) Industry Applications: Production planning, portfolio optimization, budget allocation	6
2	Resource Allocation using Transportation & Assignment Models - Transportation Problem: NWC, Least Cost, Vogel's Approximation - MODI method (tool-based walkthrough) - Assignment Problems – Hungarian Method Industry Applications: Logistics routing, hospital resource planning, task optimization	6
3	Business Decisions Under Uncertainty & Queuing Theory - Decision-making under certainty, risk, and uncertainty - Decision Trees (Excel-based) - Queuing Theory – M/M/1 models Industry Applications: Queue design, risk analysis, service scheduling	6
4	Project Scheduling & Inventory Management - PERT-CPM, Critical Path, Time-Cost Trade-Offs - EOQ, ABC Analysis, Safety Stock - Excel-based inventory simulations Industry Applications: IT/construction project planning, inventory control	6
5	Intelligent OR: AI, ML & Heuristics in Optimization - Role of AI in modern OR - Heuristics: Genetic Algorithms, Simulated Annealing - Forecasting with ML: Linear regression, clustering Industry Applications: AI-driven forecasting, route optimization, dynamic pricing	6

Recommended Books:

1. Frederick S. Hillier & Gerald J. Lieberman – Introduction to Operations Research, McGraw- Hill
2. Hamdy A. Taha – Operations Research: An Introduction, Pearson

Reference Book:

1. Wayne L. Winston – Operations Research: Applications and Algorithms, Cengage

Course	World Class Manufacturing	Course Code	OPE306	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Understand Various Systems and Tools Used while implementation of World class Manufacturing	Remembering
2	Understand Lean, 6 Sigma, 3D Printing , Value Stream Mapping, Flexible/ Cellular Manufacturing etc	Understanding
3	Demonstrate the practical implementation of World class Manufacturing Techniques by utilizing case studies to analyze real-world applications in industries.	Applying
4	Analyse the challenges in implementation of World class Manufacturing Techniques through various case studies of World Class Manufacturing Companies	Analyzing
5	Assess the impact of emerging technologies on business, society, and sustainability, weighing ethical considerations such as AI bias and accessibility.	Evaluating
6	Develop Strategy to Transform a company into a company with Manufacturing Excellence.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Tale of a Company – Toyota MotoCorp Introduction, Financial, Chronological Events of its transformation Toyota to WCM Company, Contributors, Principles it follows, Strategy, TPS Foundation for WCM Introduction to World class Manufacturing Concept WCM Framework, Taiichi Ohno Principles, Shingo's Contribution, WCM Practices- People Centric Practices, technology Integration etc., Importance of WCM in Global Economy Role of Quality Management in Manufacturing excellence, Deming's Systemic approach, 14 Principles., Shingo's Practical approach on shopfloor	5
2	Theory- Global Competition and Manufacturing Excellence Driving factor for WCM- Globalisation, Technological Advancement, Changing Customer Preference, Role of Product/Process and Business Model Innovation Influencing factors for Global competition & Manufacturing Excellence-Sustainability, Business Culture, Government Policies WCM and information age competition- Introduction to Information age, Industry 4.O, Smart Factories, Digital Transformation, Data Analytics, Additive Manufacturing, AR & VR, Role of AI, Ethical Considerations	6
3	Systems & Tools Used in WCM House of Lean, Core Principles, Components of Lean like Waste Elimination Value stream mapping 5"S" Continuous improvement PDCA KANBAN JIT Procurement & Stores Poka-Yoke Heijunka SMEDANDONVisual Control & Visual Management TPM SQC Cellular Manufacturing Flexible Manufacturing Improved Product and Process Design Rapid Prototyping Product Mix	15

4	Manufacturing Challenges and Problem Detailed discussion about challenges like Global Supply Chain Skill Gaps Cost Pressure Quality Pressure Adopting Lean Manufacturing Principles Resistance to change Mindset Sustainability related challenges	2
5	6 Sigma and KPIs in WCM Total Cost of Quality Introduction of 6 Sigma, Lean 6 Sigma, 6 Sigma Tools Used, Methodology- DMAIC Implementation Process of 6 Sigma 6 Sigma Certification Challenges in Implementation of 6 Sigma KPIs What is KPI Lead Lag Indicators Various KPIs	2

Recommended Books:

1. World Class Manufacturing: The Lessons of Simplicity Applied by Richard J. Schonberger
2. World Class Manufacturing- A Strategic Perspective by BS Sahay, KBS Saxena & Ashish Kumar: Macmillan India Ltd.
3. Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Publisher: Butter Worth Heinemann

Reference Book:

1. Lean Thinking by James P. Womack and Daniel T. Jones
2. Toyota Production System: Beyond Large-Scale Production by Taiichi Ohno.
3. The New Manufacturing Challenge by Kiyoshi Suzaki

Course	Operation Excellence	Course Code	OPE308	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall key concepts and evolution of operational excellence	Remembering
2	Understand lean principles, Six Sigma and continuous improvement methods	Understanding
3	Apply operational excellence tools in business process improvement	Applying
4	Analyze process inefficiencies and improvement opportunities	Analyzing
5	Evaluate organizational readiness and strategies for excellence	Evaluating
6	Design AI-augmented operational excellence systems using modern technologies	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Operational Excellence Concept and Principles of Operational Excellence Role in Competitive Advantage and Business Strategy Historical Evolution: TQM, Six Sigma, Lean	6
2	Lean Management and Value Stream Mapping Principles of Lean Thinking Eliminating Waste (Muda) Tools: 5S, Kaizen, Kanban, JIT Value Stream Mapping and Process Flow Improvement	6
3	Six Sigma and Continuous Improvement DMAIC Methodology Statistical Tools in Six Sigma Root Cause Analysis and FMEA Role of Leadership in Sustaining Excellence	6
4	Culture, Change Management and Benchmarking Building a Culture of Excellence Change Management Models (Kotter, ADKAR) Internal and External Benchmarking Case Studies of Excellence in Manufacturing and Services	6
5	AI and Digital Transformation in Operational Excellence AI for Predictive Maintenance and Quality Control Data-Driven Decision Making and Dashboards Digital Twins, IoT, and Smart Operations Automation and Human-AI Collaboration for Continuous Improvement	6

Recommended Books:

1. Snee, R.D. & Hoerl, R.W. "Leading Six Sigma", FT Press
2. George, M.L. "Lean Six Sigma for Service", McGraw-Hill

Reference Book:

1. Imai, M. "Kaizen: The Key to Japan's Competitive Success", McGraw-Hill
2. Harrington, H.J. "Business Process Improvement", McGraw-Hill
3. Davenport, T.H. "Process Innovation", Harvard Business Review Press

Course	Supply Chain Management	Course Code	OPE311	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define key concepts, components, drivers, and foundational principles of supply chain management across global and domestic contexts.	Remember
2	Explain supply chain planning, forecasting, network design, inventory strategies, procurement processes, and sustainable sourcing frameworks.	Understand
3	Apply supply chain models, forecasting tools, sourcing frameworks, and planning methodologies to solve operational and strategic supply chain problems.	Apply
4	Analyse supply chain performance, risks, cost-service trade-offs, supplier evaluation metrics, and digital transformation impacts using data and case insights.	Analyse
5	Evaluate supply chain strategies, procurement decisions, sustainability initiatives, and risk mitigation plans for alignment with organizational goals.	Evaluate
6	Design AI-driven, technology-enabled supply chain solutions, including automated planning models, risk prediction systems, and digital sourcing frameworks.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Supply Chain Management The Fundamentals of SCM: Definition, scope, and key components. The Evolution of Supply Chains: From traditional logistics to integrated SCM. Supply Chain Drivers and Obstacles: Facilities, inventory, transportation, information, sourcing, and pricing. Strategic Fit and Competitive Advantage: Aligning supply chain strategy with business strategy Supply Chain Collaboration: The importance of partnerships and information sharing. Global vs. Domestic Supply Chains: Key differences, complexities, and best practices.	6
2	Supply Chain Planning and Design Supply Chain Network Design: Facility location, capacity, and network optimization. Demand Forecasting: Principles, methods (qualitative and quantitative), and the impact on supply chains. Sales and Operations Planning (S&OP): A framework for integrating sales, marketing, and operations plans. Inventory Management Strategies: Economic Order Quantity (EOQ), safety stock, and inventory policies. Production Planning and Scheduling: Aggregate planning and master production scheduling. Supply Chain Risk Management: Identifying, assessing, and mitigating Supply chain vulnerabilities.	6

3	Procurement and Sourcing Strategic Sourcing Process: The steps from needs analysis to supplier selection and contract management. Supplier Selection and Evaluation: Methods for evaluating and choosing the right suppliers. Supplier Relationship Management (SRM): Building and maintaining strong, collaborative relationships. Procurement Technology and E-Procurement: Leveraging technology to streamline purchasing. Negotiation and Contracting: Essential skills for effective procurement. Ethical and Sustainable Sourcing: Social and environmental considerations in the supply chain.	6
4	Modern Trends and Analytics in SCM Supply Chain Analytics and Performance Measurement: Key Performance Indicators (KPIs) and data-driven decision-making. The Digital Supply Chain: The impact of IoT, Blockchain, and Artificial Intelligence (AI). Sustainable and Circular Supply Chains: Designing chains for environmental and social responsibility. E-commerce and Omni-channel Logistics: Adapting supply chains to the needs of online retail. Humanitarian Supply Chains: Applying SCM principles in disaster relief and non-profit settings. Career Paths in SCM: Exploring different roles and required skills in the industry.	6
5	The Role of AI in Supply Chain Management AI for Demand Forecasting and Planning: Using machine learning to improve prediction accuracy. AI in Logistics and Transportation Optimization: AI-powered route planning and freight management. AI-Powered Warehouse Automation and Robotics: The use of AI in autonomous systems for picking, sorting, and storage. Predictive Analytics for Risk Management: Leveraging AI to anticipate and mitigate supply chain disruptions. Cognitive Procurement and Supplier Management: AI-driven insights for strategic sourcing and contract negotiation. Ethical Considerations and the Future of AI in SCM: Addressing biases, job displacement, and future applications.	6

Recommended Books:

1. Modelling the Supply Chain by Jeremy Shapiro
2. Logistics and Supply Chain Management by Martin Christophere, Prentice Hill Publication
3. Supply Chain Management: Strategy, Planning, and Operation by Sunil Chopra, Peter Meindl

Reference Book:

1. Operations and Supply Chain Management for MBAs by Jack R. Meredith, Scott M. Shafer

Specialization Electives

Marketing

Course	International Marketing	Course Code	MKT307	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Recall key concepts, terminology, and frameworks of international marketing and globalization.	Remember
2	Explain the influence of global economic, cultural, legal, and ethical environments on international marketing decisions.	Understand
3	Apply international marketing research and entry strategy tools to evaluate global market opportunities.	Apply
4	Analyze international market data and cross-cultural challenges to assess risks and competitive dynamics.	Analyse
5	Evaluate international marketing strategies with respect to sustainability, ethics, and organizational objectives.	Evaluate
6	Design integrated international marketing strategies using digital tools for global competitiveness and growth.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to International Marketing Meaning, scope, and importance of international marketing Domestic vs international marketing Drivers of internationalization Globalization and emerging markets International marketing orientation (EPRG framework) Role of international marketing in entrepreneurship and growth	6
2	International Marketing Environment Economic environment of international markets Political, legal, and regulatory environment Cultural environment and cross-cultural issues Social and technological factors Ethical issues in international marketing Global trade institutions: WTO, IMF, World Bank	6
3	International Market Entry & Research International market selection and segmentation International marketing research Entry strategies: Exporting Licensing and franchising joint ventures Strategic alliances wholly owned subsidiaries Risk assessment in international markets	6
4	International Marketing Mix Strategies Product strategies: standardization vs adaptation International pricing strategies International distribution and logistics Promotion and communication strategies Digital and e-marketing in global markets Branding strategies in international markets	6

5	Contemporary Issues & Strategic Control International marketing organization and control Global customer relationship management Sustainability and ethical marketing practices International marketing of services Role of AI, data analytics, and technology in global marketing Case studies of Indian and multinational companies	6
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Recommended Books:

1. Ilkka A. Ronkainen & Michael R. Czinkota International Marketing Cengage Learning
2. S. H. H. Albaum, Edwin Duerr & Jesper Strandskov International Marketing and Export Management Pearson Education

Reference Book:

1. *International Marketing* McGraw-Hill Education Philip R. Cateora, Mary C. Gilly & John L. Graham

Course	Rural Marketing	Course Code	MKT308	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Recall key concepts, characteristics, and frameworks of rural marketing and rural markets.	Remember
2	Explain rural consumer behavior, market structures, and socio-economic influences on rural marketing.	Understand
3	Apply rural marketing research methods and marketing mix strategies to address rural market needs.	Apply
4	Analyze rural market data, distribution challenges, and consumer trends to identify opportunities and risks.	Analyse
5	Evaluate rural marketing strategies, government initiatives, and CSR interventions for effectiveness and ethics.	Evaluate
6	Design innovative, sustainable, and technology-enabled rural marketing strategies supporting entrepreneurship and development.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Rural Marketing Meaning, scope, and importance of rural marketing Rural vs urban marketing Evolution of rural markets in India Role of rural marketing in economic development Characteristics of rural consumers and markets Challenges and opportunities in rural marketing	6
2	Rural Consumer Behavior & Market Segmentation Rural consumer psychology and buying behavior Cultural, social, and economic influences rural market segmentation and targeting Lifestyle changes and rising rural aspirations Role of opinion leaders and influencers in villages Case examples	6
3	Rural Marketing Research & Distribution Rural marketing research: scope and methods Data collection challenges in rural areas rural distribution channels and logistics Role of intermediaries: haats, mandis, melas Use of technology and digital platforms in rural reach	6
4	Rural Marketing Mix Strategies Product strategies for rural markets Pricing strategies and affordability rural promotion tools: Wall paintings Folk media Mobile vans Digital and mobile marketing Packaging and branding for rural consumers Role of CSR and social marketing	6
5	Contemporary Issues & Sustainable Rural Marketing Rural entrepreneurship and startups Digital inclusion and e-commerce in rural India Role of government schemes (PMJDY, SHGs, FPOs) Ethical issues in rural marketing Sustainable and inclusive rural marketing practices Case studies of successful rural marketing models	6

Recommended Books:

1. C. S. G. Krishnamacharyulu & Lalitha Ramakrishnan Rural Marketing – Text and Cases
2. R. V. Badi & N. V. Badi Rural Marketing Himalaya Publishing House

Reference Book:

1. Ramkishan Y. New Perspectives in Rural and Agricultural Marketing Jaico Publishing

Course	Ethical Marketing	Course Code	MKT310	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Recall key concepts, principles, and frameworks of ethical marketing.	Remember
2	Explain ethical issues, legal requirements, and stakeholder expectations in marketing decisions.	Understand
3	Apply ethical decision-making models to marketing mix and digital marketing situations.	Apply
4	Analyze ethical dilemmas, marketing practices, and stakeholder impacts using ethical frameworks.	Analyse
5	Evaluate marketing strategies and organizational practices based on ethical, legal, and sustainability criteria.	Evaluate
6	Design responsible, transparent, and sustainable marketing strategies aligned with ethical leadership principles.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Ethical Marketing Meaning and scope of ethics in marketing ethics vs business ethics Evolution of ethical marketing Stakeholder approach to marketing Ethical decision-making models Role of ethical marketing	6
2	Ethical Issues in Marketing Mix Decisions Product ethics: safety, quality, planned obsolescence pricing ethics: predatory pricing, price discrimination, fairness Promotion ethics: misleading advertising, greenwashing, influencer ethics Distribution ethics	6
3	Legal, Regulatory & Global Ethical Frameworks Legal environment of marketing ethics Consumer Protection Act and advertising standards (India) ASCI guidelines and self-regulation Global ethical standards and codes Ethics in international marketing Cultural and ethical dilemmas in global markets	6
4	Digital, Data & Sustainability Ethics in digital and social media marketing Data privacy, consent, and surveillance capitalism AI, algorithms, and ethical targeting Sustainability and green marketing ethics Cause-related marketing	6
5	Ethical Marketing Strategy & Leadership Building ethical marketing culture Ethical leadership in marketing organizations Designing ethical marketing strategies Measuring ethical performance and impact Crisis management and ethical failures Case studies: Indian and global organizations	6

Recommended Books:

1. Patrick E. Murphy, Gene R. Laczniak & Thomas Klein Ethical Marketing Pearson Education

Reference Book:

1. Ferrell, Fraedrich & Ferrel Business Ethics: Ethical Decision Making and Cases Cengage Learning

Finance

Course	Corporate Law	Course Code	FIN 307	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Recall fundamental concepts, provisions, and regulatory frameworks of corporate law.	Remember
2	Explain legal structures, governance mechanisms, and compliance requirements applicable to companies.	Understand
3	Apply corporate law provisions to real-world business and compliance scenarios.	Apply
4	Analyze corporate legal issues, governance failures, and restructuring cases.	Analyse
5	Evaluate corporate decisions, compliance strategies, and governance practices from legal and ethical perspectives.	Evaluate
6	Design legally compliant, ethically governed corporate structures and governance frameworks.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Corporate Law & Business Environment Meaning, scope, and importance of corporate law Evolution of corporate law in India Sources of corporate law Overview of Companies Act, 2013 Corporate personality and veil of incorporation Types of companies	6
2	Formation & Capital Structure of Companies Incorporation of companies Memorandum of Association (MOA) and Articles of Association (AOA) Prospectus and public issue of shares Share capital, debentures, and securities Alteration of capital Borrowing powers of companies	6
3	Corporate Governance & Management Board of Directors: appointment, powers, duties, and liabilities Key managerial personnel Corporate governance principles and practices Role of independent directors Committees of the board Corporate Social Responsibility (CSR) under Companies Act, 2013	6
4	Corporate Meetings, Compliance & Regulation Company meetings and resolutions Secretarial standards and compliance Accounts, audit, and auditors Regulatory authorities (ROC, SEBI, MCA) Corporate compliance management E-governance and digital filing	6
5	Corporate Restructuring, Insolvency & Winding Up Mergers, acquisitions, and amalgamations Compromises and arrangements Oppression and mismanagement Insolvency and Bankruptcy Code (IBC), 2016 Winding up of companies Emerging trends in corporate law	6

Recommended Books:

1. M.C. Kuchhal & Vivek Kuchhal Business Law Vikas Publishing House

Reference Book:

1. Avtar Singh Company Law Eastern Book Company

Course	Project Finance and Trade Finance	Course Code	FIN 308	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Recall key concepts, terminology, instruments, and frameworks of project finance and trade finance.	Remember
2	Explain project appraisal methods, financing structures, and trade finance mechanisms.	Understand
3	Apply financial tools and trade finance instruments to real-world project and trade scenarios.	Apply
4	Analyze project risks, financial viability, and trade finance challenges using data-based approaches.	Analyse
5	Evaluate project finance proposals and trade finance decisions considering risk, ethics, and global regulations.	Evaluate
6	Design integrated project finance and trade finance solutions for infrastructure and international business initiatives.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Fundamentals of Project Finance Meaning and scope of project finance Project finance vs corporate finance Characteristics and structure of project finance Participants in project finance (sponsors, lenders, government, contractors) Project lifecycle and phases Applications of project finance	6
2	Project Appraisal and Financial Structuring Technical, market, financial, and economic appraisal Capital structure and financing mix Cost of capital and risk-return considerations Cash flow estimation and forecasting Project viability tools: NPV, IRR, Payback, DSCR Sensitivity and scenario analysis	6
3	Risk Analysis, Mitigation & Project Financing Instruments Types of project risks: construction, operational, financial, political, environmental Risk allocation and mitigation strategies Project finance instruments: equity, debt, mezzanine finance Role of financial institutions and development banks Public-Private Partnership (PPP) models	6
4	Fundamentals of Trade Finance Meaning and importance of trade finance International trade process and documentation Role of banks and financial institutions in trade finance Instruments of trade finance: Letters of Credit Bills of Exchange Bank Guarantees Export credit and packing credit	6
5	Advanced Trade Finance & Contemporary Issues Export-import financing schemes in India (EXIM Bank, ECGC) Trade finance risks and risk management Foreign exchange risk and hedging instruments Digital trade finance and fintech innovations Ethical, legal, and compliance issues in trade finance Case studies	6

Recommended Books:

1. Prasanna Chandra Financial Management – Theory and Practice McGraw Hill

Reference Book:

1. *Sharan International Trade and Export Management* Pearson Education

Course	Strategic Cost Management	Course Code	FIN 309	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Recall key concepts, tools, and terminology related to strategic cost management.	Remember
2	Explain the relationship between cost structures, value chains, and business strategies	Understand
3	Apply strategic cost management techniques to planning, control, and pricing decisions.	Apply
4	Analyze cost drivers and cost behavior to support strategic managerial decisions.	Analyse
5	Evaluate alternative cost strategies and their impact on competitiveness, ethics, and sustainability.	Evaluate
6	Design strategic cost management systems aligned with organizational goals and competitive strategy.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Strategic Cost Management Meaning, scope, and objectives of Strategic Cost Management Cost management vs traditional cost accounting Role of SCM in competitive advantage Linkage between business strategy and cost structure Cost concepts relevant for strategic decisions	6
2	Value Chain Analysis & Cost Drivers Concept of value chain (Porter's Value Chain) Internal and external value chain analysis Identification of value-added and non-value-added activities Structural and executional cost drivers Activity-Based Costing (ABC) for strategic decision-making	6
3	Strategic Cost Planning & Control Technique Target costing and life-cycle costing Kaizen costing and continuous improvement Benchmarking and competitive cost analysis Quality costing (Cost of Quality – COQ) Just-in-Time (JIT) and lean costing concepts	6
4	Cost Management for Strategic Decisions Relevant costing for strategic decisions Pricing strategies and cost-based pricing Make-or-buy decisions Outsourcing and offshoring decisions Cost management in product mix and capacity decisions Ethical considerations in cost management	6
5	Contemporary Issues in Strategic Cost Management Strategic cost management in service organizations Cost management in digital and platform-based businesses Sustainability costing and environmental cost management Strategic performance measurement (Balanced Scorecard – overview) Strategic cost management in Indian and global companies Case studies in strategic cost leadership and differentiation	6

Recommended Books:

- Shank, J. K. & Govindarajan, V. Strategic Cost Management Free Press I
- Blocher, Stout, Juras & Cokins Cost Management: A Strategic Emphasis McGraw-Hill Education

Reference Book:

- Kaplan, R. S. & Cooper, R. Cost & Effect: Using Integrated Cost Systems to Drive Profitability and Performance Harvard Business School Press

Human Resource Management

Course	International HRM	Course Code	HR310	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Recall key concepts, frameworks, and functions of International HRM.	Remember
2	Explain cross-cultural, legal, and strategic dimensions of global HRM.	Understand
3	Apply international HR practices to staffing, performance, and reward decisions.	Apply
4	Analyze cross-cultural and global workforce challenges	Analyse
5	Evaluate international HR strategies considering ethical, legal, and organizational outcomes.	Evaluate
6	Design integrated international HRM strategies aligned with global business objectives.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to International HRM Concept and scope of International HRM Domestic HRM vs International HRM Drivers of internationalization and globalization Role of IHRM in multinational enterprises (MNEs) Challenges in managing global workforce Strategic importance of IHRM	6
2	International Staffing, Talent & Performance Management Global staffing approaches: ethnocentric, polycentric, geocentric, egocentric Expatriate management: selection, training, adjustment, repatriation Global talent management Performance management in international context Leadership development for global roles	6
3	Cross-Cultural Management & Global Workforce Culture and its impact on HR practices Cultural frameworks: Hofstede, Trompenaars, GLOBE Managing cultural diversity and inclusion Cross-cultural communication and leadership Ethical issues in global workforce management Global mindset and managerial competencies	6
4	International Compensation, Rewards & Employee Relations International compensation objectives and components Balance sheet approach and global pay structures Benefits, incentives, and taxation issues International industrial relations and trade unions Employee engagement and well-being in global organizations	6
5	Legal, Technological & Contemporary Issues International labor standards (ILO conventions) Employment laws and compliance across countries HR analytics and digital HR platforms in global firms Managing HR in global virtual teams Sustainability, ethics, and CSR in IHRM Case studies	6

Recommended Books:

1. Dowling, P. J., Festing, M., & Engle, A. D. International Human Resource Management Cengage Learning

Reference Book:

1. Tarique, I., Briscoe, D., & Schuler, R. International Human Resource Management Routledge

Course	Change Management	Course Code	HR311	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Recall fundamental concepts, drivers, and models of change management.	Remember
2	Explain organizational change processes and human responses to change.	Understand
3	Apply change management models and tools to organizational situations.	Apply
4	Analyze change initiatives to identify resistance, risks, and success factors.	Analyse
5	Evaluate alternative change strategies considering ethical, cultural, and performance impacts.	Evaluate
6	Design comprehensive change management plans for organizations and startups.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Change Management Meaning and nature of organizational change Forces driving change: internal and external Types of change: planned vs emergent, incremental vs transformational Change and organizational performance Change management challenges in Indian and global organizations	6
2	Models and Frameworks of Change Lewin's Three-Step Model Kotter's Eight-Step Change Model ADKAR Model McKinsey 7S Framework Systems thinking and change Comparison and applicability of change models	6
3	Human Side of Change Individual and group responses to change Resistance to change: causes and management Role of leadership in managing change Communication strategies during change Emotional intelligence and change readiness Ethics and values in change initiatives	6
4	Implementing and Managing Change Planning and executing change initiatives Change agents and stakeholders Managing change projects Role of HR in change management Technology-driven and digital transformation Change in mergers, acquisitions, and restructuring	6
5	Sustaining Change and Contemporary Issues Institutionalizing and sustaining change. Change measurement and evaluation Organizational learning and continuous improvement Change in startups and entrepreneurial firms Managing change in VUCA environments Case studies: Indian and global organizations	6

Recommended Books:

1. Hiatt, J. ADKAR: A Model for Change in Business, Government and Our Community Prosci.

Reference Book:

1. John P. Kotter Leading Change Harvard Business School Press

Course	Employee Engagement	Course Code	HR312	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Recall key concepts, definitions, theories, and models related to employee engagement and workplace well-being.	Remember
2	Explain the drivers, dimensions, and organizational importance of employee engagement across industries and cultures.	Understand
3	Apply employee engagement tools, models, and survey techniques to diagnose engagement levels in organizations.	Apply
4	Analyze employee engagement data, workforce challenges, and HR interventions to identify root causes and improvement areas.	Analyse
5	Evaluate engagement strategies, leadership practices, and HR policies with respect to performance, ethics, and sustainability.	Evaluate
6	Design comprehensive, inclusive, and technology-enabled employee engagement strategies aligned with organizational goals.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Employee Engagement Meaning and evolution of employee engagement. Engagement vs motivation vs job satisfaction Importance of engagement in modern organizations Business outcomes of engagement: productivity, retention, employer branding Role of HR and line managers in driving engagement Global and Indian perspectives on employee engagement	6
2	Theories, Models & Drivers of Engagement Psychological foundations of engagement Key engagement models: Kahn's Engagement Theory Gallup Q12 Model Aon Hewitt Engagement Model Maslow and Herzberg revisited Drivers of engagement: Leadership and communication Meaningful work and autonomy Learning and career development Rewards, recognition, and fairness Demographic and generational differences in engagement	6
3	Measuring and Diagnosing Employee Engagement, Engagement surveys and pulse surveys Designing effective engagement questionnaires Qualitative tools: focus groups, interviews, exit interviews Engagement analytics and dashboards Interpreting engagement data Identifying engagement gaps and root causes	6
4	Engagement Strategies and HR Interventions Engagement across the employee lifecycle: Onboarding and socialization Performance management Learning and development Career planning and succession Role of leadership and managerial behavior Engagement in teams and cross-functional collaboration Diversity, equity, and inclusion (DEI) and engagement Employee voice and participation mechanisms	6

5	Contemporary Issues in Employee Engagement Engagement in remote, hybrid, and gig work environments Digital engagement platforms and HR technology Employee well-being, mental health, and work-life balance Engagement during change, crisis, and uncertainty Ethical issues in engagement practices Case studies: Indian and global organizations	6
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Recommended Books:

1. Kahn, W. A. – Psychological Conditions of Personal Engagement

Reference Book:

1. Armstrong, M. – Armstrong's Handbook of Human Resource Management Practice

Operations

Course	Technology and Innovation Management	Course Code	OPE309	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Recall fundamental concepts, types, and frameworks	Remember
2	Explain innovation strategies, processes, and technological trends influencing organizations.	Understand
3	Apply innovation tools and frameworks to manage technology-driven business challenges.	Apply
4	Analyze innovation processes and technology strategies to identify risks and opportunities.	Analyse
5	Evaluate innovation and technology investment decisions considering ethical, legal, and sustainability aspects.	Evaluate
6	Design technology-enabled innovation strategies and implementation plans for organizations and startups.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Technology & Innovation Management Meaning, scope, and importance of technology management Innovation concepts: invention vs innovation Types of innovation: product, process, business model, incremental & disruptive Role of technology and innovation	6
2	Innovation Strategy and Competitive Advantage Technology strategy and business strategy alignment Sources of innovation: internal R&D, open innovation, collaborations Innovation life cycle and diffusion of innovation Managing technology portfolios	6
3	Managing the Innovation Process Idea generation and creativity techniques New product and service development (NPD/NSD) Design thinking and agile innovation Stage-gate models Managing risk and uncertainty in innovation	6
4	Technology, Digital Transformation & IP Management Digital technologies: AI, IoT, Big Data, Blockchain (managerial perspective) Technology adoption and change management Intellectual property rights: patents, copyrights, trademarks Technology transfer and commercialization	6
5	Innovation Implementation & Contemporary Issues Organizing for innovation and innovative culture Innovation project management Measuring innovation performance Technology and innovation in emerging markets Future trends: Industry 4.0, sustainability-driven innovation Case studies	6

Recommended Books:

1. Trott, P. Innovation Management and New Product Development Pearson Education

Reference Book:

1. Tidd, J. & Bessant, J. Managing Innovation: Integrating Technological, Market and Organizational Change Wiley

Course	Six Sigma for Operations	Course Code	OPE310	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Recall fundamental concepts, terminology, and frameworks of Six Sigma and quality management.	Remember
2	Explain the DMAIC methodology and its role in improving operational performance.	Understand
3	Apply Six Sigma tools and techniques to solve operational and quality-related problems.	Apply
4	Analyze operational processes using statistical and analytical Six Sigma tools to identify root causes.	Analyse
5	Evaluate Six Sigma projects and solutions based on data, cost-benefit analysis, and ethical considerations.	Evaluate
6	Design a Six Sigma improvement project for an organization to enhance efficiency, quality, and customer satisfaction.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Six Sigma & Quality Management Evolution of quality management: TQM, Lean, and Six Sigma Concept and philosophy of Six Sigma Voice of Customer (VOC) and Critical to Quality (CTQ) Six Sigma roles: Champion, Black Belt, Green Belt Business case for Six Sigma in operations	6
2	Define Phase (DMAIC – I) DMAIC framework overview Problem identification and project selection SIPOC diagrams Process mapping and flowcharting Project charter and stakeholder analysis	6
3	Measure Phase (DMAIC – II) Data types and data collection methods Measurement system analysis (MSA) Process capability analysis (Cp, Cpk) Basic statistical tools for Six Sigma Introduction to control charts	6
4	Analyze & Improve Phases (DMAIC – III) Root cause analysis tools (Fishbone, 5 Why) Hypothesis testing and Pareto analysis Failure Mode and Effects Analysis (FMEA) Lean tools for waste elimination Solution generation and pilot testing	6
5	Control Phase & Six Sigma Implementation Control plans and standard operating procedures Statistical process control (SPC) Sustaining improvements and change management Six Sigma in services and manufacturing Contemporary applications: healthcare, logistics, IT, BFSI Case studies	6

Recommended Books:

- Pyzdek, T. & Keller, P. The Six Sigma Handbook McGraw-Hill Education

Reference Book:

- Evans, J. R. & Lindsay, W. M. Managing for Quality and Performance Excellence Cengage Learning

Course	Service Operations Management	Course Code	OPE311	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Define the nature, characteristics, and classification of services and recall key concepts related to service strategy and competitiveness.	Remember
2	Explain service design, development, automation, service encounters, and HR roles in delivering quality service experiences.	Understand
3	Apply service quality tools, TQM philosophies, and quantitative models for facility design and location to solve service operations problems.	Apply
4	Analyse demand patterns, capacity constraints, resource scheduling, and yield management approaches in service operations.	Analyse
5	Evaluate queuing models, service recovery mechanisms, and service supply chain strategies for operational efficiency.	Evaluate
6	Design an integrated service operations plan incorporating service design, quality, capacity, and supply chain elements aligned with organizational strategy.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Understanding the nature of services Introduction and imperatives of services Nature and characteristics of services Classification of services and analyzing service operations Aligning service strategy and service competitiveness. Introduction to Service Strategy Competitive Service Strategies Strategic Service Vision	6
2	Service design, development & automation. New service design and development Service system design and, delivery process Technology & automation in services Service encounter Managing human resource in services. Human resource planning & employee selection Managing people in Services organization Work measurement in Services Defining Service Quality, Quality Service by Design Service process control	6
3	Service quality. Total quality management tools Quality philosophy and performance excellence Service recovery and Service guarantee Service facility design and facility location. Service facility design Process analysis of facility layouts Facility location decision factors Quantitative models for facility location Service facility on a line or on a plane Quantitative models for facility location: Based on different objective functions of optimization criteria, Quantitative models for multiple service facilities	6
4	Demand management in services. Forecasting Demand in Services Smoothing Customer Demand in Services Capacity management or supply management in services. Service Capacity Management Yield management Resource and Workforce Scheduling in Services	6

5	Managing waiting lines & queuing models. Introduction to Queuing System Characteristics of Queuing system Queuing Models Service inventory and supply chain management. Service Inventory Management Service Supply Chains Processes in Service Supply Chain	6
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Recommended Books:

1. B. Fitzsimmons, James A., and Mona J. Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, 6th Ed., Irwin/McGraw-Hill, 2007.
2. C. Haksever, Render B., Russel S. R. and Murdick R. G., Service Management and Operations, 2nd Ed., Prentice Hall, 2007

Reference Book:

1. Johnston, R. (2005), "Service operations management: from the Roots up" International Journal of Operations & Production Management

Semester IV

Course	Capstone Project	Course Code	GEN401	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Identify and define a real-world, workplace-based business or managerial problem aligned with program outcomes and organizational needs.	Remember
2	Formulate a clear problem statement, objectives, scope, and synopsis and obtain formal approval through structured academic–industry interaction.	Understand
3	Design and apply appropriate research methodologies, tools, and ethical practices to collect and analyze primary and secondary data.	Apply
4	Analyze data critically and interpret findings to derive meaningful managerial, strategic, or entrepreneurial insights.	Analyse
5	Develop practical, value-based, and sustainable recommendations that support leadership, governance, and organizational effectiveness.	Evaluate
6	Prepare and present a comprehensive, plagiarism-free capstone project report demonstrating professional communication, digital acumen, and commitment to lifelong learning.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Orientation to Capstone Project & Problem Identification Concept, purpose, and significance of the Capstone Project Characteristics of a good capstone project Identifying workplace-based problems and opportunities Alignment of project with program outcomes and domain relevance	6
2	Approval of Problem Statement and Synopsis Framing the capstone project title Writing a clear and focused problem statement Defining project objectives, scope, and deliverables Preparation of project synopsis	6
3	Research Design and Methodology Research design: exploratory, descriptive, diagnostic, or analytical Selection of appropriate methodology (qualitative, quantitative, mixed methods) Data sources: primary and secondary Sampling techniques and tools for data collection	6
4	Project Execution, Analysis, and Findings Implementation of the approved methodology Data collection and validation Data analysis and interpretation Presentation of findings using tables, charts, and models linking findings with objectives and literature Managerial/strategic implications of findings	6
5	Report Writing, Submission, and Evaluation	6

Recommended Books:

1. Marketing Research – Naresh K. Malhotra

Reference Book:

1. Management: Tasks, Responsibilities, Practices – Peter Drucker Operations and Supply Chain Management for MBAs by Jack R. Meredith, Scott M. Shafer

Course	Managerial Analysis for Decision Making - MADM	Course Code	GEN402	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Identify foundational concepts of managerial decision-making, including decision types, rationality, structured vs. unstructured problems, and the role of data.	Remember
2	Explain quantitative tools such as decision trees, break-even analysis, linear programming, and CVP analysis, and their relevance to managerial decisions.	Understand
3	Apply decision-making models and quantitative techniques to solve business problems related to cost analysis, optimization, and payoff assessment.	Apply
4	Analyse business environments using strategic frameworks such as SWOT, PESTEL, Porter's Five Forces, and scenario planning to support more informed decisions.	Analyse
5	Evaluate decision alternatives under conditions of risk and uncertainty using sensitivity analysis, Monte Carlo simulation, real options, and risk assessment tools.	Evaluate
6	Design AI-enabled decision-making solutions using predictive analytics, machine learning tools, and dashboards while addressing ethical and governance considerations.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Managerial Decision Making Decision-making processes and types Rationality, bounded rationality, and behavioral insight Structured vs. unstructured problems Role of data in decision making	6
2	Quantitative Tools for Managerial Analysis Decision trees and payoff analysis Break-even and contribution analysis Linear programming and optimization Cost-volume-profit analysis	6
3	Strategic Analysis for Business Decisions SWOT, PESTEL, and Porter's Five Forces Balanced Scorecard Scenario planning and business war-gaming Stakeholder and risk analysis	6
4	Decision Making Under Uncertainty Risk vs. uncertainty Sensitivity analysis, Monte Carlo simulation Real options approach Judgment under uncertainty	6
5	AI-Powered Decision Making Introduction to AI in decision making Predictive analytics, machine learning models for forecasts AI in supply chain, finance, HR, and marketing decisions Tools: Power BI, Python, Excel Solver, Tableau (introductory)	6

Recommended Books:

1. Managerial Decision Modeling with Spreadsheets – N. Balakrishnan, S. Ragsdale
2. Decision Making and Problem Solving Strategies – John Adair

Reference Book:

1. Decision Making and Problem Solving Strategies – John Adair

Course	International Business – IB	Course Code	GEN403	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Identify key concepts of globalization, trade theories, foreign investment, global trade architecture, cultural frameworks, and AI-driven global trends.	Remember
2	Explain global market dynamics, currency mechanisms, protectionist policies, environmental scanning tools, and cultural intelligence models in the context of international business.	Understand
3	Apply international business frameworks such as PESTLE, Balance of Payments analysis, hedging strategies, market entry models, and global HRM practices to real-world global business scenarios.	Apply
4	Analyse global market risks, supply chain vulnerabilities, digital-first business models, cultural negotiation styles, and AI-powered market intelligence to support strategic decision-making.	Analyse
5	Evaluate global business strategies, FDI decisions, protectionist barriers, ESG and CSR practices, and AI-related governance frameworks to recommend ethically and economically viable solutions.	Evaluate
6	Design innovative, AI-enabled international business strategies involving predictive analytics, autonomous operations, cross-border digital market entry, and culturally adaptive global leadership solutions.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Globalization Deconstructed The four pillars of globalization: Economic, technological, political, and cultural Why globalization isn't dead, just evolving into "selective globalization" The rise of regionalization and its impact on global supply chains Trade Theory Revolution From Adam Smith to modern complexity theory Comparative advantage in the digital age Network effects and platform economics in global trade FDI in the Modern Era How 85% of executives see AI enabling business model innovation Types of FDI: Greenfield vs. brownfield vs. digital-first investments The new calculus of foreign investment risk Environmental Scanning Mastery PESTLE analysis for volatile markets Early warning systems for global disruptions Building adaptive business intelligence frameworks	6
2	Global Trade Architecture WTO 2.0: Digital trade rules and their implications Regional trade blocs as competitive advantages Rising tariffs and trade barriers as top challenges for supply chain leaders Currency Dynamics and Power Exchange rate systems and their strategic implications Central bank digital currencies (CBDCs) and international trade Currency hedging in volatile markets Balance of Payments Mastery Reading economic signals through BOP analysis Protectionism Renaissance	6

3	Market Entry Strategies Evolved Beyond the traditional modes: Digital-first market entry Global Supply Chain 3.0 Outsourcing and Offshoring Reimagined International Marketing in Digital Age	6
4	Cultural Intelligence Frameworks Hofstede's dimensions in the digital age Trompenaars' model for virtual team management Building cultural radar for global leaders Negotiation Across Cultures Virtual negotiation protocols and etiquette Power distance and its impact on deal-making Building trust across cultural boundaries Global Ethics and CSR Stakeholder capitalism and international business ESG criteria in global investment decisions Corporate diplomacy and reputation management International HRM Excellence Global talent acquisition and retention Expatriate management in the remote work era Cross-cultural team performance optimization	6
5	AI-Driven Market Intelligence How generative AI has spurred greater interest and investment in data quality Competitive intelligence through AI-powered analysis Real-time market sentiment analysis across cultures Predictive Analytics for Global Demand Machine learning models for international demand forecasting Scenario planning with AI-powered simulations Risk modelling for volatile global markets AI in Global Operations AI agents reshaping demand for software platforms in 2025 Autonomous supply chain management Smart logistics and dynamic routing optimization Ethical AI and Global Governance Cross-border data governance frameworks AI ethics across different regulatory environments Building responsible AI systems for global operations	6

Recommended Books:

1. International Business – Charles W.L. Hill & G. Tomas M. Hult
2. Global Business Today – Charles Hill

Reference Book:

1. The Global Business Environment: Meeting the Challenges – Janet Morrison
2. International Economics – Dominick Salvatore