



JNIESTR Trust's

# RGCMS

## Rajeev Gandhi College of Management Studies

Plot no. 1, Sector 8, Ghansoli, Navi Mumbai  
(Autonomous & Affiliated to University Of Mumbai)

**Curriculum Structure & Syllabus**  
**[Choice-Based Credit System (CBCS)]**  
for

**Master of Management Studies (MMS)**  
**Semester I & III**

**2 Years full-time**  
**Master's Degree Program in Management**

**A.Y. 2025-26**

## Document Control

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A handwritten signature in black ink, appearing to read 'D. Gabhane'.

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# RGCMS

## Rajeev Gandhi College of Management Studies

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### Nature of the Program:

Sr. No.	Headings	Particulars
1	Name of the Program	Master of Management Studies (MMS)
2	Eligibility Criteria for Admission	Minimum graduation from any stream (As per the directives of the Directorate of Technical Education, Government of Maharashtra) 50% or equivalent marks in any degree
3	Level	Post-graduation (P.G.) - 6.5
4	Pattern	Semester – CBCS (Choice-Based Credit System)
5	No. of Years/ Semesters	2 years/ 4 semesters
6	Passing Marks	50% in CIE & SEE respectively
7	Degree	P.G. Diploma ( 6 level) – Passing FYMMS P.G. Degree ( 6.5 level) – Passing SYMMS
8	Syllabus Status	Fresh
9	To be implemented from Academic year	2025-2026

## Preamble:

Technological advancements, continuous innovation, and dynamic socioeconomic shifts are significantly influencing the landscape of management education. To ensure that management students acquire industry-relevant knowledge, practical skills, and an applied outlook, it is essential to integrate emerging industry practices into the instructional process.

The updated curriculum emphasizes experiential learning through short-term live projects, field assignments, on-the-job training, internships, and research-based projects. These initiatives are designed to immerse students in real-world business environments, helping them understand industry operations and work culture.

Furthermore, there is a growing expectation for management education to nurture entrepreneurial capabilities, equipping students with the skills necessary to launch start-ups and become successful entrepreneurs. In light of these evolving demands, revising the curriculum for the Masters in Management Studies has become imperative. The revised curriculum aligns with the **AICTE Model Curriculum**, integrating relevant contemporary topics across all program specializations. It also adheres to the guidelines set forth by the **National Higher Education Qualification Framework (NHEQF) 2023** and the **National Education Policy (NEP) 2020**, which emphasize skill development through project-based learning and clearly defined learning outcomes.

In line with NHEQF provisions, the curriculum introduces flexible academic structures with multiple entry and exit points, thereby enhancing accessibility and personalization in education.

A notable focus of the program is the application of quantitative techniques and specialisation analytics, aimed at helping students interpret large-scale data and develop data-driven decision-making capabilities using modern analytical tools. This analytical orientation is essential for understanding complex business scenarios and responding effectively in a data-intensive corporate world.

The MMS Program Curriculum 2025 builds on the implementation of the Choice Based Credit System. The present curriculum takes the MMS program to the next level in terms of implementing Outcome Based Education (OBE) for the said implementation.

## Need for Structuring of the MMS Curriculum:

Post pandemic, the landscape of work and business has undergone a significant transformation. Human resource preferences have shifted toward hybrid and remote



work models, challenging many traditional theories of organizational behaviour, HR practices, and recruitment that still adhere to outdated paradigms.

The emergence of agile and innovative fintech firms has intensified competition for traditional banks, while automated and customized manufacturing is rapidly replacing conventional production methods. Simultaneously, marketing has experienced a paradigm shift with the growing influence of social media platforms, digital content creators, influencers, and the integration of Artificial Intelligence (AI) into marketing strategies.

In addition to these technological and structural shifts, today's business leaders must address transdisciplinary, ethical, and pragmatic challenges. These dimensions must be interwoven into the curriculum of the Masters in Management Studies (MMS) to foster holistic and responsible leadership.

To remain relevant and future-ready, the MMS program requires a strategic rebalancing—an integration of hard skills (such as data analysis, strategy, and finance) with soft skills (such as emotional intelligence, communication, adaptability, and ethical reasoning). This alignment ensures that future managers are not only technically competent but also emotionally and socially adept to lead in dynamic, uncertain environments.

The curriculum should effectively capture and reflect the following key imperatives:

- Shifting aspects of enterprises and economies globally
- Technological advancement and market dynamics
- The emergence of new companies and business models
- Emphasis on experiential and application-oriented learning
- Matching stakeholders' expectations, including those under NEP 2020 and NHEQF

These evolving factors call for a restructured curriculum in the Masters in Management Studies (MMS) program—one that bridges theory with practice, aligns with national educational reforms, and equips students with the agility and competence required in today's global economy.



## Outcome Based Education

Outcome Based Education (OBE) Approach: Outcomes are about performance, and this implies

- There must be a performer — the student (learner), not only the teacher
- There must be something performable (thus demonstrable or assessable) to perform
- The focus is on the performance, not the activity or task to be performed

Institutional Alignment and OBE Framework:

RGCMS has realigned its vision and mission to reflect the MMS program's outcomes; ensuring institutional objectives are in sync with the program's educational goals. This alignment is critical in the OBE framework where the coherence between institutional vision, program outcomes, and specific outcomes is paramount.

Course-Level Implementation:

At the course level, each syllabus module is aligned with specific course outcomes, which are then mapped to both the program outcomes and the specific program outcomes. This mapping ensures that each element of the curriculum contributes directly to the intended educational objectives.

Course Outcome statement and their mapping strength to program outcome are reviewed and approved by Academic Planning and Review Committee who have, along with various representative stakeholders, representation from Academicians and Industry experts.

Outcome Attainment and Societal Contribution:

The program's ultimate goal is to ensure that graduates are not only proficient in business principles but also ready to contribute ethically and innovatively to society. This comprehensive development encompasses various business sectors, fostering professionals equipped for societal contribution and leadership.

### Graduate Attributes (GAs):

Graduate Attributes (GAs) are the qualities, knowledge and capabilities that students are encouraged to take responsibility for developing throughout their studies and are

the defining characteristics of the students passing out of the MBA program. These attributes include, but go beyond, the disciplinary expertise or technical knowledge.

### **Program Educational Objectives (PEOs):**

Program Educational Objectives are a set of broad future- focused student performance outcomes that explicitly identify what students will be able to do with what they have learned, and what they will be like after they leave institute and are living full and productive lives. Thus, PEOs are what the program is preparing graduates for in their career and professional life.

- **PEO1: Lifelong Learning-** Our graduates will be able to engage in continuous professional development with ability to innovate, develop knowledge and implement dynamic management processes.
- **PEO2: Techno Functional Ability-** Our graduates will be able to apply technological and domain specific knowledge, learnt through curriculum and industry interaction, required to analyze and solve industry problems.
- **PEO3: Professional Excellence-** Lead by example in company and society through qualities like ethics and social values.
- **PEO4: Leadership Skills-** Exhibit qualitative skills to work either in a team or as an individual through good communication, leadership, decision making skills.

### **Program Outcomes (POs):**

Program Outcomes are a set of narrow statements that describes what students (learners) of the program are expected to know and be able to perform or attain by the time of graduation.

At the end of the MMS program the learner will possess...

- **PO1:** Apply knowledge of management theories and practices to solve business problems.
- **PO2:** Foster analytical and critical thinking abilities for data-based decision making.
- **PO3:** Ability to develop value based leadership ability.
- **PO4:** Ability to analyse and communicate global, economic, legal, and ethical aspects of business.
- **PO5:** Ability to lead themselves and others in the attainment of organizational goals contributing effectively to team environment.

### **Program Specific Outcomes (PSOs):**

Program Outcomes are a set of narrow statements that describes what students (learners) of a particular specialization of the program are expected to know and be able to perform or attain by the time of graduation. P5Os are also a function of the various course combinations offered by the Institute.

#### **Program Specific Outcomes - MMS Program:**

- **PSO1:** Conceptualize and implement business schemes through the application of multidisciplinary knowledge comprising of Operations, HR, IT, Finance and Marketing.

### **Learning Outcomes:**

A learning Outcome is what a student CAN DO as a result of a learning experience. It describes a specific task that he/she is able to perform at a given level of competence under a certain situation, the three broad types of learning outcomes are:

- Disciplinary knowledge and skills
- Generic skills
- Attitudes and values

### **Course Outcomes (COs):**

Course Outcomes are fundamental to the curriculum of each course. They define clear, actionable, observable, and measurable goals that students are expected to achieve by the end of a course.

COs not only guide students but also provide faculty and stakeholders with a clear understanding of the intended learning outcomes, encompassing skills, knowledge, and attributes required for successful completion of the course. The most important aspect of a CO is that it should be actionable, observable & measurable.

### **Outcome Based Assessment (OBA):**

An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What evidence of student learning is most relevant for each learning outcome and what standard or criteria will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

## Teaching and Learning Activities (TLAs):

### Teaching-Learning Mode:

Off-Line, On-Line & Blended/ Hybrid mode of teaching would be followed as per course requirements. The program also includes learning from MOOCs platform.

### Teaching Pedagogy:

The set of pedagogical tools and techniques or the teaching and learning activities those aim to help students to attain the intended learning outcomes and engage them in these learning activities through the teaching process.

Sr. No.	Modes of Content delivery	Description
1	Lectures and Interactive Teaching	Traditional form of instruction where the teacher speaks, and students listen and take notes often supported by visual aids typically followed by. Interactive sessions where students and teachers engage in dialogue about the subject matter.
2	Expert Lecture	Experts from various fields are invited to share / teach their knowledge / experiences / expertise with students related to respective course.
3	Flipped Classroom	Students learn new content at home and use class time for exercises, projects, and discussions.
4	Case Study	Real-world scenarios are analyzed to develop problem solving skills and apply theoretical concepts and knowledge
5	Group Activity	Students work together in small groups to solve problems, assignments or complete projects to foster teamwork and collaborative skills
6	Roleplay	Students act out scenarios to understand different perspectives and practice communication skills.
7	E-Learning	Content is delivered digitally, often through audio or videos, Ted Talks, SWYAM Portal, NPTEL modules etc
8	Demonstrations	The teacher shows how something is done while students observe.
9	Workshops	Hands-on sessions that focus on practicing skills or working on projects.
10	Simulations	Use of models or virtual environments to replicate real-life situations for practice and analysis.

11	Field Assignments	Visits to locations outside the classroom to experience learning in real-world contexts.
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## Program Curriculum Structure:

The courses under the revised structure and curriculum fall under two categories **Mandatory** (compulsory) and **Electives** (choice for students) leading towards specialization. The electives component provides flexibility for adoption of new courses that nurture professional competencies.

In addition to the above, the curriculum also provides hands on learning opportunities through ***OJT, Field Projects, internships and industry and society relevant research projects.***

The Learning levels expected to be attained as per **Bloom's Taxonomy**: under curriculum are: ***L1: Remembering; L2: Understanding; L3: Applying; L4: Analysing; L5: Evaluating, and; L6: Creating.***

Teachers are expected to impart knowledge along-with traditional teaching through **new and innovative pedagogical approaches** like *Field Work, Workshops, Mentoring Sessions, Assignments, Quizzes, Live Projects, Case Studies, Presentations, Simulations, Industrial Visits, Use of statistical software and other data analysis and application tools, Inculcation of industry specific skills and training & development sessions through co-curricular activities.*

The Formative Assessment and Summative Assessment to be in **Ratio – 40%:60%**. The suggested Formative Assessment pattern: Class Participation 10% and remaining 30 % based on minimum of 3 other assessment formats (*Mid-term Test; Individual / Group presentations; Role-plays; Assignments; Projects; Case Study analysis; Quiz; any other innovative evaluation methodology*).

The suggested Summative Assessment pattern: 60% based on either any format viz., (*Pen-Paper / Output based Practical/ Project based Viva-voce to be carried out having External examiner*). It must be ensured that all Course Outcomes across courses should be covered in the Formative and Summative Assessment process.

It must be noted that dependent on nature of the course; whole assessment can be based on 100% Formative or Summative Assessment Pattern subject to prior approval in Board of Studies & the Academic council.

## MMS Program Curriculum Credit Structure

		Program Related					Skill Enhancement				Humanities & Social Sciences		Value/ Ability Enhancement courses			
Course category		PG: Program General		PS: Program Specialisation		OE: Open Elective	SE: Skill enhancement course	RP: Research Project	VO: Vocational & Skill Enhancement Course	IN: Internship	IK: Indian Knowledge System	GE: Generic Elective	VE: Value education course	CS: Community Engagement & Service	Total no. of credits	Degree / Diploma
Year	Semester	Mandatory	Elective	Mandatory	Elective											
FYMMS	I	(4*1+2*4) 12	-	-	-	-	(4*2) 8	-	-	-	(2*1) 2	(2*1) 2	-	(2*1) 2	26	PG Diploma in Management after 3 years UG Degree
	II	(4*2) 8	(4*1) 4	(2*4) 8	-	-	(4*1) 4	-	(4*1) 4	-	-	-	(2*1) 2	-	30	
	Exit Option: PG Diploma with additional 4 credits of OJT															
SYMMS	III									(8*1) 8					8	PG Degree after 3 years UG Degree
		(4*1) 4	-	(4*1) 4	(2*3) 6	(2*1) 2	(4*1) 4	-	-	-	-	(2*1) 2	-	22		
	IV	(4*1) 4	-	(2*1) 2		-	(2*2) 4	(8*1) 8	-	-	-	-	-	-	18	
Total no. of credits		28	4	14	6	2	20	8	4	8	2	2	4	2	104	
% of credits		27	4	13	6	2	19	8	4	8	2	2	4	2	100	
Total no. of courses offered		9	1	6	3	1	6	1	1	1	1	1	2	1	34	
Key: (credit*no. of course)																



### Degree:

A candidate who has successfully completed all the Courses as prescribed for the MMS program (2 Years) or PG Diploma (1 Year) & as approved by the University with prescribed CGPA shall be eligible to receive the degree.

### Duration:

The duration of the program for students who complete the said program without exit after successful completion of 1<sup>st</sup> year, shall be 2 years.

Under the One-year PG Diploma program. The students must complete ***On-the-Job Training for an additional 04 credits during summer break***, after completion of the second semester of the first year MMS.

Under Two-Year Master's Degree program, the students must also complete ***Summer Internship of 8 credits during summer break***, after completion of the second semester of the first year for broader understanding of the management functions. Evaluation of the same would be during end semester examinations of IIIrd semester.

Under Two Year Master's Degree program, the students must also complete ***Final Research project of 4 credits during IVth semester***. Evaluation of the same would-be during end semester examinations of IVth semester.

### Credit:

Credits represent the weight or value assigned to a particular Course. They reflect the amount of work, both in terms of time and effort, that a student is expected to put into the course.

Courses with more credits typically require more hours of study, more assignments, and more comprehensive assessments, therefore, 4 credits theory/practical course will have weightage of 100 marks, and 2 credit theory/practical course will have weightage for 50 marks.

In terms of credits, for a period of one semester of 15 weeks.

- Every ONE hour session per week of L amounts to 1 credit per semester
- A minimum of ONE hours per week of T mounts to 1 credit per semester, and
- A minimum of TWO hours per week of P amounts to 1 credit per semester,

Each credit is a combination of 4 components viz. Lecture (L) + Tutorials (T) + Practical / Project Work (P) i.e. LTP Pattern along with Self Learning (SL).



The course teacher may 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.

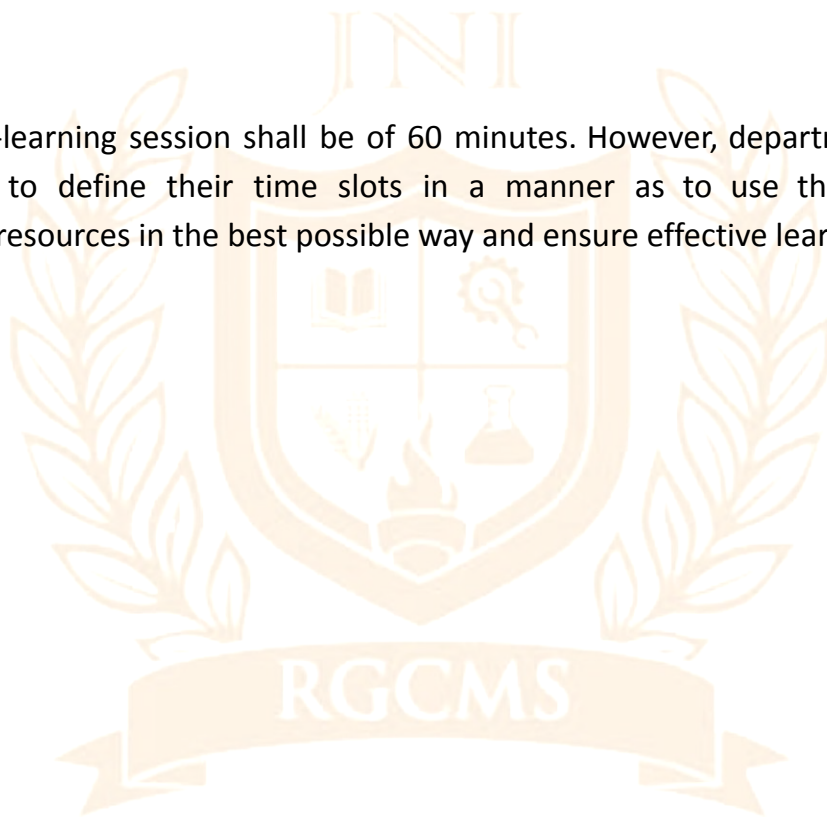
### **Courses coding:**

Each course shall have a unique alpha-numeric code: 1st place - specialisation, 2nd place - semester, next 2 places – learning category, next 3 places - number code.

For example, C1IK407 - Bhartiya management; C- Common, 1- semester no., IK- Indian Knowledge System and 407- Numeric Code.

### **Session:**

Each teaching-learning session shall be of 60 minutes. However, department shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning.



## Syllabus Outline of Semester I

Semester I						
Sr. No.	Learning Category	Course Type	Course Code	Course	Number of Credits	Total learning hours
1	PG: Program General	Mandatory - General management	C1PM401	Fundamentals of Management Theory and Practice	4	60
2	PG: Program General	Mandatory - General management	C1PM402	Business Statistics	2	30
3	PG: Program General	Mandatory - General management	C1PM403	Managerial Economics	2	30
4	PG: Program General	Mandatory - General management	C1PM404	Financial Accounting for Business	2	30
5	PG: Program General	Mandatory - General management	C1PM405	Organizational Behaviour	2	30
6	CS: Community Engagement & Service	Mandatory	C1CS406	Community service Project	2	30
7	IK: Indian Knowledge System	Mandatory	C1IK407	Bhartiya management	2	30
8	GNE: Generic Elective (Any 1)	Elective	C1GE408	Creativity and Design Thinking	2	30
		Elective	C1GE409	Life skills		
		Elective	C1GE410	Management Lessons in Movies		
		Elective	C1GE411	English Language		
9	SE: Skill enhancement course	Mandatory	C1SE501	Computer Applications for Business	4	60

10	SE: Skill enhancement course	Mandatory	C1SE502	Business Communication – I	4	60
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### Syllabus Outline of Semester II

Semester II						
Sr. No .	Learning Category	Course Type	Course Code	Course	Number of Credits	Total learning hours
1	PG: Program General	Mandatory - General management	C2PM412	Business Research Methods & Publication ethics	4	60
2	PG: Program General	Mandatory - General management	C2PM413	Decision Models in Management	4	60
3	PS: Program Specialisation	Mandatory - Finance	C2PM414	Corporate Finance	2	30
4	PS: Program Specialisation	Mandatory - HR	C2PM415	Human Resource Management	2	30
5	PS: Program Specialisation	Mandatory - System & Digital Business	C2PM416	Marketing Management	2	30
6	PS: Program Specialisation	Mandatory - Operations	C2PM417	Operations Management	2	30
7	PS: Program Specialisation (Any 1)	Elective - IT	C2PE418	Generative AI	4	60
			C2PE419	Prompt Engineering		
8	VO: Vocational & Skill Enhancement Course	Mandatory	C2VO420	On the Job training	4	60
9	VE: Value education course	Mandatory	C2VE421	Universal Human Values	2	30

10	SE: Skill enhancement course	Mandatory	C2SE503	Business Communication -II	4	120
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### Syllabus Outline of Semester III

Semester III						
Sr. No.	Learning Category	Course Type	Course Code	Course	Number of Credits	Total learning hours
COMMON						
1	PG: Program General	Mandatory - General management	C3PM504	Corporate strategy	4	60
2	VE: Value education course	Mandatory	C3VE505	Environment Management & Sustainability	2	30
3	IN: Internship	Mandatory	C3IN506	Summer Internship	8	2 months
MARKETING						
4	PS: Program Specialisation	Mandatory	M3PM507	Marketing Strategy	4	60
5	SE: Skill enhancement course	Mandatory	M3SE508	Digital Marketing	4	60
6	PS: Program Specialisation (Any 4 including 1 Open Elective)	Elective	M3PE509	Marketing Analytics	2	30
7		Elective	M3PE510	Consumer Buying Behaviour	2	30
8		Elective	M3PE511	Product Management	2	30
9		Elective	M3PE512	International Marketing	2	30
10		Elective	M3PE513	Retail management	2	30
11		Elective	M3PE514	Tourism Marketing	2	30

12		Elective	M3PE515	Sales & Distribution management	2	30
13		Elective	M3PE516	Rural Marketing	2	30
14		Elective	M3PE517	Brand Management	2	30
15		Elective	M3PE518	SWAYAM Course	2	30

Semester III						
Sr. No.	Learning Category	Course Type	Course Code	Course	Number of Credits	Total learning hours
FINANCE						
4	PS: Program Specialisation	Mandatory	F3PM507	Financial Markets and Institutions	4	60
5	SE: Skill enhancement course	Mandatory	F3SE508	Derivatives and Risk Management	4	60
6	PS: Program Specialisation (Any 4 including 1 Open Elective)	Elective	F3PE509	Security Analysis and Portfolio Management	2	30
7		Elective	F3PE510	Fintech	2	30
8		Elective	F3PE511	Financial Modelling	2	30
9		Elective	F3PE512	Corporate Valuations	2	30
10		Elective	F3PE513	Financial Regulations	2	30
11		Elective	F3PE514	International Finance	2	30
12		Elective	F3PE515	Direct and Indirect Taxes	2	30
13		Elective	F3PE516	Commercial Banking	2	30

14		Elective	F3PE517	Corporate Restructuring and Mergers and Acquisition	2	30
15		Elective	F3PE518	SWAYAM Course	2	30

Semester III						
Sr. No.	Learning Category	Course Type	Course Code	Course	Number of Credits	Total learning hours
HUMAN RESOURCES						
4	PS: Program Specialisation	Mandatory	H3PM507	Competency Based HRM and Performance Management	4	60
5	SE: Skill enhancement course	Mandatory	H3SE508	HR Analytics	4	60
6	PS: Program Specialisation (Any 4 including 1 Open Elective)	Elective	H3PE509	Learning and Development	2	30
7		Elective	H3PE510	Compensation and Benefits	2	30
8		Elective	H3PE511	HR Planning and Application of Technology in HR	2	30
9		Elective	H3PE512	Global HRM	2	30
10		Elective	H3PE513	Employer Branding and Employee Value Proposition	2	30
11		Elective	H3PE514	Organization Theory, Structure and Design	2	30
12		Elective	H3PE515	Artificial Intelligence (AI) in Human Resource Management	2	30
13		Elective	H3PE516	Mgt. of CSR in organisation	2	30
14		Elective	H3PE517	Team Dynamics at work	2	30
15		Elective	H3PE518	SWAYAM Course	2	30

Semester III						
Sr. No.	Learning Category	Course Type	Course Code	Course	Number of Credits	Total learning hours
OPERATIONS & SUPPLY CHAIN						
4	PS: Program Specialisation	Mandatory	O3PM507	Supply Chain Management	4	60
5	SE: Skill enhancement course	Mandatory	O3SE508	Operations Analytics	4	60
6	PS: Program Specialisation (Any 4 including 1 Open Elective)	Elective	O3PE509	Manufacturing Resource Planning and Control	2	30
7		Elective	O3PE510	Purchase & Materials Management	2	30
8		Elective	O3PE511	Service Operations Management	2	30
9		Elective	O3PE512	International Logistics	2	30
10		Elective	O3PE513	Productivity Management	2	30
11		Elective	O3PE514	Business process mgt. for risk & Performance mgt.	2	30
12		Elective	O3PE515	Warehouse Management	2	30
13		Elective	O3PE516	Logistics Management	2	30
14		Elective	O3PE517	Production planning & Control	2	30
15		Elective	O3PE518	SWAYAM Course	2	30



Semester III						
Sr. No .	Learning Category	Course Type	Course Code	Course	Number of Credits	Total learning hours
SYSTEM & DIGITAL BUSINESS						
4	PS: Program Specialisation	Mandatory	S3PM507	Strategic Information Technology & Resource management	4	60
5	SE: Skill enhancement course	Mandatory	S3SE508	Business Intelligence & Automation with Power Platform	4	60
6	PS: Program Specialisation (Any 4 including 1 Open Elective)	Elective	S3PE509	Database Management System & Data Warehousing	2	30
7		Elective	S3PE510	Big Data , Business Analytics & FinTech	2	30
8		Elective	S3PE511	Enterprise Management System	2	30
9		Elective	S3PE512	Digital Business	2	30
10		Elective	S3PE513	Business Applications of Networking & Telecommunication	2	30
11		Elective	S3PE514	Cloud Computing & virtualisation	2	30
12		Elective	S3PE515	Block chain Technology for Business	2	30
13		Elective	S3PE516	Software Engineering	2	30
14		Elective	S3PE517	Knowledge Management	2	30
15		Elective	S3PE518	SWAYAM Course	2	30

Semester III						
Sr. No.	Learning Category	Course Type	Course Code	Course	Number of Credits	Total learning hours
OPEN ELECTIVES (Across Specialisation)						
1	OE: Open Elective (Any 1)	Elective	C3OE519	Event Management	2	30
2		Elective	C3OE520	Total Quality Management	2	30
3		Elective	C3OE521	Labour, Social Security & Welfare Law (OE)	2	30
4		Elective	C3OE522	Artificial Intelligence & Machine Learning (AI/ML) for Business	2	30
5		Elective	C3OE523	Marketing of Financial & Banking Services	2	30
6		Elective	C3OE524	Climate Risk and Sustainable Finance	2	30
7		Elective	C3OE525	Acquiring and Managing Talent	2	30
8		Elective	C3OE526	Services Management	2	30
9		Elective	C3OE527	Enterprise Risk Management	2	30
10		Elective	C3OE528	SWAYAM Course	2	30

### Syllabus Outline of Semester IV

Semester IV						
Sr. No.	Learning Category	Course Type	Course Code	Course	Number of Credits	Total learning hours
<b>COMMON</b>						
1	PG: Program General	Mandatory - General management	C4PM529	Entrepreneurship Management	4	60
2	SE: Skill enhancement course	Mandatory	C4SE530	Project Management	2	30
	SE: Skill enhancement course	Mandatory	C4SE531	SAP in Business modules	2	30
3	RP: Research Project	Mandatory	C4RP532	Specialisation Project	8	120

MARKETING						
4	PS: Program Specialisation (Any 1)	Elective	M4PE533	Social Marketing	2	30
		Elective	M4PE534	Global Marketing	2	30
		Elective	M4PE535	Technology Strategy	2	30
		Elective	M4PE536	Business to Business Marketing	2	30
		Elective	M4PE537	SWAYAM Course	2	30

FINANCE						
4	PS: Program Specialisation (Any 1)	Elective	F4PE533	Financial Market Regulations	2	30
		Elective	F4PE534	Behavioural Finance	2	30
		Elective	F4PE535	Investment Banking and Alternate Investment Funds	2	30
		Elective	F4PE536	Fixed Income Securities	2	30

		Elective	F4PE537	Wealth Management	2	30
		Elective	F4PE538	SWAYAM Course	2	30

Semester IV						
Sr. No .	Learning Category	Course Type	Course Code	Course	Number of Credits	Total learning hours
SYSTEM & DIGITAL BUSINESS						
4	PS: Program Specialisation (Any 1)	Elective	S4PE533	Information System Security and Audit	2	30
		Elective	S4PE534	IT Governance, Compliance and Cyber Laws	2	30
		Elective	S4PE535	T Consulting & Managing for Business	2	30
		Elective	S4PE536	System Applications and Negotiations-Case Study	2	30
		Elective	S4PE537	IoT, Cloud Computing, and Virtualization for Business	2	30
			S4PE538	SWAYAM Course	2	30
Semester IV						
Sr. No .	Learning Category	Course Type	Course Code	Course	Number of Credits	Total learning hours
HUMAN RESOURCES						
4	PS: Program Specialisation (Any 1)	Elective	H4PE533	Strategic Human Resource Management	2	30
		Elective	H4PE534	Human Resource Capital, Accounting and Audit	2	30

		Elective	H4PE535	Industrial Relations and Alternate Dispute Resolution	2	30
		Elective	H4PE536	OD and Change Management	2	30
		Elective	H4PE537	SWAYAM Course	2	30

Semester IV						
Sr. No.	Learning Category	Course Type	Course Code	Course	Number of Credits	Total learning hours
OPERATIONS & SUPPLY CHAIN						
4	PS: Program Specialisation (Any 1)	Elective	O4PE533	Operations Applications and Cases	2	30
		Elective	O4PE534	Operations Strategies	2	30
		Elective	O4PE535	Lean Management	2	30
		Elective	O4PE536	Demand Forecasting and Inventory Management	2	30
		Elective	O4PE537	Productivity Enhancement in Operations Management	2	30
		Elective	O4PE538	SWAYAM Course	2	30

\*Semester II & IV courses are subject to change based on BOS, AC & GB approval in next meeting.



**Curriculum Content: SEMESTER – I**

## Mandatory Course 1: Fundamentals of Management Theory and Practice

Course Type:	PG: Program General	Course Credits:	4
Course Code:	C1PM401	Course Duration:	60 Hours

### Course Objectives:

- To build foundational knowledge of management principles, functions, and their application in diverse business contexts.
- To develop ethical, strategic, and globally aware decision-making skills for responsible and effective management.

### Course Outcomes:

- CO1: Understand the interrelationship between personal and organizational aspirations to align individual goals with organizational objectives.
- CO2: Understand the management concept and management theories to assess their applicability in diverse organizational context.
- CO3: Understand ethical and societal responsibilities inherent in managerial decision making for sustainable and socially responsible business practices.
- CO4: Analyze the core management functions to develop foundational managerial skills.
- CO5: Analyze the internal and external business environment to identify strategic opportunities and threats for the organization.
- CO6: Evaluate contemporary management practices and global trends.

Unit / Module	Content	CO Mapping	Hours Assigned
1	<b>Alignment between Individual and Organizational aspirations:</b> Personal aspirations, Alignment between Individual and Organizational mission, Vision, and values. Personal Strategic Planning. Framework of analyzing aspirations - Campbell & Yeung model; Link between aspiration and business performance.	CO1	4
2	<b>Introduction to Management:</b>	CO2	4



	Definition, Nature, and Importance of Management, Levels of Management, Managerial Skills and Roles (Mintzberg's Theory), Management vs Administration, Management as a science, art and profession, Contemporary Challenges in Management		
3	<b>Evolution of Management Thought:</b> Industrial revolution, Schools of Management thought: <ul style="list-style-type: none"> <li>• Classical Approach (Taylor &amp; Fayol)</li> <li>• Behavioral Approach (Mayo, Maslow, McGregor)</li> <li>• Quantitative and Systems Approach</li> <li>• Contingency and Modern Approaches</li> <li>• Contemporary Management Thinkers</li> </ul>	CO2	6
4	<b>Social responsibility and Ethics:</b> Social Responsibility of Managers, Ethics in Managing - An Integrative Approach, Global and Ethical Perspectives in Management, Sustainability and Green Management, Role of Ethics in AI and Technology Management	CO3	6
5	<b>Planning and Decision making:</b> Concept, Importance, and Types of Plans, Steps in Planning Process, MBO (Management by Objectives), Strategic Planning and SWOT Analysis, VUCA World and Agile Planning. Decision-making Process and Types Techniques of Decision-making (Quantitative and Qualitative), Group vs Individual Decision-making	CO2, CO4	5
6	<b>Organizing:</b> The Nature of Organizing, Principles of Organizing, Organizational Structures – Functional, Divisional, Matrix, Network, Delegation of Authority and	CO2, CO4	6

	Decentralization, Span of Control, Formal vs Informal Organization, Formal and Informal Organizations, Organizational Division: The Department, Organizational Levels and the Span of Management		
7.	<b>Staffing and Directing:</b> <b>Staffing:</b> Concept, Objective of staffing, System approach to staffing, Manpower planning. <b>Directing:</b> Concept, Techniques of directing and supervision, Types of supervision, Essential characteristics of supervisor.	CO4	5
8.	<b>Managing change:</b> Managing Change, Organizational Conflict, Organization Development, and The Learning Organization.	CO4	3
9.	<b>Leadership:</b> Ingredients of Leadership, Trait Approaches to Leadership, Charismatic Leadership Approach, Leadership Behaviour and Styles, Situational, or Contingency, Approaches to Leadership	CO2, CO4	4
10.	<b>Organization controls:</b> The System and Process of Controlling, The Basic Control Process, Business Analytics, Critical Control Points, Standards, and Benchmarking, Control as a Feedback System, Real Time Information and Control.	CO4	5
11.	<b>Business environment:</b> Concept and Importance of Business Environment, Internal Environment: Structure, Culture, Resources, Policies; External Environment: PESTLE Analysis & Porter's Five Forces Model, Environmental Scanning and Forecasting	CO5	6

12.	<b>Contemporary management practices and global trends:</b> Industry 4.0, Digital transformation, Remote and hybrid work models, customer-centric approaches, Lean Management, Corporate Governance and CSR, Change Management, Business Analytics.	CO6	6
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#### Textbooks:

1. Essentials of Management, by Harold Koontz and Heinz Weihrich 10<sup>th</sup> edition
2. **Management** By Stephen P. Robbins & Mary Coulter
3. Principles and Practice of Management By L.M. Prasad
4. Management: Theory and Practice By R.C. Agarwal
5. Principles of Management By P. Subba Rao

#### Reference Books:

1. In Search of Excellence, Tom Peters
2. Made in Japan, Akio Morita
3. The Asian Miracle, Michael Schuman
4. Get Better or Get Beaten, Jack Welch
5. Principles of Management, Peter Drucker
6. People and Performance, Peter Drucker

#### Suggested Digital Resources:

Harvard Business Review – <https://hbr.org>

McKinsey Insights – <https://www.mckinsey.com/featured-insights>

MIT Sloan Management Review – <https://sloanreview.mit.edu>

**Suggested Pedagogy** - Lectures and discussions, Case studies, Book presentations of recommended readings

## Mandatory Course 2: Business Statistics

Course Type:	PG: Program General	Course Credits:	2
Course Code:	C1PM402	Course Duration:	30 Hours

### Course Objectives:

- To know statistical techniques
- To understand different statistical tools
- To understand importance of decision support provided by analysis techniques
- To appreciate and apply it in business situations using case lets, modelling, cases and projects
- To understand Managerial applications of Statistics

**Pre-requisites:** Basic Mathematics

### Course Outcomes:

- CO1. RECALL the basic terminologies related to the concepts of Business Statistics
- CO2. UNDERSTAND statistics as a crucial tool for data analysis and making justifiable business decisions
- CO3. MAKE USE OF appropriate data to calculate statistical measures for solving business problem
- CO4. ANALYZE the data and draw inferences from statistical findings for various business solutions
- CO5. COMPARE the results of statistical tests for taking informed business decisions
- CO6. DEVELOP a statistical report for a given business situation

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Statistics: Types of variables (dependent, independent, mediating, moderating, extraneous, discrete, continuous), charts and graphs	CO1	3

2	Descriptive Statistics Measure of Central Tendency, Measure of variability, Interquartile Range, and Dispersion, Measure of shapes (Kurtosis and Skewness)	CO1, CO2	3
3	Probability & Permutations & Combinations Introduction to the concept of probability and permutations and combinations, Axioms, Addition and Multiplication rule, Theories of Probability, Types of probability, Independence of events, probability tree, Bayes' Theorem	CO2	3
4	Probability Distribution Concept of Random variable, Probability distribution, Expected value and variance of random variable, conditional expectation, Binomial distribution and its business application, Poisson and its business application, Normal and its business application	CO2, CO3	3
5	Sampling and Estimation Sampling Distribution, Types of sampling, Central Limit Theorem, Estimation- Point estimation , Interval estimation	CO3, CO4	3
6	Hypothesis Testing Introduction to Hypothesis testing, Importance of significance level (confidence level), margin of error, type I error and type II error, criteria for selection of right test	CO3, CO4	3
7	Parametric Test Univariate -Z test, one sample t-test significance Bivariate - T-test (paired and independent), Pearson's correlation, simple linear regression, one way-ANOVA	CO4, CO5	3
8	Non-parametric Test Univariate - Chi-square goodness for fit for uniform distribution Bivariate - Spearman's rank correlation,	CO4, CO5	3

	mann-whitney U test, Wilcoxon sign paired rank test, Chi-square test of independence		
9	Multivariate Analysis Overview of multiple Regression, Factor analysis, Multi- dimensional scaling and Discriminant Analysis (Theoretical Concepts only)	CO2	3
10	Practical Students should apply the statistical hypothesis testing on assumed/ hypothesized data using statistical software's	CO4, CO5, CO6	3

#### **Text Books:**

1. Ken Black, Business Statistics for Contemporary Decision making, Wiley, Latest Edition
2. Sanjiv Jaggia, Alison Kelly Business Statistics, McGraw Hill, Latest Edition
3. Richard I. Levin and David S., Rubin Statistics for Management, Pearson, Latest Edition
4. D. P. Apte, Statistics for Managers, Excel, Latest Edition
5. Gerald Keller & Hitesh Arora, Business Statistics, Cengage, Latest Edition

#### **Reference Books:**

1. Joseph Francis, Business Statistics, Cengage, Latest Edition
2. T N Srivastava and Shailaja Rego, Statistics for Management, TMH, Latest Edition
3. K. B. Akhilesh & S. B. Balasubrahmanyam, Mathematics and Statistics for Management Vikas
4. Naval Bajpai, Business Statistics, Pearson, Latest Edition
5. D. P. Apte M. S., Excel: Statistical Tools for Managers, Excel, Latest Edition
6. Qazi Zameerudin, Vijay K. Khara, S. K. Bhamri, Business Mathematics, Vikas, Latest Edition



### Mandatory Course 3: Managerial Economics

Course Type:	PG: Program General	Course Credits:	2
Course Code:	C1PM403	Course Duration:	30 Hours

#### Course Objectives:

- To enable the students to understand both the theory and practice of Managerial Economics
- To ensure that the students are in a position to appreciate the finer nuances of the subject
- To help the students in applying the knowledge so acquired in policy planning and managerial decision making

#### Course Outcomes:

- CO1: Understand fundamental concepts of Economics and consumer behaviour using utility theory.
- CO2: Apply concepts of production, demand, cost, and supply analysis to boost efficiency and support the realization of company objectives.
- CO3: Analyse demand forecasting approaches to inform business decisions, and evaluate various market structures and pricing mechanisms to aid in strategic and competitive decision-making.
- CO4: Evaluate the impact of macroeconomic factors like investment trends, national income changes, and business cycle phases on business choices and sectoral dynamics.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction:</b> Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics. Managerial Economics and decision making - The basic process of decision making; Concept of Firm, Market	CO1	3



	<b>Objectives of Firm:</b> Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory		
2	<b>Utility &amp; Demand Analysis:</b> Utility - Meaning, Analysis & Measurement, Law of Diminishing Marginal Utility. Indifference Curve, Consumer's Equilibrium & Consumer Surplus. Demand-Concept, Types, Determinants, Laws, Elasticity & Its uses, Exceptions etc. Demand Forecasting: Introduction, Meaning, Levels, Criteria & Methods of Demand Forecasting.	CO1, CO2	3
3	<b>The Basics of Supply:</b> Supply: Introduction, Meaning, Law of Supply, Exceptions, Changes or Shifts in Supply. Elasticity of Supply Factors Determining Elasticity of Supply, Importance etc. Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning, Function & Cost of Production. Cost Analysis: Function, Types, Economies of Scale, Cost-Output Relationship.	CO2, CO3	4
4	<b>Production Function:</b> Production function, Law of Diminishing Marginal Return (short run), Laws of Returns to scale (long run), Isoquant, Optimization analysis.	CO2, CO3,	4
5	<b>Revenue Analysis and Pricing Policies:</b> Introduction, Meaning and Types, Objectives of Pricing Policies, Cost plus Pricing. Marginal cost pricing. Cyclical Pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer Pricing. Relationship between Revenues and Price Elasticity of Demand, Market and Market	CO2, CO3,	4

	Structures, Break Even analysis, Profit Policy, Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price		
6	<b>Market Structure 1 :Perfect and monopoly competition:</b> Short run equilibrium of the competitive firm, long run equilibrium of the firm and industry. <b>Monopoly:</b> Types & Sources of monopoly, Monopoly Power, monopoly equilibrium in short run, Long run monopoly equilibrium, Monopoly wisdom	CO2, CO3, CO4	3
7	<b>Markets Structure 2 – Oligopoly Monopolistic Competition:</b> Oligopoly - Kinked demand curve, Cournot's Oligopoly model, Game Theory application in Oligopoly, Cartels Monopolistic Competition - Product differentiation, Selling cost & advertising outlay, equilibrium output and price under monopolistic competition.	CO3, CO4	3
8	<b>Consumption &amp; Investment Function:</b> Introduction, Marginal Efficiency of Capital Business Expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning Features, Theories of Business Cycles, Measures to Control Business Cycles. Macro-Economic Aspects: National Income Money Supply and Inflation.	CO3, CO4	6

#### Text Books:

1. Managerial Economics: Theory and applications: D.M.Mithani-Himalaya Publishing House.
2. Managerial Economics- Prof.A.K.Seth and Dr.Shalini Devi-International book house pvt.ltd

3. Managerial Economics- Suma damodaran-Oxford university press.
4. Managerial Economics- principles and worldwide applications- Dominick Salvatore- Oxford university press
5. Managerial Economics- Dr.S.L.Gupta-International book house pvt.ltd

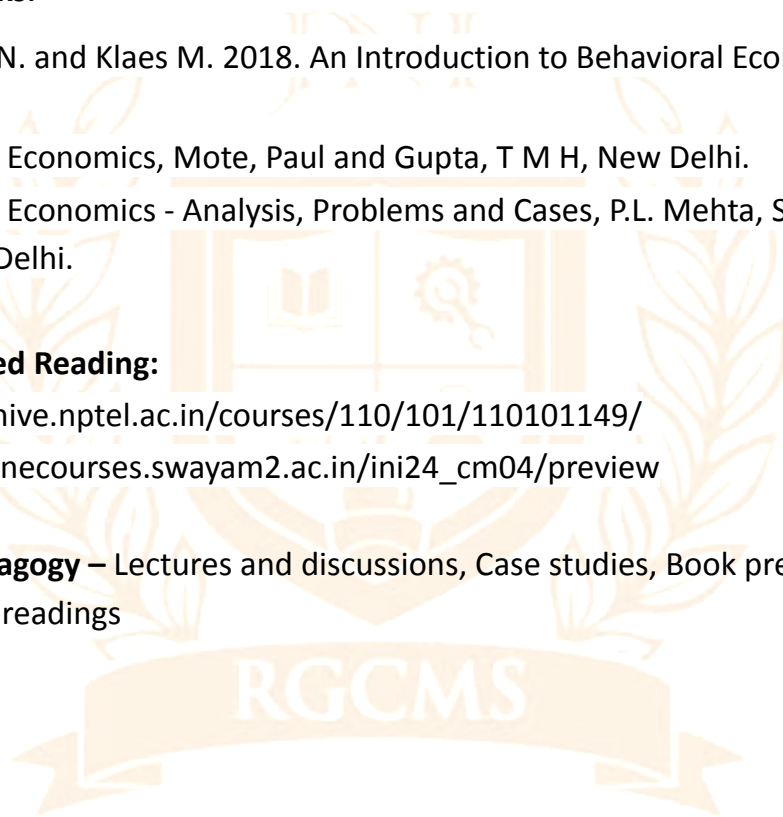
**Reference Books:**

1. Wilkinson, N. and Klaes M. 2018. An Introduction to Behavioral Economics (3<sup>rd</sup> ed.)
2. Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.
3. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.

**Other Suggested Reading:**

1. <https://archive.nptel.ac.in/courses/110/101/110101149/>
2. [https://onlinecourses.swayam2.ac.in/ini24\\_cm04/preview](https://onlinecourses.swayam2.ac.in/ini24_cm04/preview)

**Suggested Pedagogy** – Lectures and discussions, Case studies, Book presentations of recommended readings



### Mandatory Course 4: Financial Accounting for Business Course

Course Type:	PG: Program General	Course Credits:	2
Course Code:	C1PM404	Course Duration:	30 Hours

#### Course Objectives:

- To understand the basic concepts and fundamentals used in financial accounting.
- To learn all the intricacies of corporate financial statements.

#### Course Outcomes:

- CO1: Acquire the basic knowledge on accounting concepts and conventions, Accounting Standards, components of the financial statements
- CO2: Understand and explain the components of corporate financial statements and corporate annual reports
- CO3: Analyse the movement of Assets, Liabilities, Income and Expenses in the financial statements
- CO4: Apply Accounting Standards, GAAP, IFRS and Concepts to the Financial Statements
- CO5: Create Financial Statements with basic adjustments

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Introduction to Financial Accounting- Meaning and concept of accounting, Need for accounting, Users of financial statements, Forms of business organization, Accounting and the form of business organization, Branches of accounting – Financial Accounting, Cost and Management Accounting, and Corporate Finance, Indian Accounting Standards, GAAP and IFRS.	CO1	2
2	Accounting Cycle-The Recording Stage, The classification stage, ledger accounts, The summarizing stage	CO1	1
3	Accounting concepts and conventions	CO1,	1
4	Accounting process - the recording stage, Two	CO3, CO4	1

	aspects of accounting transactions, Debit and credit of a transaction - Specimen / format of journal		
5	Accounting process - the classification stage Meaning and need for classification, Specimen / format of ledger, Posting, Balancing an account, Trial Balance.	CO3, CO4	4
6	Accounting process - Financial Statements- Vertical Statements. Part I – Balance Sheet Part II – Statement of Profit and Loss	CO2, CO4, CO5	12
7	Adjustments on Inventory, Outstanding and Prepaid Income and Expenses, Depreciation.	CO3, CO4	2
8	Income measurement - Capital and revenue items, Deferred revenue expenditure	CO3, CO4	2
9	Cash Flow Statement	CO3, CO5	3
10	Corporate Financial Reporting – Reading of Annual Report	CO2, CO3	2

#### **Textbooks:**

1. Financial Accounting: Text & Cases by Dearden and Bhattacharya  
Accounting: Text and Cases by Robert Anthony
2. Financial Accounting for Management by Dinesh D Harsolekar
3. Financial Accounting by R. Narayanaswamy
4. Financial Accounting by S.N Maheshwari, Suneel K Maheshwari, Sharad.K. Maheshwari

#### **Reference Books:**

1. Financial Accounting –Text and Cases – Dearden and Bhattacharyya.
2. Accounting & Finance for Managers – T P Ghosh
3. Financial Accounting - Reporting & Analysis – Stice and Diamond
4. Financial Accounting and Analysis by Narendra L Ahuja and Varun Dawar

## Mandatory Course 5: Organizational Behaviour

Course Type:	PG: Program General	Course Credits:	2
Course Code:	C1PM405	Course Duration:	30 Hours

### Course Objectives:

- To understand individual and group behavior in organizations and its impact on performance.
- To learn how motivation and leadership can influence and improve workplace behavior.
- To gain insights into organizational structure, design, and culture for better management.
- To enhance personal and team effectiveness through understanding human behavior.

### Course Outcomes:

- CO1: Remember to others effectively and demonstrate the importance of interpersonal skills in the success of their professional and personal life. (Level 1 & 2)
- CO2: Analyse and interpret how and why people behave in a certain manner and predict the impact of such behaviour as individuals or teams on their individual performance, performance of their team and performance of the organization as a whole. (Level 4, 5, 6)
- CO3: Evaluate and manage the patterns of interpersonal relations in the organization and adapt their behaviour as per the demands of the organization for the healthy work environment. (Level 6)

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to OB Origin, Nature and Scope of Organizational Behavior Relevance to Organizational Effectiveness and Contemporary Issues.	CO1	2
2	Personality Meaning and Determinants of Personality Process of Personality Formation	CO1	4

	Personality Types Assessment of Personality Traits for Increasing Self Awareness		
3	Perception, Attitude and Value Perceptual Processes, Effect of Perception on Individual Decision-Making, Attitude and Behavior. Sources of Value Effect of Values on Attitudes and Behavior. Effects of Perception, Attitude and Values on Work Performance.	CO2, CO3	4
4	Motivation Concepts Motives Theories of Motivation Their Applications for Behavioral Change.	CO1, CO2, CO3	3
5	Group Dynamics & Teamwork Work Groups, Formal and Informal Groups and Stages of Group Development. Concepts of Group Dynamics, Group Conflicts and Group Decision Making. Team Effectiveness: High Performing Teams, Team Roles, Cross Functional and Self-Directed Teams	CO2, CO3	4
6	Organizational Design Structure, Size, Technology Hybrid Work Structures Environment of Organization Organizational Roles: -Concept of Roles; Role Dynamics; Role Conflicts and Stress. Organizational Conflicts	CO3	4
7	Leadership Concepts and Skills of Leadership Leadership and Managerial Roles Leadership Styles and Effectiveness Contemporary Issues in Leadership	CO1, CO2, CO3	3



	Power and Politics: Sources and Uses of Power Politics at Workplace Tactics and Strategies. Defense Mechanism Sources, types and Strategies to cope-up		
8	Self & Stress Management What is stress? Eustress & Distress General Adaptation Syndrome A Stress Model- Stressors & stress outcomes Potential sources of stress- Environmental factors, Organizational factors, Personal factors Consequences of stress- Psychological, Physiological, Behavioral.	CO1, CO2	2
9	Organizational Culture Definition, Characteristics of Organizational Culture Strong Versus Weak Culture Functions of Organizational Culture	CO1, CO2, CO3	2
10	Organization Development Organizational Change and Culture Environment Organizational Culture and Climate Contemporary Issues relating to Business Situations Process of Change and Organizational Development	CO1, CO2, CO3	2

**Text Books:**

1. Understanding Organizational Behaviour – Udai Pareek
2. Organizational Behaviour – Stephen Robbins
3. Organizational Behaviour – Fred Luthans
4. Uday Kumar Haldar, Leadership and Team Building, Oxford University Press, New Delhi, 2010.

**Reference Books:**

1. Organizational Behaviour by Steven L McShane, Mary Ann Von Glinow & Radha Sharma
2. Organizational Behaviour – L. M. Prasad (Sultan Chand)
3. Organizational Behaviour – Meera Shankar – International Book House Ltd
4. Management & Organizational Behaviour – Laurie Mullins – Pearson Publications



## Mandatory Course 6: Community Service Project

Course Type:	CS: Community Engagement & Service	Course Credits:	2
Course Code:	C1CS406	Course Duration:	30 Hours

### Course Objective:

- To develop social consciousness, ethical leadership, and a sense of civic responsibility among future management professionals.
- To sensitize students to real-world societal challenges by encouraging active engagement with communities.
- To understand the impact of socio-economic factors, and contribute meaningfully to inclusive development.

### Course Outcomes:

- CO1: Understand the sensitivity issues towards social, cultural, and environmental.
- CO2: Analyze managerial knowledge and skills in addressing real-life community problems through volunteering and engagement with NGOs or civic initiatives.
- CO3: Evaluate detailed reports and presentations that summarize project goals, activities, outcomes, and social impact.

### Introduction:

The New Education Policy (NEP) 2020 envisions a holistic, value-based, and multidisciplinary approach to higher education. In alignment with this vision, the subject “Community Service” has been introduced into the MMS curriculum to develop social consciousness, ethical leadership, and a sense of civic responsibility among future management professionals.

This course aims to sensitize students to real-world societal challenges by encouraging active engagement with communities. By participating in structured community projects, students will connect classroom learning to ground realities, understand the impact of socio-economic factors, and contribute meaningfully to inclusive development.

Through immersive experiences such as fieldwork, collaborations with NGOs, awareness campaigns, and social innovation projects, MMS students will not only enhance their interpersonal and managerial skills but also grow as socially responsible

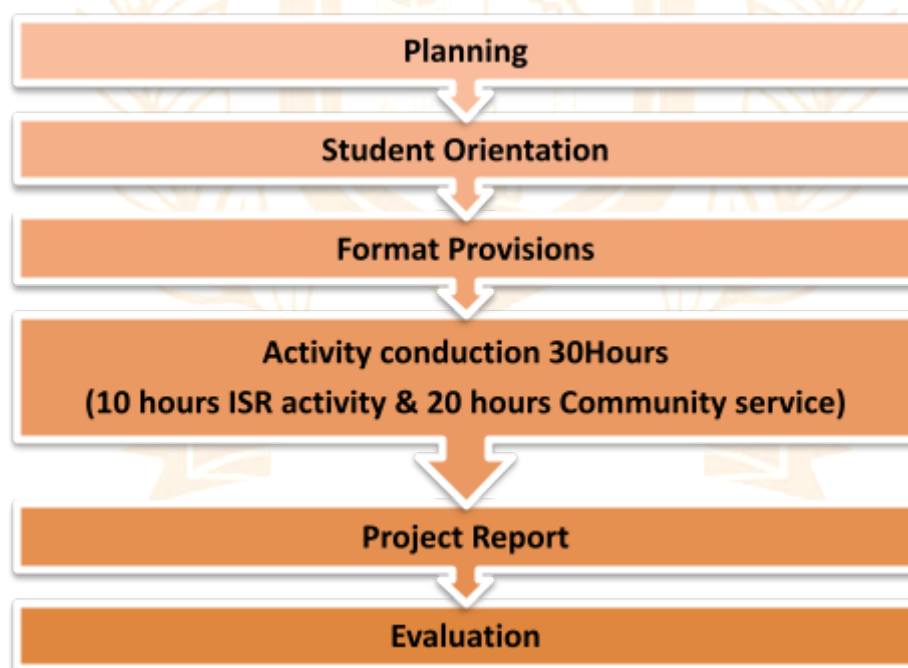
leaders. This experiential component will foster empathy, teamwork, and critical thinking — key attributes in responsible management.

Ultimately, Community Service as a subject under NEP 2020 nurtures the “nation builder” mindset, preparing students not just for corporate success, but also for ethical citizenship and sustainable impact.

### **Indicative Areas of Community Service Projects**

- Non-Governmental Organizations (NGOs)
- Government & Civic Initiatives
- Local Gram Panchayats
- Educational & Skill Development Centers
- Old Age Homes & Disability Centers
- Hospitals & Health Camps
- Start-ups & Social Enterprises like Reliance foundation, Tata Foundations

### **Implementation of Community Service:**



The image illustrates a structured **six-step process** for implementing the Community Service component in the MMS (Master of Management Studies) curriculum. Each step ensures that students experience meaningful engagement while fulfilling academic and societal responsibilities.

- This initial planning phase involves designing the community service program, setting objectives, identifying partner organizations (e.g., NGOs, local bodies), and finalizing timelines.
- Students attend an **orientation session** that includes:
  1. Introduces the purpose and benefits of community service.
  2. Details guidelines and responsibilities.
  3. Explanation of format of documents.
  4. Dissemination of College Outreach letter
  5. Attendance sheets to track the 30-hour requirement.
  6. Report Format to be discussed
- Each student engages in approved community service work for **30 hours**. Activities may include teaching, awareness drives, environmental work, assisting the elderly or differently-abled, etc.
- The Community service program is to be **completed during Semester I**.
- Upon completing the field activity, students compile a **detailed report** that includes: **(Find Formats in Appendices no. I,II,III & IV)**

#### **Role & Responsibilities:**

##### **Faculty Coordinator:**

- Conduct orientation sessions to introduce students to the purpose, structure, and significance of the Community Service course.
- Publish and communicate a clear code of conduct for the successful completion of the mandatory 30 hours of community service.
- To Support the planning, execution, and follow-up of pre-service, service-phase, and post-service activities.
- To communicate mechanisms for evaluating the program and making improvements.
- To track and verify the timely completion of the 30-hour service requirement by students.
- To monitor and ensure the quality, relevance, and impact of student-led community service initiatives.

##### **Student:**

- To participate in briefing session conducted by the faculty coordinator.

- To understand the purpose, process, and outcomes of the community service.
- To identify a social cause with associated organization & execute the same.
- To complete minimum 30 hours of service, get daily activities record updated in a field log/ attendance sheet & get final certificate of completion.



## Mandatory Course 7: Bhartiya Management

Course Type:	IK: Indian Knowledge System	Course Credits:	2
Course Code:	C1IK407	Course Duration:	30 Hours

### Course Objective:

- To understand Bharatiya Management principles rooted in Indian culture, philosophy, and ancient texts.
- To develop value-based leadership and ethical governance inspired by Indian philosophies.
- To apply Indian wisdom to modern management, sustainability, and social responsibility.

### Course Outcomes:

- CO1: Understand the management lessons from ancient Indian philosophy and texts
- CO2: Applying the contexts from Indian philosophy in management discussion
- CO3: Analysing the Indian philosophical approaches to Leadership, Sarvodaya, Satyagraha and Trusteeship
- CO4: Evaluating the impact of Indian philosophical approaches in management of self and life skills
- CO5: Formulate Bhartiya Management Thought for Management Decision making, Leadership development.

Unit / Module	Content	CO Mapping	Hours Assigned
1	Bharatiya Management - Tenets & Relevance: A. Tenets of Bharatiya Management : The synthesis of important dimensions of Indian Culture , Indian Philosophy & Management B. Role & Relevance of Self-Management & Social development; Swami Vivekananda's Four Yoga (Bhakti, Karma, Jnana & Raja Yoga)	CO1, CO2	6
2	Human Values Enrichment & Dimensions of Good Governance: A. Human Values Enrichment: Significance of the Theory of the Purusarthas ( Dharma , Artha, Kama &	CO1, CO2, CO3	5



	Moksha) B. Good Governance approach: Bhagvad Gita's approach on Lokasamgraha & Mahatma Gandhi's emphasis on Sarvodaya.		
3	Sensitization of students – Values, Rights, Duties, and Responsibilities of being a citizen.	CO3, CO4	4
4	Management Lessons from Ancient Texts: A. Management Insights from Mahabharata - Lessons of Strategic Management from Mahabharata & Bhagwat Gita B. Management Lessons from Arthashastra C. Management Lessons from Panchatantra	CO2, CO3, CO4	5
5	Leadership Lessons from Indian Philosophy: A. Philosophy of Yoga : Patanjali's Yoga approach on Astanga Marga B. Saptanga Model of Leadership: Reflections on Kautilya's Arthashastra C: Samkhya philosophy, 'Guna' concept of Indian Vedic philosophy D: Rajarshi Leadership; Indian Philosophy and Servant Leadership	CO4, CO5	5
6	A. Focus on life Skills Management & Significance of Indian scriptures B. Indian Philosophy & context of Social Responsibility & Sustainable Development. C. Trusteeship concept of Mahatma Gandhi D. Practical Application of Indian Philosophical Principles in Business - Discussion on Case Studies	CO4, CO5	5

**Text Books:**

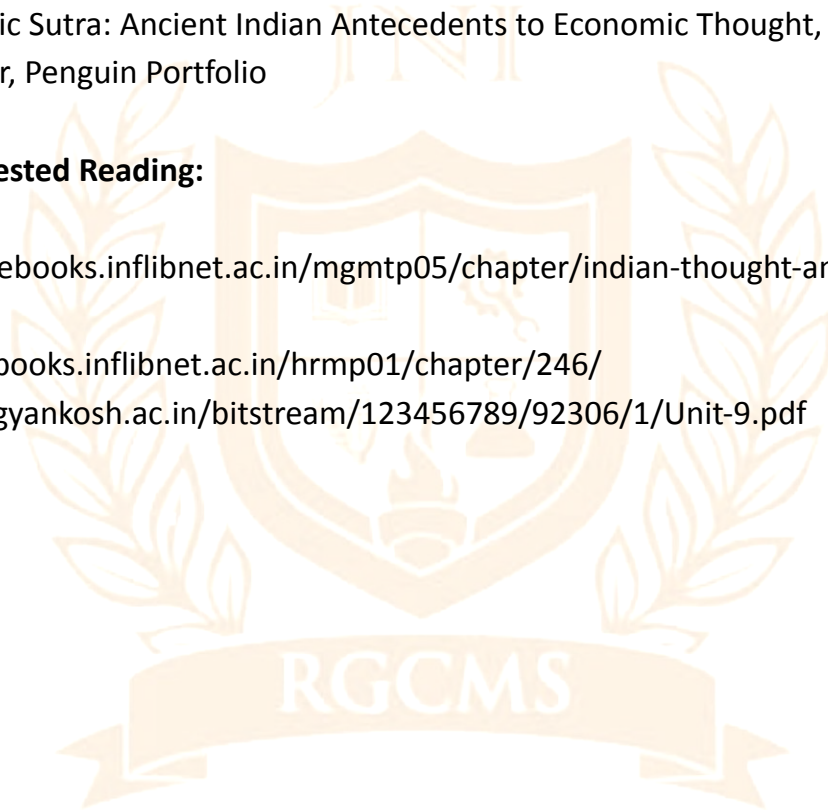
1. Management by Values, by Chakraborty S K
2. Values of Ethics for Organization: Theory and Practice, by Chakraborty S. K. 3. Rajarshi Leadership, by S.K. Chakraborty & Debangshu Chakraborty

## Reference Books

1. Leadership & Motivation: Cultural Comparisons, by Debangshu Chakraborty, S. K. Chakraborty
2. Spirituality in Management: Means or End?, by S.K. Chakraborty, Debangshu Chakraborty
3. Leadership and Power: Ethical Explorations, by S. K.Chakraborty, Pradip Bhattacharya
4. The Arthashastra - Kautilya (translation by L N Rangarajan), Penguin Books
5. Indian Models of Economy, Business and Management Paperback, by Kanagasabapathi P, Third Edition, Prentice Hall India Learning Private Limited
6. Economic Sutra: Ancient Indian Antecedents to Economic Thought, by Satish Y Deodhar, Penguin Portfolio

## Other Suggested Reading:

1. <https://ebooks.inflibnet.ac.in/mgmt05/chapter/indian-thought-and-management/>
2. <https://ebooks.inflibnet.ac.in/hrmp01/chapter/246/>
3. <https://egyankosh.ac.in/bitstream/123456789/92306/1/Unit-9.pdf>



## Mandatory Course 8: Computer Applications for Business

Course Type:	SE: Skill enhancement course	Course Credits:	4
Course Code:	C1SE501	Course Duration:	60 Hours

### Course Objectives:

- To have the basics practical skills of information Technology (Hardware - Software, Database, Networking, Communication Technology) with its application and usage.

### Course Outcomes:

- CO1: Understanding formatting, layout, and productivity tools in MS Word and PowerPoint to create professional business documents and presentations.
- CO2: Apply Design structured and visually engaging presentations using advanced PowerPoint features and demonstrate effective presentation skills.
- CO3: Apply the use Excel tools for data formatting, formula application, charting, and basic data analysis for informed decision-making.,
- CO4: Create business insights using advanced Excel techniques and SQL queries for dynamic data analysis and MIS reporting.
- CO5: Analyse Effectively communicate using email platforms and integrate MS Office and SQL tools to deliver a comprehensive business-oriented project.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Introduction to Microsoft Office Suite, Digital tools and Cloud-based collaboration	CO1	4
2	MS Word: Paragraph Formatting, Page Layout, Lists, Headers/Footers, Styles	CO1, CO2	4
3	MS Word: Business Templates, Table of Contents, Mail Merge, Document Proofing	CO1, CO2	4
4	PowerPoint: Slide Layouts, Themes, Transitions, SmartArt, Media Insertion	CO2, CO3	4
5	PowerPoint: Slide Master, Animations, Timings, Presentation Skills	CO2, CO3	4

6	Excel: Cell Referencing, Data Formatting, Sorting, Filtering	CO3, CO4	4
7	Excel: Formulas (SUM, IF, COUNTIF), VLOOKUP, Automating Sheets	CO3, CO4	4
8	Excel: Charts (Line, Bar, Pie), Sparklines, Data Labels and Formatting	CO3, CO4	4
9	Excel: Pivot Tables, Grouping, Slicers, MIS Report Generation	CO3, CO4	4
10	Advanced Excel: Data Validation, Conditional Formatting, Dashboards	CO4, CO5	4
11	SQL: SELECT Queries, WHERE, ORDER BY, GROUP BY, Filtering	CO4, CO5	4
12	SQL: Joins, Aggregates, Query-Based MIS Reports	CO4, CO5	4
13	Gmail/Outlook: Interface, Filters, Calendar Invites, Auto-replies	CO5	4
14	Writing Effective Emails: Structure, Tone, Etiquette, Peer Review	CO5	4
15	Capstone Project: Integration of Word, Excel, PPT, SQL & Email Communication	CO4, CO5	4

#### **Textbooks:**

1. Work-study by ILO

#### **Reference Books:**

1. Rajaraman, V. (2004). Introduction to Information Technology. PHI.
2. Turban, Rainer and Potter (2003). Introduction to information technology. John Wiley and sons
3. Sinha, P.K., Priti Sinha (2002). Foundation of computing. BPB Publications.
4. Ram, B. (2003). Computer Fundamentals. New Age Publication.

## Mandatory Course 9: Business Communication- I

Course Type:	SE: Skill enhancement course	Course Credits:	4
Course Code:	C1SE502	Course Duration:	60 Hours

### Course Objectives:

- This course aims to develop students' professional communication skills across verbal, non-verbal, written, and digital platforms. It equips learners to confidently interact in diverse business contexts while fostering cultural awareness, ethical sensitivity, and personal branding.

### Course Outcomes:

- CO1: Understand Explain the fundamentals and significance of communication in business, including models, types, and barriers.
- CO2: Apply principles of effective verbal, non-verbal, and written communication in professional and business contexts
- CO3: Analyze the influence of appearance, grooming, and social etiquette on professional image and business relationships.
- CO4: Evaluate and adapt communication strategies for diverse cultural, digital, and ethical contexts in global business environments.
- CO5: Create impactful resumes, business presentations, and digital profiles tailored to industry expectations.

Unit / Module	Content	CO Mapping	Hours Assigned
1	<b>Foundations of communication:</b> Significance, Types, Process and barriers to communication (Introductory Part). Models. Importance and Objectives and scope: Why communication is critical in business, Key purposes: Information sharing, decision-making, coordination, motivation, etc. Types of Communication: Formal, Informal, Internal, External. Barriers to Effective Communication and Overcoming Them, 7 Cs of Effective Communication.	CO1	4

	Features of Business Communication, Process of communication.		
2	<p><b>Significance of Appearance :</b>  Role of Physical Appearance, Link between attire, self-image and confidence. Visual communication as part of non-verbal cues.</p> <p>Types of Business Dress Suits : Formal Attire, Business casuals, Smart casuals, Industry Specific Attire. Grooming and Personal Hygiene : Neatness and cleanliness, hair, Nails, Make up and perfume etiquettes.</p> <p>Dress and Gender Sensitivity: Gender neutral Dressing Guidelines, Sensitivity to workplace diversity and inclusion.</p> <p>Attire for Business situations (Interviews, Client Meetings, Business Dinners and Social Events, Online meetings and virtual etiquettes. Do's and Don'ts for workplace dressing.</p>	CO1, CO2, CO3	6
3	<p><b>Listening Skills:</b>  Importance, Difference between Listening and hearing ( Case study), Types of listening, Barriers to listening and techniques to improve listening, Note Writing.</p> <p>Business Applications for listening skills: Interviews and Meetings, Negotiation and Conflict Resolution, Customer and client interactions, Cross cultural challenges (Role Plays).</p> <p>Tools: Ted Talks, Pod casts, Use of Available AI tools to analyse listening.</p>	CO1, CO2, CO4	6
4	<p><b>Effective Speaking:</b>  Clarity and conciseness in speaking, Organization of thoughts into speech, Adequate choice of words. Understanding Audience, Speech and tone of speech. Practicing Articulation.</p> <p>Selection of Content for speech(News Paper Articles).</p>	CO1, CO2	6



	Types of Managerial Speech: Introductory Speech, Briefing Speech, Reporting Speech, Thematic Speech, Vote of thanks.		
5	<p><b>Non Verbal Communication:</b></p> <p>Introduction and significance, Comparison with verbal communication, Mehrabian's Rule.</p> <p>Types of Non Verbal Communication: Kinesics, Proxemics, Haptic, Paralanguage, Chronemics, Artefacts and Symbolism.</p> <p>Expression of emotions and relationships, Regulating Interaction flow.</p> <p>Barriers to Interpreting Non Verbal communication; Misreading Body Language, Over reliance on gestures, Cultural Bias and Assumptions.</p> <p>Case Studies, Observation, Self Assessment of personal non verbal habits, Video Analysis of non verbal cues.</p>	CO1,CO2	6
6	<p><b>Cross Cultural Communication</b></p> <p>Defining culture and its impact on communication, High-context vs. low-context cultures (Edward Hall) Hofstede's Cultural Dimensions Theory Trompenaars' cultural value frameworks, Understanding Cultural Intelligence (CQ): Cognitive, Physical, Emotional Cultural adaptation vs. cultural empathy Barriers to cross-cultural communication Avoiding stereotyping, ethnocentrism, and cultural bias.</p> <p>Communication etiquette across cultures (e.g., greetings, meetings, decision-making)</p> <p>Cross-cultural presentations, emailing, and negotiations Global virtual communication and remote team challenges.</p> <p>Introduction to business ethics and communication ethics Honesty, transparency, and fairness in messaging Confidentiality, plagiarism,</p>	CO1, CO4	6



	and data privacy Whistleblowing and ethical dilemmas in communication. Navigating legal and cultural norms in international communication.		
7	<p><b>Business Writing</b></p> <p>Introduction and scope of business writing. ■■■</p> <p>Grammar, Punctuation, and Sentence Structure, Tone, Language, and Formality in Writing, Active vs. Passive Voice, Avoiding Common Errors in Business Writing.</p> <p>Business Correspondence: Letters, Language and etiquettes. Email and Digital Communication: Professional Email Format and Structure, Subject Lines, Attachments, Sign-offs, Email Etiquette and Netiquette, Writing Instant Messages and Chats in a Professional Context.</p> <p>Writing Memos, Notices, Circulars, Business Reports : Prewriting, Drafting, revising Writing Style, Clarity Conciseness and Formal tone, Avoiding jargon, bias and redundancy. Writing Minutes of meeting.</p>	CO1, CO2, CO5	8
8	<p><b>Presentation Skills</b></p> <p>Importance and Significance of presentation skills in Business. Audience Analysis and purpose of presentation.</p> <p>Structure of Presentation and Time management for each section. Verbal and Non Verbal Delivery.</p> <p>Visual Aids and Technology: Designing Effective Slides (PowerPoint/Google Slides) Use of Visuals: Graphs, Charts, Images, Info graphics, Slide Design Principles: Simplicity, Contrast, Font Size, Colour Use, Tools: Clickers, Laser Pointers, Whiteboards, Remote Presentations</p> <p>Engaging the Audience: Voice Modulation, Pacing and Pausing, Eye contact, Posture and Body language. Ice Breaking – Hook Question, Data, story. Closing with Impact, recap, call to action.</p>	CO1, CO2, CO5	6

	Handling stage fright, Effective use of humour and anecdotes. Handling questions, dealing with interruptions and distractions, Using tools, Online polls.		
9	<b>Resume Writing</b> Importance of resume in the Job Market, Recruiters expectations and anticipation. Types of resumes; Chronological, Functional, combination Structure and content: Contact Info, Objectives and Summary, Academic credentials and Projects and live cases, accomplishments, quantifying achievements with metrics (STAR method), Impact Statements and power verbs. Font types, Layout and file types. Industry Specific Customization: Banking & Finance, Operations and Supply Chain, IT and Analytics, Marketing and Sales. Keywords and ATS(Application Tracking System). Linked In and social media profiles alignment. Peer Review, Proof reading techniques, Final draft and submission.	CO1, CO5	6
10	<b>Social Media and Digital Communication</b> <b>Overview:</b> LinkedIn, X (Twitter), Instagram, YouTube, Threads, etc. Platform-specific communication styles Audience targeting and engagement. Personal Branding on Social Media: Crafting a professional digital presence, LinkedIn optimization: Profile, posts, recommendations, Building authority and engagement through content, Networking and thought leadership. Social Media Strategy for Business, Setting goals and KPIs, Content creation and planning, Brand voice and storytelling, Tools for scheduling, analytics, and reporting.	CO1, CO4, CO5	6

	Ethics, Privacy, and Legal Issues, Misinformation and fake news, Cyber bullying and trolling, Intellectual property and content rights, Responsible influencer and brand collaborations		
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#### **Text Books:**

1. Business Communication: Concepts, Cases and Applications | P.D. Chaturvedi & Mukesh Chaturvedi | Pearson | Latest
2. Business Communication Today | Courtland L. Bovee & John Thill | Pearson 14th/15th Ed
3. Basic Business Communication: Skills for Empowering the Internet Generation | Raymond V. Lesikar & Marie Flatley | McGraw Hill | 11th Ed.
4. Effective Business Communication | Herta Murphy, Herbert Hildebrandt | McGraw Hill | Latest
5. Communication for Business | Shirley Taylor | Pearson 4th Ed. |

#### **Reference Books**

1. The Nonverbal Advantage: Secrets and Science of Body Language at Work by Carol Kinsey Goman Berrett-Koehler - For Non-verbal Communication
2. Cross-Cultural Business Behavior by Richard R. Gesteland, Copenhagen Business School - Cross-cultural Communication
3. Intercultural Communication in the Global Workplace by Linda Beamer & Iris Varner, McGraw Hill
4. Harvard Business Review on Communicating Effectively, Harvard Business Press Case-based reading
5. Digital Body Language by Erica Dhawan, St. Martin's Press - For online & virtual etiquette
6. Business Communication for Managers by Penrose, Rasberry & Myers Cengage - Learning Managerial communication focus

**Suggested Online Resources** - TED Talks and Podcasts: For Listening Skills & Public Speaking

### Elective Course 1: Creativity & Design Thinking

Course Type:	GNE: Generic Elective	Course Credits:	2
Course Code:	C1GE408	Course Duration:	30 Hours

#### Course Objectives:

- To understand the core concepts of creativity, innovation, and design thinking.
- To develop practical skills in empathy, ideation, prototyping, and testing for problem-solving.
- To apply design thinking to create user-centric, impactful, and innovative solutions.

#### Course Outcomes:

- CO1: Demonstrate the understanding of critical theories of design, systems thinking, and design methodologies
- CO2: Demonstrate the understanding of diverse methods employed in design thinking and establish a workable design thinking framework to use in their practices
- CO3: Conceive, organize, lead and Design interdisciplinary domain while addressing social concerns with innovative approaches

Unit / Module	Content	CO Mapping	Hours Assigned
1	Creativity, innovation and design - Core concepts of creativity, design and innovation Creative people, Creative organizations, & Creativity Impact– Case Analysis & Discussions Distributed creativity How diversity and collaboration through networks support the creativity process	CO1	3
2	Design Thinking Overview: Concept of Design thinking; Importance of Design Thinking Method; Design Thinking Skills; Design Thinking Mind-set; Principles of Design Thinking; Design Think Process & Stages	CO1, CO2	3

3	General Design Thinking Practices: Listening and Empathizing Techniques; Observation. Ideation Techniques - Brainstorming, innovation heuristics, behaviour models, Unpacking; Personas; Pattern Recognition and Connecting the Dots	CO1, CO2	3
4	Visualization Techniques and Diagrams, Use of Diagrams and Maps in Design Thinking - Exercise:	CO1, CO2	6
	Create an Empathy Map; Exercise; Create an Affinity Diagram; Exercise: Create a Mind Map; Exercise: Create a Journey Map		
5	Prototype and Test Techniques; Types of Prototypes; Forms of Testing in Design Thinking	CO1, CO2	3
6	Experiments Designing and executing experiments for value creation: Empathize with the Customers and/or Users - Exercise: Engage the Customer /User; Define the Problem - Exercise: Define the Point of View; Ideate - Exercise: Develop Potential Solutions & Feedback on the Solutions; Prototype Alternate Solutions - Exercise: Create a Prototype of the Solution & Review the Prototype and Gain Feedback; Test the Solutions	CO3	6
7	Moving from ideas to impact Bring the ideas presented in this course together and show how organizations can create impact from ideas	CO1, CO2	3

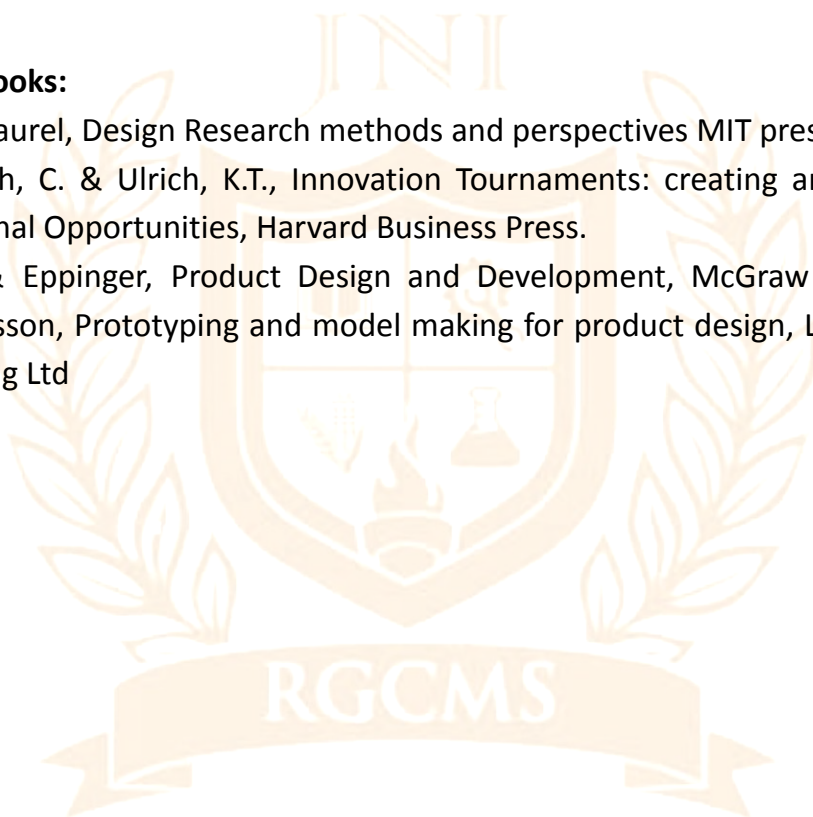
8	Cautions and Pitfalls: Assumptions &, Pitfalls, Cautions in Design Thinking Workgroups – case Discussions	CO1, CO2, CO3	3
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#### **Text Books:**

1. Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Collins Publishers Ltd.
2. Idris Mootee, Design Thinking for Strategic Innovation, John Wiley & Sons Inc

#### **Reference Books:**

1. Brenda Laurel, Design Research methods and perspectives MIT press
2. Terwiesch, C. & Ulrich, K.T., Innovation Tournaments: creating and identifying Exceptional Opportunities, Harvard Business Press.
3. Ulrich & Eppinger, Product Design and Development, McGraw Hill
4. Bjarki Hallgrímsson, Prototyping and model making for product design, Laurence King Publishing Ltd





## Elective Course 2: Life Skills

Course Type:	GNE: Generic Elective	Course Credits:	2
Course Code:	C1GE409	Course Duration:	30 Hours

### Course Objectives:

- To enhance self-awareness, empathy, and communication for better interpersonal relationships.
- To develop critical thinking, creativity, and decision-making skills for real-life problem-solving.
- To build emotional intelligence, manage stress effectively, and set actionable personal and professional goals.

### Course Outcomes:

- CO1: Develop self-awareness and empathy for building positive relationships
- CO2: Utilize critical and creative thinking skills for effective problem-solving.
- CO3: Learn to cope with stress, manage emotions, and set achievable personal goals.
- CO4: Improve verbal and non-verbal communication to enhance interpersonal relationships.

Unit / Module	Content	CO Mapping	Hours Assigned
1	<b>Self-Awareness, Empathy, and Communication:</b> Self-Awareness: Identifying personal strengths and weaknesses; building self-esteem. Empathy: Understanding others' emotions and perspectives; the importance of empathy in relationships. Effective Communication: Developing verbal and non-verbal communication skills; building strong interpersonal relationships <b>Activities:</b> Empathy-building games: Role-playing activities to understand others' emotions and perspectives. Communication role-playing: Enhancing listening	CO1 & CO4	10



	skills and overcoming communication barriers through interactive scenarios.		
2	<p><b>Critical Thinking, Creative Thinking, and Decision Making:</b></p> <p>Critical Thinking: Analyzing and evaluating information; enhancing problem- solving and analytical abilities.</p> <p>Creative Thinking: Fostering creativity, innovation, and thinking outside the box.</p> <p>Decision Making: Understanding decision-making processes and models; making informed choices.</p> <p><b>Activities:</b></p> <p>Critical and creative thinking exercises: Use puzzles, lateral thinking games, and idea-generation workshops.</p> <p>Problem-solving activities: Group activities focused on solving real-world scenarios using creative approaches.</p> <p>Decision-making case studies! Analyse real-life case studies to practice structured decision-making models.</p>	CO2	10
3	<p><b>Coping with Stress, Emotional Intelligence, and Goal Setting:</b></p> <p>Coping with Stress: Identifying stressors; exploring stress management techniques such as relaxation, time management, and mindfulness.</p> <p>Emotional Intelligence: Recognizing and managing emotions; developing emotional resilience and regulation.</p> <p>Goal Setting: Understanding and creating SMART goals (Specific, Measure, Achievable, Fatalistic, Time-bounce) for personal and professional growth.</p> <p><b>Activities:</b></p> <p>Stress management workshops: Practice relaxation techniques like mindfulness, guided breathing, and</p>	CO3	10

	<p>physical exercises.</p> <p>Emotional regulation activities: Exercises focused on managing anger, frustration, and practicing self-control.</p> <p>Goal-setting workshops: Students create personal growth plans with actionable steps using the SMART framework,</p>		
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### **Text Books:**

1. "Life Skills for Success" - Alka Wadhwa, Sandeep Bhargava, Macmillan Education (Covers communication, time management, emotional intelligence, and team skills.)
2. "Life Skills: A Workbook for Learners"- Terry Godwin, Cambridge University Press (A practical workbook focused on problem-solving, critical thinking, and decision-making.)
3. "Life Skills: Everyday Guidelines for Success"- Shiv Khera, Bloomsbury India (Simple, actionable insights for self-development and ethics in daily life.)
4. "Empowering Life Skills for the 21st Century"- V. Rajasekaran, Himalaya Publishing House (Emphasizes WHO-defined life skills for students and professionals.)

### **Reference Books:**

1. The 7 Habits of Highly Effective People- Stephen R. Covey
2. Emotional Intelligence- Daniel Goleman
3. How to Win Friends and Influence People- Dale Carnegie
4. Mindset: The New Psychology of Success- Carol S. Dweck
5. The Power of Now- Eckhart Tolle

### Elective Course 3: Management Lessons in Movies

Course Type:	GNE: Generic Elective	Course Credits:	2
Course Code:	C1GE410	Course Duration:	30 Hours

#### Course Objectives:

- To explore and reflect on management concepts using films as an engaging and impactful learning tool.

#### Course Outcomes:

- CO1: Remember the concept and management lessons learnt through the movies.
- CO2: Understand the significance of film as a pedagogical tool that facilitate management education.
- CO3: Evaluate and evaluate lessons embedded in movies; and recognize it as a Powerful tool for education.

Unit / Module	Content	CO Mapping	Hours Assigned
1	<b>Do Ankhen Barah Haath (1957)</b> This movie shall be a reference to demonstrate the concepts of Organizational behavior; which includes deductions on Leadership styles, team development, power, diversity and conflict resolution. The movie is reported to be based on a real experiment conducted by Maurice Frydman's popular And Experiment; which could demonstrate important learnings for management students.	CO1	10
2	<b>Any Given Sunday (1999)</b> This is an American Sports Drama depicting a professional football team which is at the verge of falling apart. The movie demonstrates as to how tough times bring the best of every individual, by helping them to expand their boundaries. The movie has some significant	CO2	10

	<p>learnings in the sphere of personality development, conflict management and leadership,</p> <p><b>Rocket Singh: Salesman of the Year   2009)</b></p> <p>The film instils in the learners the significance of out of the box thinking for sales, This drama could be a reference to innovate sales strategies, while underscoring the significance of ethics in business.</p>		
3	<p><b>Janatha Hotel! (2014)</b></p> <p>A National Award-winning movie is a strong message on entrepreneurship and self-belief. The movie revolves around a young graduate who wants to establish his enterprise, in spite of many odds. The film demonstrates lessons on entrepreneurship, customer-centric approach, collaboration, financial management, ethics and integrity,</p> <p><b>Ratatouille (2007)</b></p> <p>This animated comedy demonstrates significant learnings on confidence building and change management. This theatrical drama is a reference to understand the significance of dreams and practice to make the weirdest dreams to come true.</p>	CO3	10

#### Reference Books:

1. The Aundh Experiment: A Gandhian Grass-root Democracy —Indira Rothermund

#### Suggested Readings:

1. The Psychology of Selling - Brian Tracy
2. The 7 Habits of Highly Effective People - Stephen Covey
3. Rich Dad Poor Dad — Robert Kiyosaki

4. Fish — A remarkable way to boost morale and improve results - Stephen Lundin, Harry Paul, John Christens



#### Elective Course 4: English Language

Course Type:	GNE: Generic Elective	Course Credits:	2
Course Code:	C1GE411	Course Duration:	30 Hours

#### Course Objectives:

- To develop effective written communication skills for professional business contexts.

#### Course Outcomes:

- CO1: Apply a clear understanding of basic grammar and sentence structure to write grammatically correct and effective business communication.
- CO2: Apply appropriate business vocabulary, idioms, and phrasal verbs effectively in professional communication such as emails, reports, and presentations.
- CO3: Write structured and professional business documents, including emails, reports, memos, and executive summaries, using proper tone, format, and editing techniques.

Unit / Module	Content	CO Mapping	Hours Assigned
1	<b>Basic grammar:</b> Nouns, verbs, adjectives, adverbs, prepositions, and conjunctions. <b>Sentence Structure:</b> Simple, compound, and complex sentences. <b>Tenses and Verb Forms:</b> Usage of past, present, and future tenses In business writing. <b>Common Errors in Business Writing:</b> Avoiding common mistakes in sentence formation. <b>Practical Activity:</b> Writing short business-related sentences and correcting grammar errors.	CO1	10
2	<b>Business Vocabulary:</b> Introduction to commonly used business terms and Phrases. <b>Building Vocabulary:</b> Techniques for expanding vocabulary relevant to business contexts.	CO2	10

	Using Vocabulary in Context' Applying business terms in emails, reports, and presentations. <b>Idioms and Phrasal Verbs:</b> Usage in professional communication.		
3	<b>Professional Email Writing:</b> Structure, tone, and etiquette of writing business emails. <b>Business Reports and Memos:</b> Format and language for writing reports, memos, and notices. <b>Executive Summaries:</b> Crafting concise summaries for business documents. Proofreading and Editing: Techniques for reviewing and refining written Communication. <b>Practical Activity:</b> Write a short business report and proofread for errors.	CO3	10

#### Suggested Readings:

1. Murphy, R. — English Grammar in Use (Cambridge University Press)
2. Yrask, R.L. — The Penguin Guide to Punctuation (Penguin)
3. Bailey, S. — Academic Writing: A Handbook for International Students (Routledge)
4. Alex, K, Soft Skill: Know Yourself and finow the World, New Delhi. S. Chand and Company Ltd. 2009.
5. Integrated skills in English-I: Publisher, Registrar, Mariana Azad National Urdu University, Hyderabad, Dec, 2021

**Suggested Pedagogy** – Use of language lab.





**Curriculum Content: SEMESTER – III**

## SEMESTER – III: COMMON

### Mandatory Course 1: Corporate Strategy

Course Type:	PG: Program General	Course Credits:	4
Course Code:	C3PM504	Course Duration:	60 Hours

#### Course Objective:

- To introduce strategic frameworks and their relevance in organizational decision-making.
- To equip students with analytical skills to assess competitive positioning using industry analysis tools.
- To enable students to analyze the effectiveness of corporate strategies including mergers, acquisitions, vertical integration, and diversification.
- To enhance student capabilities in evaluating organizational structure, resource allocation, and strategy execution.
- To foster critical thinking on strategic interdependencies, innovation, and common pitfalls in corporate strategies.

#### Course Outcomes:

- CO1: Understand the frameworks in strategy
- CO2: Apply strategic frameworks to real-world strategic decisions.
- CO3: Analyse the benefits and challenges of different corporate strategies, including M&A, vertical integration, and diversification.
- CO4: Evaluate organization structure, process and boundaries for resource allocation decisions
- CO5: Develop critiques about strategy execution, organizational structure, and managing interdependencies.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Strategy – definition, 4P's of strategy, Corporate and SBU strategies- four levers – scope, assets, design, scale; three positioning outcomes – value proposition, Bargaining Power, Cost structure	CO1, CO2	6

2	Structural Analysis of Industries – Porter’s Five Forces Model	CO1, CO2	6
3	PESTEL & SWOT as tools for strategic formulation	CO1, CO2	6
4	Social Business Models – Osterwalder and Pigneur Business Model canvas	CO1, CO2	6
5	The scope of the firm – where to compete? Horizontal, vertical and geographic scope; value creation in a multi-business firm	CO3	6
6	Mergers & Acquisitions – backward and forward integration; post-acquisition integration strategies	CO3, CO4	6
7	Alliances and Joint ventures – pooling complementary assets and resources, co-creating value with other firms	CO3, CO4	6
8	Organization Structure and Processes – resources allocation and decision making; balancing autonomy and collaboration	CO3, CO4	6
9	Corporate Boundaries and Open Innovation – ecosystem-based strategies, digital technologies and AI - role in corporate strategy	CO3, CO4, CO5	6
10	Failure of Corporate Strategies – flaws in strategic logic; misplaced motives for diversification	CO3, CO4, CO5	6

**Textbooks:**

1. Collis, D. J., & Montgomery, C. A. – Corporate Strategy: Resources and the Scope of the Firm
2. Porter, M. E. – Competitive Strategy
3. Goold, M., Campbell, A., & Alexander, M. – Corporate-Level Strategy

4. Christensen, C. M. – The Innovator’s Dilemma
5. Khanna, T. & Palepu, K. – Winning in Emerging Markets
6. Prahalad, C. K., & Hamel, G. – Competing for the Future

**Reference Books:**

1. Henry Chesbrough. Open Innovation. 2003
2. C.K. Prahalad, Gary Hamel. The Core Competence of the Corporation. 1990
3. Christopher Bartlett, Sumantra Ghoshal. Managing across Borders



## Mandatory Course 2: Environment Management and Sustainability

Course Type:	VE: Value education course	Course Credits:	2
Course Code:	C3VE505	Course Duration:	30 Hours

### Course Objectives:

- To build a foundational understanding of environmental management, laws, and sustainability practices.
- To analyze environmental challenges and apply tools, standards, and stakeholder roles for sustainable development.

### Course Outcomes:

- CO1: Understand environmental management in relations to the major principles of sustainable development, defined broadly as: Biodiversity conservation: The Precautionary Principle: Economic sustainability: Intergenerational equity.
- CO2: Translate generic concepts and methods into critical reviews of contemporary, real world environmental management practices.
- CO3: Critically assess theoretical and conceptual issues relating to environmental management.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Fundamentals of Environment Management; Sustainable Development environment and Business Schools.	CO1	6
2	Energy Management; Ecosystem Concepts; Ecology -Industrial Ecology, Agra-ecology; Climate Change; Biodiversity Management; Global-warming.	CO1, CO2	6
3	Environment Management System; EM5 Standards; EMS Audit Scheme; Clearance/Permissions for establishing	CO3, CO4, CO5	8

	industry; Environmental Accounting; Environmental Impact Assessment; Green Funding; Green Banking; Environment Ethics; Carbon Credit; Recycling Industry.		
4	Environmental Laws - The Environment (Protection) Act 1986, The Air (Prevention & Control of Pollution) Act, 1981, The Water (Prevention & Control of Pollution) Act, 1974,	CO2, CO3	5
5	Pollution; Waste Management; Forest Products and Trade; Bharat Stage 6; Role of Government; Role of NGO's.	CO3, CO4, CO5	5

**Textbooks:**

1. Environment Management, by Louis Theodore, R. Ryan Dupont, et al.
2. Environmental Management: Text and Cases, by Bala Krishnamoorthy

**Reference Books:**

1. Environmental Conflict Management 1st Edition, by Tracy Lee Clarke (Author), Tarla Rai Peterson
2. Biodiversity, Conservation and Environmental Management in the Great Lakes Basin 1st Edition, by Eric Freedman (Editor), Mark Neuzil {Editor}

**Suggested Pedagogy** – Interactive Lectures, Case Studies

### Mandatory Course 3: Summer Internship

Course Type:	IN: Internship	Course Credits:	8
Course Code:	C3IN506	Course Duration:	2 Months

#### Course Objectives:

- Enable interns to apply management theories in real-world business scenarios.
- Develop critical thinking through problem-solving and data analysis tasks.
- Improve professional communication via structured reporting and Presentations.
- Provide exposure to corporate culture and cross-functional team dynamics.
- Cultivate accountability and time management through goal-based assignments.

#### Course Outcomes:

- CO1: Recall key organizational structures, functions, and industry practices observed during the internship.
- CO2: Explain how academic concepts relate to tasks performed in the workplace.
- CO3: Apply domain-specific knowledge and skills to execute assigned professional responsibilities effectively.
- CO4: Analyze the workflow or project management approach used in the organization to identify strengths and gaps.
- CO5: Evaluate the effectiveness of organizational strategies and reflect on individual contributions and learnings.
- CO6: Develop a structured internship report or project proposal based on insights gained during the internship.

#### Evaluation Criteria:

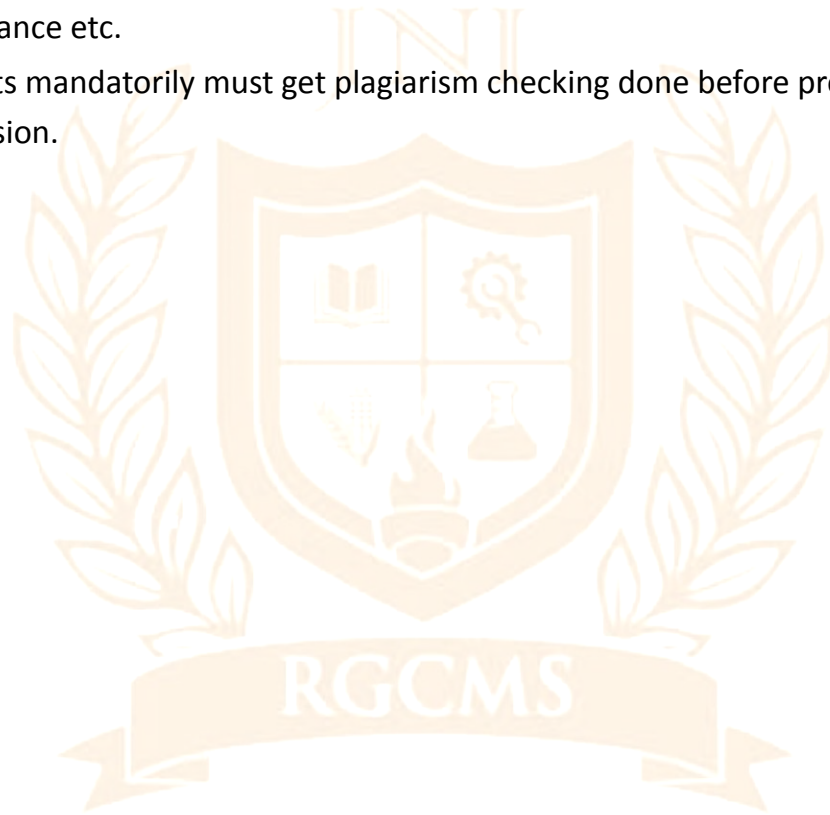
- 50% Internal Assessment based on Summer Internship Report
- 50% External Assessment based on Viva-voce Process

#### Guidelines:

- Internship to be done in month of May & June.
- Later a project report needs to be prepared based on specialization related topic used for study with reference to the company in which summer internship was done.
- The project thus prepared will be evaluated in 100 marks by Presentation & Viva-voce during semester III.



- Study the entire organization carefully with special emphasis on the topic selected/assigned. Collect all the data required to complete the project.
- The topic selected and research work conducted for the SIP should incorporate both primary and secondary data components.
- Doing maximum reading of Journals, Periodicals & Text books as well as searching on the Internet will also help students to improve their understanding of the chosen subject.
- When two or more students are doing projects in the same organization, make sure that the topic/ objectives are different. This can be done by taking up different project titles in/or different functional areas like Marketing, Personnel, and Finance etc.
- Students mandatorily must get plagiarism checking done before project submission.



## SEMESTER – III: MARKETING

### Mandatory Course 1: Marketing Strategy

Course Type:	PS: Program Specialisation	Course Credits:	4
Course Code:	M3PM507	Course Duration:	60 Hours

#### Course Objective:

- To provide foundational knowledge of strategic marketing concepts and frameworks.
- To equip students with analytical tools to evaluate market opportunities and competitive positioning.
- To enable formulation and execution of comprehensive marketing strategies aligned with organizational goals.
- To cultivate skills in integrating strategic decision-making with marketing functions and resources.
- To foster the ability to critically evaluate marketing strategy effectiveness and adapt to market dynamics.

#### Course Outcomes:

- CO1: Understand the fundamentals of strategy formulation
- CO2: Apply concepts learnt to create meaningful differentiation for customers
- CO3: Analyse the market position and opportunities using frameworks learnt
- CO4: Evaluate alternative strategies keeping in mind customer differences, Trade-offs etc.
- CO5: Create a marketing strategy based on concepts.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Segmentation, Targeting and Positioning – brief overview; marketing segments to strategic segments	CO1, CO2, CO5	10
2	5C's analysis – customer/consumer analysis, competitor strategies and strategic moves,	CO1, CO2,	10

	collaborator- value net, company- capabilities, competitor capabilities matrix, context	CO5	
3	Formulate the Product policy – elements of value creation for the customer; product mix, line decisions; modifications of product lines; product testing – become the voice of the customer – go/no go decisions	CO2, CO3, CO4, CO5	10
4	Formulate the Promotions policy – role of moments of truth, customer reviews, 6 M's model of communication – market, mission, message, media, money, measurement; one-way v/s two communication; mass v/s customized communication; use of social media	CO2, CO3, CO4, CO5	10
5	Formulate the Distribution Policy – types of channels, channel selection based on product characteristic; consumer behavior impact on channel decisions; extent of control and resources available and choice of channel; strategic channel management – role conflict, goal conflict, communication failure, incentives and penalties in channel management	CO2, CO3, CO4, CO5	10
6	Decide on Pricing Decisions – value-based pricing, designing a price band; pricing strategy and tactics; linkage between managing the price band width and types of promotions, competitive responses to pricing strategies	CO2, CO3, CO4, CO5	10

**Textbooks:**

1. What is marketing? Alvin Salk, HBS Press
2. Marketing Strategy. Orville Walker, Harper Boyd Jr, John Mullins. McGraw Hill Education.

**Reference Books:**

1. Harvard Business Essentials: Marketer's Toolkit. Harvard Business Review Press.
2. Tilt: Shifting your Strategy from Products to Customers. Niraj Dawar. Harvard Business Review Press.
3. Marketing as Strategy: Understanding the CEO's agenda for Driving Growth and Innovation. Nirmalya Kumar. Harvard Business School Press. Boston, MA



## Mandatory Course 2: Digital Marketing

Course Type:	SE: Skill enhancement course	Course Credits:	4
Course Code:	M3SE508	Course Duration:	60 Hours

### Course Objectives:

- To introduce foundational concepts, strategies, and tools of digital marketing.
- To equip students with practical skills for managing digital marketing channels including SEO, SEM, social media, and email marketing.
- To enable analytical evaluation of digital marketing campaigns, including web analytics and conversion optimization.
- To develop strategic thinking around content marketing, online reputation management, and digital branding.
- To foster understanding of ethical, legal, and privacy considerations in digital marketing practices.

### Course Outcomes:

- CO1: Understand the issues in transitioning from traditional marketing to digital marketing
- CO2: Analyse outbound and inbound marketing programmes and impact on consumer behaviour through frameworks
- CO3: Apply the learning's to critique F2C and D2C communications and its effectiveness on company revenues and profits
- CO4: Evaluate digital marketing programmes across channels using and frameworks learnt in the course
- CO5: Create a comprehensive digital marketing strategy integrating multiple channels to achieve business objectives

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Fundamentals of digital marketing – challenges for traditional firms to go digital; consumer adoption and radical changes in consumer behavior online; new tools for consumer research	CO1, CO2,	6

	– micro-blogging, blog posts to monitor social chatter and buzz online; measure of consumer exposure, interest, reactions to advertising messages, offers, purchases across a variety of contexts		
2	Frameworks for Digital Marketing – Outbound (Firm initiated) marketing – traditional: print, radio, TV advertising; digital: search, display, video advertising. Inbound (Consumer Initiated) marketing – firm websites aligned with consumer’s search process, search engine algorithms, search engine optimization process; Social Media – digital platforms where consumers actively create content on X, Facebook; Native Advertising - preview of websites, influence on other consumers’ buying behaviour; role of mobile phones in consumer search and purchase process; alternative to online/offline ads, emulate voice of unsponsored editorials by third party writers, reporters on website	CO1, CO2	8
3	Search Engine Optimization – On page, Off page SEO, bidding on keywords, budgeting for search advertisements, Metric – Cost per Click, Click Through Rate (CTR), Impressions, Conversion rate, Profit Margin, quality of landing page, Relevance to Consumers; keyword portfolio, keyword proliferation, Branded versus Special keywords; impact on consideration set of buyers, repositioning of keywords to auction ; respond to competitor tactics; Specificized Second Place auction; bids v/s Willingness to Pay	CO2, CO3	8

4	Digital Advertising and Promotions – bi-directional communication, gathering attitudinal and behavioral feedback in real time, real time market research - online tools to talk with and listen to consumer to consumer conversations; role of social networks like X, Facebook; purpose of online communication – understand what customers value, communicate value to them, provide value; advertising v/s promotions – display ads, viral ads; benefits of online ads – interactive, finer selection of audience, D2C access, speed of updating; Objectives of consumer promotions – product trial, repeat purchase, brand switching	CO2, CO3, CO4	6
5	Firm – to Consumer (F2C) and Consumer – to – Consumer Advertising (C2C): F2C – firm creates, consumers consume content, C2C- consumers propagate and others consume content; use of text, static messages, audio/video content, use influencers to talk with other consumers through viral marketing or modified content through electronic Word of Mouth (e WOM)	CO3, CO4	6
6	Framework for Selection of Digital and Social Media – purpose of the medium – listen/talk; persuasion element –deals/arguments? who initiates contact – firm/consumer? content provider-frim/ consumer?; select from a broad class of tools; identify precise tools; importance of high-involvement versus low- involvement products in deciding tools	CO3, CO4	6
7	Transition from 4P's to Digital 3 P's- for traditional companies, issues are - speed of transition, change in business model; Gupta & Deighton Framework for transition; Digital 3P's	CO1, CO3, CO4	8



	<p>(Wagonfield &amp; Deighton, 2012) – delivery of product/service, Market Research, Posting and testing prices; Digital Product</p> <p>– digital content, hybrid products (Digital + Physical); problem of copying/piracy in digital products/services; crowd sourcing of products; Digital Distribution – choice of channels, stratification of online channels – own channels, retailer website, auction websites; evaluation of channel options – coverage, channel conflicts, cost of channel, control over offering to end consumer; managing different channels with different cost structures, usage of mobile phone and channel decisions; Digital Pricing – by individual, discounts, schedule of payments, impact on revenues, profits, cash flows, non-financials- brand image, customer profile, distributor relations; price discrimination, dynamic pricing, cross-subsidization of consumers.</p>		
8	Digital Storytelling – blogging, video podcasts, visual storytelling, user generated content and interactive content; content distribution and promotion strategies	CO3	6
9	Web analytics and performance management – Google analytics and UTM tracking; attribution models and conversion funnel analysis	CO4	6

**Textbooks:**

1. Digital Marketing for Dummies – Ryan Deiss & Russ Henneberry
2. Marketing 4.0: Moving from Traditional to Digital – Philip Kotler, Hermawan Kartajaya, Iwan Setiawan
3. The Art of Digital Marketing – Ian Dodson

4. Social Media Marketing: A Strategic Approach – Melissa Barker, Donald Barker, Nicholas Bormann, Krista Neher
5. Google Analytics Demystified – Joel Davis

### **Reference Books**

1. Driving Digital Strategy. A Guide to Reimagining Your Business. Sunil Gupta. Harvard Business Review Press
2. Starting Small to Winning Big: The Definitive Digital Marketing Guide for Startup Entrepreneurs. Shishir Mishra. Business Expert Press.



### Elective Course 1: Marketing Analytics

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	M3PE509	Course Duration:	30 Hours

#### Course Objectives:

- To provide students with foundational knowledge of analytics techniques and tools applied to marketing.
- To equip students with skills to analyse marketing data for strategic decision-making and performance measurement.
- To enable application of predictive modelling, segmentation analysis and customer lifetime value calculation.
- To familiarize students with analytical tools and software commonly used in marketing analytics.
- To cultivate critical understanding of data-driven decision-making processes in contemporary marketing practices.

#### Course Outcomes:

- CO1: Understand the Role of Analytics in Modern Marketing Decision-Making.
- CO2: Apply customer analytics and segmentation techniques to enhance customer acquisition, retention, and loyalty strategies.
- CO3: Analyse statistical and financial analysis methods for evaluating marketing performance, pricing, and promotional strategies.
- CO4: Analyse marketing trends using descriptive, diagnostic, and predictive models for forecasting.
- CO5: Evaluate the application of digital marketing metrics and advanced analytical techniques for data-driven marketing strategies.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction to Marketing Analytics</b> Definition, Scope, and Importance Types of Data in Marketing- Structured vs.	CO1	6

	Unstructured, First-party, Second- party, Third-party Data, Role of Data in Customer Segmentation and Personalization, Overview of Analytical Tools and Platforms (Google Analytics, Power BI, Python/R Basics for Marketing)		
2	<b>Customer Analytics:</b> Types of Marketing Data: Transactional data, Customer data, Digital data, Market research data, Market Segmentation, Targeting and Positioning (STP) Analytics, Customer acquisition & retention analysis, Customer Lifetime Value (CLV) analysis, RFM (Recency, Frequency, Monetary) analysis, Churn analysis and loyalty segmentation	CO1, CO2	6
3	<b>Pricing and Promotion Analytics:</b> Price optimization techniques, Promotion effectiveness analysis, Pricing, Breakeven and Margin Analysis, Demand Estimates, Marketing Budget and Marketing Performance Measure, Marketing Metrics and its application	CO2, CO3	6
4	<b>Applications of Multivariate Analysis in Marketing</b> Conjoint Analysis	CO4	6
5	Factor Analysis, Cluster Analysis, Discriminant Analysis and Multi- Dimensional Scaling	CO5	6

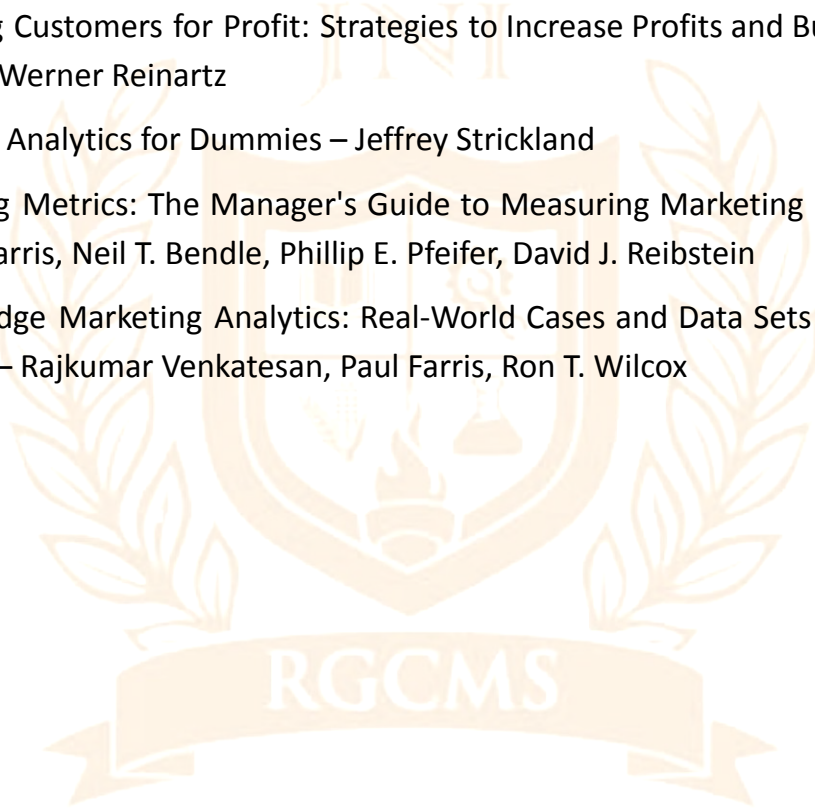
**Textbooks:**

1. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques – Mike Grigsby
2. Marketing Data Science: Modeling Techniques in Predictive Analytics with R and Python – Thomas W. Miller
3. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die – Eric Siegel

4. Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst – Dean Abbott

**Reference Books:**

1. Customer Segmentation and Clustering Using SAS Enterprise Miner – Randall S. Collica
2. Text Mining and Analysis: Practical Methods, Examples, and Case Studies Using SAS – Gokhan S. Yildirim, Gary A. Koppenhaver
3. Sentiment Analysis: Mining Opinions, Sentiments, and Emotions – Bing Liu
4. Managing Customers for Profit: Strategies to Increase Profits and Build Loyalty –V. Kumar & Werner Reinartz
5. Customer Analytics for Dummies – Jeffrey Strickland
6. Marketing Metrics: The Manager's Guide to Measuring Marketing Performance – Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein
7. Cutting-Edge Marketing Analytics: Real-World Cases and Data Sets for Hands- On Learning – Rajkumar Venkatesan, Paul Farris, Ron T. Wilcox



## Elective Course 2: Consumer Buying Behaviour

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	M3PE510	Course Duration:	30 Hours

### Course Outcomes:

- To introduce students to concepts, theories, and models of consumer behaviour.
- To equip students with analytical skills to understand factors influencing consumer purchase decisions.
- To develop capabilities to apply consumer behaviour insights to marketing strategies and campaigns.
- To enhance students' skills in conducting consumer research and behavioural analysis.
- To cultivate understanding of contemporary trends in consumer psychology, including digital and social influences.

### Course Outcomes:

- CO1: Understand how consumers differ in their behaviours across categories, situations
- CO2: Apply consumer's decision-making process (DMP) at various stages of the buying process to make appropriate decision
- CO3: Analyze the consumer decision making process based on above frameworks and make optimal decisions
- CO4: Evaluate different forces shaping consumer behaviour and their impact on marketing strategies
- CO5: Create a marketing plan based on the frameworks learnt in this course.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Psychology of Buying Process: Frameworks- High involvement v/s low involvement; Cognitive v/s Emotional, optimizing v/s Satisficing; compensatory v/s non-compensatory decision making	CO1, CO2, CO3	4

2	Motivation, attitudes, perception, learning and role in consumer buying decision	CO1, CO2	3
3	Consumer decision making process – Pre-purchase – triggers for need recognition; search and consideration of alternatives, evaluation of alternatives; role of above frameworks in this stage of buying process	CO1, CO2, CO3	2
4	Purchase Process – which brand, from which sell, when to buy, how to pay?	CO2, CO3, CO4	2
5	Post-purchase decisions- after sales care, end of life recycle, Net Promoter score, loyalty programmes for customer retention	CO2, CO3, CO4	2
6	Prospect Theory, endowment effect and impact on consumer psychology, influence on diffusion of innovation, 9X effect, capturing value from Innovation	CO2, CO3, CO4	3
7	Forces impacting consumer behaviour – ageing of society, women in the workforce, declining middle-class; social media – role in every stage of the buying process, reasons for usage of social media by consumers	CO2, CO3, CO4	3
8	Impact of AI Platforms and digital assistants on Consumer behaviour – navigate consumer choices, control access to companies, reduced role of brand recognition; understanding algorithms used to choose and identify brands for each customer; promotion of branding outside AI platforms; acquisition of consumer data from platforms to inhibit brand switching.	CO3, CO4	2
9	CO-creating value with consumers – crowdsourcing, lead user research; fringe	CO2, CO3,	2



	customers – lovers, haters, opt-outers of the brand/category, role of empathy, online ethnography (Netnography) to analyze conversations of consumer in brand communities	CO4	
10	Brand culture – material markers v/s brand culture, authors of a brand culture – company, popular culture, customers, influencers, role of stories, images, and associations in creating brands a cultural artefacts, brand values – reputational, relationship, experiential, symbolic	CO2, CO3, CO4	3
11	Brand Storytelling -emotional connect, elements of a good story – strong ideological message, unforgettable characters for affiliation, conflict as a driving force, dynamic plots; use of humour, fear, romance, irony as storytelling devices to resonate with consumers	CO2, CO3, CO4	2
12	Conscience Marketing – socially and environmentally responsible products, carbon footprint of supply chains,	CO2 , CO3 , CO4	2

**Text Books:**

1. Consumer Behavior. Hawkins, Best and Coney. Irwin/McGraw Hill
2. Consumer Behaviour. Leon Schiffman, Joseph Wisenblit, Ramesh Kumar, 12e, Pearson

**Reference Books:**

1. Why we buy: The Science of shopping. Paco Underhill. Pearson
2. Thinking Fast and Slow. Daniel Kahneman. Penguin

3. Customer Behavior: A Managerial Perspective. Jagdish Sheth, Banwari Mittal.  
Thomson/South Western



### Elective Course 3: Product Management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	M3PE511	Course Duration:	30 Hours

#### Course Objectives:

- To introduce students to the principles and strategic importance of product management.
- To equip students with practical skills in product development, lifecycle management, and portfolio analysis.
- To foster understanding of consumer insights, market research, and competitive analysis in product strategy formulation.
- To develop capabilities in product pricing, positioning, and go-to-market strategies.
- To cultivate analytical skills for measuring and enhancing product performance and profitability.

#### Course Outcomes:

- CO1: Understand the roles and responsibilities of product management function within the marketing organization
- CO2: Apply the concepts and frameworks to identify opportunities for new products
- CO3: Analyse competitive scenarios and consumer wants to develop product mix decisions
- CO4: Evaluate product policies based on frameworks to arrive at a decision based on Product / company fit, corporate mission and objectives
- CO5: Create a strategic plan for a new product launch

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Introduction to product management – roles and responsibilities of product managers, the product team and marketing organization	CO1	4

2	Product Policy decisions – product items, product line, dimensions of the product mix–breadth, depth, consistency of the product mix	CO1, CO2, CO3	4
3	Adjustments to the product mix – product abandonment, product modification, new product introduction, product positioning /repositioning, evaluating the product/ company fit, fit with corporate mission and objectives	CO1, CO2, CO3	3
4	New Product Development Process – opportunity identification, concept generation, concept evaluation, product development, launch; New product spectrum – incremental improvements, expansion of existing product lines, new to the world products	CO2, CO3, CO4	4
5	Product requirement Document (PRD) – functionality and use cases, create stories, PRD coordination with engineering, customer service, sales, marketing functions	CO2, CO3	3
6	Product Portfolio Planning – assumptions – product definition, experience curve effects, link between market share and profitability; Ansoff Product-Market Matrix, BCG growth share matrix, GE/McKinsey Business Assessment array, Arthur D. Little Business Profit matrix for strategies at different stages of PLC	CO3, CO4	6
7	Launch Planning – demand, competition analysis, types of market testing	CO3, CO4	3

8	Disruptive Innovation – from low-end and high-end products, achieving scale, Christensen’s disruptive innovation process	CO3, CO4	3
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**Textbooks:**

1. New Products Management. Merle Crawford, Anthony Di Benedetto. Tata McGraw Hill, 9e.
2. Product Management. Donald Lehmann, Russel Winer, 4e, McGraw Hill education Indian Edition

**Reference Books**

1. The Innovator’s Dilemma: When New Technologies Cause Great Firms to Fail. Clayton Christensen, Marc Benioff. Harvard Business Review Press. 2024
2. Product and New Product Management. Yoram (Jerry) Wind. Vibrant Publishers. Vijay Mahajan (ed).



### Elective Course 4: International Marketing

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	M3PE512	Course Duration:	30 Hours

#### Course Objectives:

- To introduce foundational concepts, strategies, and challenges in global marketing.
- To equip students with practical skills for market entry, segmentation, and positioning in international markets.
- To develop analytical capabilities for evaluating cross-cultural consumer behaviour and global market dynamics.
- To foster understanding of international marketing regulations, trade practices, and competitive strategies.
- To cultivate strategic insights into managing global brands, marketing campaigns, and distribution networks.

#### Course Outcomes:

- CO1: Understand the application of marketing principles in the global Context
- CO2: Apply global strategy concepts to international contexts
- CO3: Analyse international marketing strategies considering cultural, political, geographic and other differences, as well as standardization v/s localization etc.
- CO4: Evaluate Global marketing strategies using frameworks taught in the course
- CO5: Create a global marketing plan for a product/category to be launched in selected countries

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Global marketing environment – WTO, country competitiveness, Balance of payments, international trade in goods and services	CO1, CO2	3
2	Competing in Global Markets – company influences – economies of scale, demand in other countries, differences in consumer	CO1, CO2	3

	behaviour		
3	Understanding consumer behaviour in global context – Hofstede’s dimensions; Meyer’s cultural map; country of origin effect on consumer behaviour; High and Low context cultures; World Values Survey (WVS); impact of culture on marketing mix	CO2, CO3	2
4	Country influences on global strategies – political systems, importance of Free Trade Agreements and Preferential Trade Agreements, regulatory issues such as protection of intellectual property rights	CO2, CO3	3
5	Global Market Research – primary and secondary data sources, estimate market size –chain ratio method	CO2, CO3	2
6	Global Segmentation- bases for segmentation; approaches to segmentation in international markets, positioning -Global Consumer Culture Positioning (GCCP), Global branding	CO2, CO3, CO4	2
7	Marketing strategy – cross-subsidization of markets, lead market concept, strategies in Emerging Markets	CO3, CO4, CO5	2
8	Country Entry strategies – indirect exports, direct exports, licensing, franchising, contract manufacturing, Joint Ventures, FDI mode, wholly owned foreign entities (WOFE); impact of International Product life cycle on entry modes	CO3, CO4, CO5	2





**Text Books:**

1. Masaaki Kotabe, Kristiaan Helsen. Global Marketing Management. John Wiley.
2. Warren Keegan, Gautam Dutta. Global Marketing Management. Pearson
3. Vern Terpstra, Ravi Sarathy. International Marketing. Thomson South-Western

### Elective Course 5: Retail Management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	M3PE513	Course Duration:	30 Hours

#### Course Objectives:

- To introduce students to foundational principles, strategies, and operations of retail management.
- To equip students with practical skills in store management, merchandising, and inventory control.
- To develop analytical capabilities for evaluating retail performance metrics, sales forecasting, and profitability.
- To enable students to apply customer relationship management and retail marketing strategies.
- To foster understanding of contemporary retailing trends, including e-commerce, Omni channel strategies, and technology integration.

#### Course Outcomes:

- CO1: Understanding the basics of shopper marketing, shopper behavior and retail management.
- CO2: Apply the concepts and frameworks to different retail environments
- CO3: Analyze data and identify relationships and retailing models
- CO4: Evaluate different channel and retail models for developing optimum solutions
- CO5: Create an integrated plan based on the learning's and observations made for a channel to reach shoppers, based on course work done

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Basics of Retailing: consumers / Shoppers / Introduction to supply chain / Marketing / Behaviour / Habit; how retailing emerged	CO1, CO2, CO3	2

2	Value chain and consumers; catchments and how these impact retail; building and understanding catchments	CO1,CO2	2
3	Channels of distribution; types of retailing and the impact of the type of store on different processes in retail - Traditional trade / Grocers / Convenience stores/Supermarkets/Hypermarkets/Department stores / Super centres / EBOs and MBOs / Chain stores	CO1,CO2 ,CO3	2
4	Customer and shopper behaviour; Segmentation in retailing	CO2,CO3	2
5	Elements of Store design; Space allocation and space planning	CO1,CO2 , CO3	2
6	Store Operations , Finance, HR, Marketing; Functions: Category, Buying and merchandising	CO1,CO2 ,CO3	4
7	Merchandising and sourcing	CO3,CO4	3
8	Shopper marketing concepts	CO2,CO3	2
9	Movement of products and services, Types of Buying & Merchandising, Supply chain and distribution in offline retail	CO2, CO3, CO4	3
10	How online works: Internet , Smart phones, data costs, digitization	CO2, CO3, CO4	2
11	Loyalty programmes, CRM; Strategic Retail Model for measuring retail productivity	CO3, CO4	1

12	Private labels and their role in retailing, meeting the private label challenge	CO3, CO4	2
13	Omnichannel; multi-channel	CO3, CO4, CO5	3

**Textbooks:**

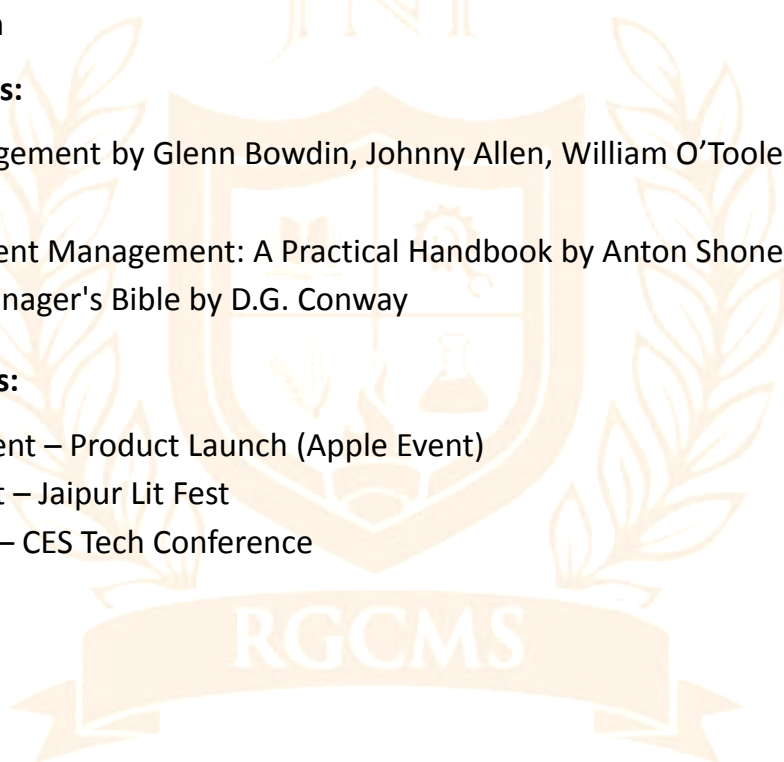
1. Event Management and Marketing: Theory, Practical Approaches and Planning by Dr. Anukrati Sharma and Dr. Shruti Arora
2. The Business of Events Management by John Beech, Robert Kaspar, et al.
3. The Art of Building Experiential Events: An Event Designer's Almanac by Dr. Deepak Swaminathan

**Reference Books:**

1. Events Management by Glenn Bowdin, Johnny Allen, William O'Toole, Rob Harris, Ian McDonnell
2. Successful Event Management: A Practical Handbook by Anton Shone & Bryn Parry
3. The Event Manager's Bible by D.G. Conway

**Suggested Cases:**

1. Corporate Event – Product Launch (Apple Event)
2. Cultural Event – Jaipur Lit Fest
3. Virtual Event – CES Tech Conference



### Elective Course 6: Tourism Marketing

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	M3PE514	Course Duration:	30 Hours

#### Course Objectives:

- To introduce foundational concepts, principles, and strategies specific to tourism marketing.
- To equip students with skills for market segmentation, targeting, and positioning in tourism contexts.
- To develop practical abilities in designing effective promotional strategies for tourism destinations and services.
- To foster analytical understanding of consumer behaviour, trends, and competition in the tourism sector.
- To cultivate strategic insight into managing tourism marketing campaigns, including digital and experiential marketing approaches.

#### Course Outcomes:

- CO1: Understand the fundamentals and types of tourism
- CO2: Apply concepts learnt to evaluate the tourism industry
- CO3: Analyze country – specific tourism strategies using Ghemavat’s AAA framework
- CO4: Evaluate various country brands in tourism based on Anholt-GfK brand Indices
- CO5: Create tourism strategies for different countries based on concepts learnt in the course

Unit / Module	Content	CO Mapping	Hours Assigned
1	Types of tourism – medical tourism, place tourism, gaming tourism – spas, parks, beaches, etc.	CO1	3
2	Ghemavat’s AAA framework – application to comparative advantages of countries in tourism	CO1, CO2	4

3	Healthcare tourism – classification, drivers of success in Asia; success stories – Thailand, Singapore, Malaysia, India; Wildlife tourism and success stories in Southern Africa, co-opting of local communities in wildlife conservation, revenue sharing model with local communities.	CO2, CO3	4
4	Medical Travel – value proposition, product, quality, availability, timeliness; patient concerns of follow up treatments in home countries	CO2, CO3	4
5	Brand Management of Places-communication based and policy-based models of branding places; Anholt- GfK Nation Brand Index – people, tourism, exports, governance, political leadership investments, immigration, culture, heritage, country of origin	CO3, CO4	4
6	Role of social media in place branding: information, advertising targeting to audiences based on tourist activities promoted by nations, two-way communication with prospective tourists, role of social media influencers, social media role in perceptions of national governance, public diplomacy and impact on tourism	CO3, CO4	4
7	Gaming tourism: legalization of gaming, Macau Concept, positioning as an attractive gaming destination, gaming as a destination entertainment, design of family entertainment, creation of convention centres to promote gaming destinations, role	CO3, CO4	4

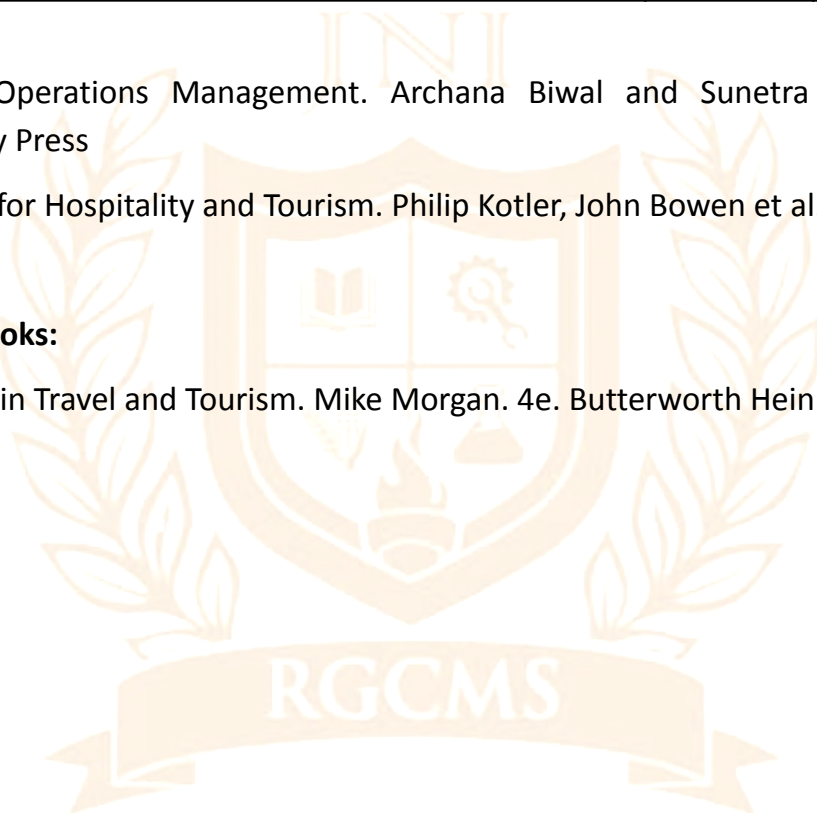
	of giant shopping malls in gaming destinations, Las Vegas model		
8	Technology and tourism: AI as virtual travel agent, changing roles of airlines, hotels, online travel agencies due to AI, partnering with Amazon, Google in customer retention, control of customer data and use of loyalty programmes for customer leverage	CO4	3

**Textbooks:**

1. Tourism Operations Management. Archana Biwal and Sunetra Roday. Oxford University Press
2. Marketing for Hospitality and Tourism. Philip Kotler, John Bowen et al. 7e. Pearson

**Reference Books:**

1. Marketing in Travel and Tourism. Mike Morgan. 4e. Butterworth Heinman





### Elective Course 7: Sales & Distribution Management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	M3PE515	Course Duration:	30 Hours

#### Course Objectives:

- To provide students with foundational concepts of sales management and personal selling.
- To develop practical skills in planning, organizing, and managing sales force activities.
- To familiarize students with methods and tools for sales forecasting, budgeting, and performance measurement.
- To equip students with techniques for effective recruitment, training, and motivation of sales personnel.
- To enable critical evaluation of contemporary sales management practices, including digital sales strategies.

#### Course Outcomes:

- CO1: Understand the changing nature of the salesforce and complexity of selling situations
- CO2: Analyse the impact of the quality of salesforce on revenue growth
- CO3: Evaluate the movement from Specific to specialised selling; shift from product selling to deep customer understanding and impact on sales force
- CO4: Apply the concepts learnt to increase customer retention through managing the sales force
- CO5: Develop a sales force plan from concepts learnt in the course

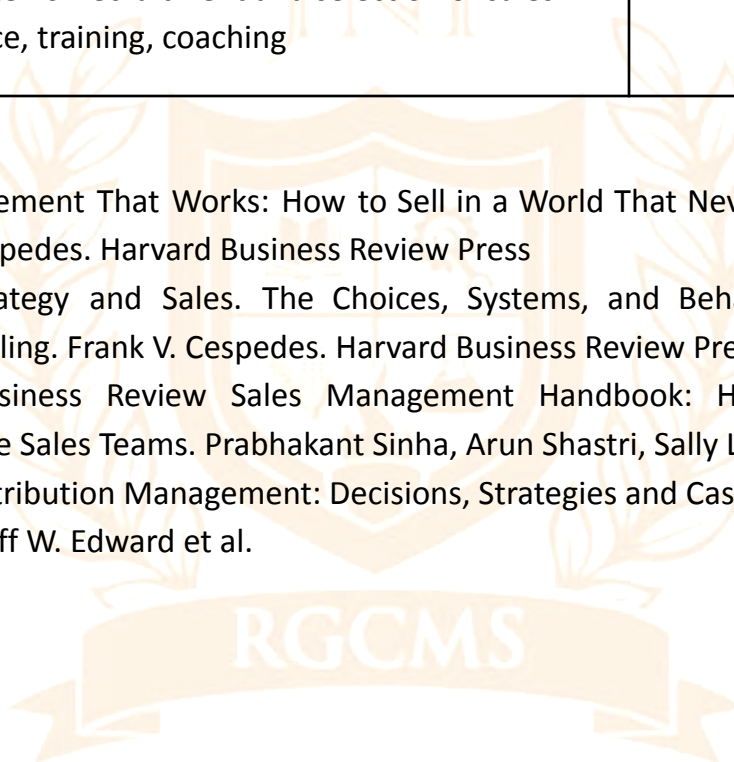
Unit / Module	Content	CO Mapping	Hours Assigned
1	The new sales force approach – retain existing accounts, manage for profitability, manage accounts for long-term profitability	CO1, CO2	4
2	The sales task – focus on company/customer	CO1,	4

	interface; identify accounts to serve, specific activities to accomplish, interactions with other functions to achieve the tasks,	CO2, CO3	
3	Types of salespersons – missionary, delivery, order taker, technical salesperson; design of sales territories– workload, sales potential, territory changes	CO1, CO2	3
4	Designing the sales organization – movement from geography/product to type of account; account v/s product specialization; define salesperson activity based on product/account complexity	CO3, CO4	3
5	Salesforce tasks- define the salesforce tasks; impact on supplier-customer relationship; impact of changes in customer priorities, new competitive offerings, changes in customer needs; managing sales transactions to numerous accounts; building, managing, and protecting long-term business relationships	CO3, CO4	4
6	Sales force Architecture – based on defined sales force tasks, structure of sales force, staffing and specialized skills required, mix of in-house and outsourced sales activities, resource allocation to each sales force, determinants of boundaries between sales forces	CO2, CO3, CO4	4
7	Relationship between Marketing and Sales Organizations – joint decisions on product mix, price band, sales support, private label strategies, complementary social media, digital	CO3, CO4, CO5	4

	marketing, advertising strategies, joint execution strategies		
8	Sales Management systems – motivation system- incentives, contests, personal acknowledgement and feedback, sales task clarity as motivator; measurement system- competitor/customer intelligence, links to key variables in Corporate strategy, internal and external metrics; competency creation systems- recruitment and selection of sales force, training, coaching	CO4, CO5	4

**Textbooks:**

1. Sales Management That Works: How to Sell in a World That Never Stops Changing. Frank V. Cespedes. Harvard Business Review Press
2. Aligning Strategy and Sales. The Choices, Systems, and Behaviours That Drive Effective Selling. Frank V. Cespedes. Harvard Business Review Press.
3. Harvard Business Review Sales Management Handbook: How to Lead High Performance Sales Teams. Prabhakant Sinha, Arun Shastri, Sally Lorimer.
4. Sales and Distribution Management: Decisions, Strategies and Cases. 7e, Richard R. Still, Cundiff W. Edward et al.



### Elective Course 8: Rural Marketing

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	M3PE516	Course Duration:	30 Hours

#### Course Objectives:

- To familiarize students with unique characteristics, challenges, and opportunities in rural markets.
- To develop analytical skills to assess rural consumer behaviour and segment rural markets effectively.
- To equip students with strategies for product design, pricing, distribution, and communication specific to rural consumers.
- To foster understanding of social, economic, and cultural factors influencing rural buying decisions.
- To cultivate strategic thinking for implementing sustainable and inclusive marketing practices in rural areas.

#### Course Outcomes:

- CO1: Understand the scope and opportunities in Rural Marketing in current scenario.
- CO2: Understand applications of rural marketing in context of Product, pricing, distribution and communication among rural segments.
- CO3: Analyse Rural economy, rural marketing environment and rural consumer behaviour.
- CO4: Evaluate role of financing and cooperative institutions in rural markets.
- CO5: Create marketing strategies for marketing of agricultural & cottage industry produce.

Unit / Module	Content	CO Mapping	Hours Assigned
1	<b>Rural Marketing Opportunities</b> <ul style="list-style-type: none"><li>● Taxonomy of Rural markets</li><li>● Rural Marketing Model</li><li>● Bottom of the pyramid approach</li><li>● Rural versus Urban Marketing</li></ul>	CO1	3

	Innovative and Inclusive Growth		
2	<b>Understanding Rural Economy</b> <ul style="list-style-type: none"> <li>● Rural Marketing environment and its implications on marketers</li> <li>● Social environment</li> <li>● Economic environment</li> <li>● Technological environment</li> <li>● Innovations</li> </ul> Political Environment	CO3	3
3	<b>Rural Consumer Behaviour</b> <ul style="list-style-type: none"> <li>● Buying behaviour and decision process</li> <li>● Opinion Leaders</li> <li>● Environmental factors affecting buying process</li> <li>● Buyer Characteristics</li> <li>● Buying behaviour patterns</li> </ul> Brand Loyalty	CO3	4
4	<b>Segmentation, Targeting and Positioning in rural markets</b> <ul style="list-style-type: none"> <li>● Basis of segmenting rural markets</li> <li>● Evaluation and selection of Target Market segments, Coverage of Markets</li> </ul> Identifying and Selecting Positioning Concepts for rural markets	CO2	3
5	<b>Product and Pricing Strategy in Rural Markets</b> <ul style="list-style-type: none"> <li>● Product concept and classification of Rural products</li> <li>● Packaging for rural markets, The Sachet Revolution</li> <li>● Branding and problems of fake brands</li> <li>● Price setting strategies for Rural markets</li> </ul> Credit in rural markets – need, sources,	CO2	3

	innovative strategies		
6	<b>Rural distribution and communication</b> <ul style="list-style-type: none"> <li>• Challenges in rural distribution</li> <li>• Channel behaviour and Distribution models in rural markets</li> <li>• Challenges in rural communication</li> <li>• Developing an Effective Rural Communication message</li> </ul> Emerging models eg: Amul, e-Choupal, Project Shakti	CO2	3
7	<b>Marketing of agricultural produce and rural and cottage industry products</b> <ul style="list-style-type: none"> <li>• Marketing of agricultural produce</li> <li>Regulated markets</li> <li>• Formation of cooperative organizations</li> <li>• Contract farming</li> </ul> Agricultural exports zone (AEZ)	CO5	3
8	<b>Role of financial institutions in rural marketing</b> <ul style="list-style-type: none"> <li>• Agricultural credit situation</li> <li>• Types of credit</li> <li>• Rural credit institutions – NABARD – commercial banks – state cooperative banks (SCB) – state cooperative agricultural and rural development banks (SCARDB) – regional rural banks RRB – local area banks – flow of institutional credit to agriculture – kisan credit card scheme – impact on rural market</li> </ul>	CO4	3
9	<b>Role of cooperative institutions in rural marketing</b> <ul style="list-style-type: none"> <li>• Cooperatives as organizations Structure of cooperative organizations – types – share of</li> </ul>	CO4	2

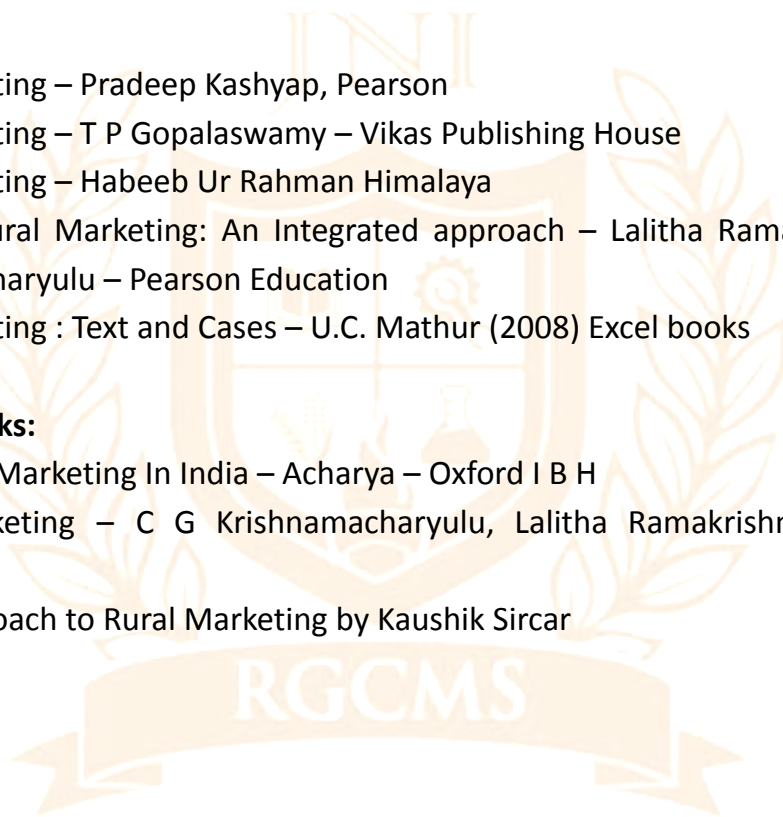
	cooperatives in national economy Impact of cooperatives on rural marketing		
10	<b>Rural Marketing Opportunities</b> <ul style="list-style-type: none"> <li>● Taxonomy of Rural markets</li> <li>● Rural Marketing Model</li> <li>● Bottom of the pyramid approach</li> <li>● Rural versus Urban Marketing</li> </ul> Innovative and Inclusive Growth	CO1	3

#### **Text Books:**

1. Rural Marketing – Pradeep Kashyap, Pearson
2. Rural Marketing – T P Gopalaswamy – Vikas Publishing House
3. Rural Marketing – Habeeb Ur Rahman Himalaya
4. Cases in Rural Marketing: An Integrated approach – Lalitha Ramakrishnan, CSG Krishnamacharyulu – Pearson Education
5. Rural Marketing : Text and Cases – U.C. Mathur (2008) Excel books

#### **Reference Books:**

1. Agricultural Marketing In India – Acharya – Oxford I B H
2. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
3. A New Approach to Rural Marketing by Kaushik Sircar





### Elective Course 9: Brand Management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	M3PE517	Course Duration:	30 Hours

#### Course Objectives:

- To familiarize students with foundational concepts, theories, and strategies of brand management.
- To develop analytical skills for evaluating brand equity, brand positioning, and brand architecture.
- To enable practical application of branding strategies including brand extension, co-branding, and brand revitalization.
- To cultivate understanding of consumer-brand relationships, including loyalty, advocacy, and brand perception.
- To equip students with tools to measure, manage, and enhance brand value and performance.

#### Course Outcomes:

- CO1: Understand evolution, role of brands, distinction between product and brands, roles of brand managers
- CO2: Apply the concepts and frameworks to building brands across all types of organizations
- CO3: Analyze brand strategies through theories, models and other tools
- CO4: Evaluate Brand Architectures and valuations
- CO5: Create branding strategies to maximize brand equity

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Definition and evolution of brands, role of brands, distinction between product and brands, roles of brand managers	CO1	3
2	Strategic brand management – developing brand plans, designing and implementing brand marketing programmes, growing and	CO1, CO2, CO3	6

	measuring brand equity –qualitative and quantitative techniques, brand audits		
3	Customer Based Brand Equity (CBBE) – Keller’s Brand equity Model; Kapferer’s Brand pyramid, building blocks of brand equity – salience, performance, imagery, judgments, feelings, resonance	CO2, CO3, CO4	4
4	Brand Identity and Positioning- dimensions of brand identity, brand positioning – points of parity/difference, positioning strategies, competitor analysis, emotional and cultural branding principles	CO3, CO4, CO5	3
5	Brand extensions - strategies, managing brand portfolio, challenges in brand revitalization	CO3,CO4 , CO5	6
6	Measures of branding success – perceptual mapping, BAV (Brand Asset Valuator Model); Inter- brand method, BrandZ strategies, Brand Finance method, brand tracking studies	CO3, CO4, CO5	4
7	Contemporary issues – impact of digital marketing and social media on branding, ethical issues in branding, sustainability and CSR in branding.	CO3, CO4	4

**Textbooks:**

1. Strategic Brand Management. Kevin Lane Keller, M.G. Parameswaran, Isaac Jacob. 3e. Pearson
2. Marketing and Branding. The Indian Scenario. S. Ramesh Kumar. Pearson Education

**Reference Books:**

1. Strategic Brand Management. New Approaches to creating and Evaluating Brand equity. Jean-Noel Kapferer. Kogan Page.

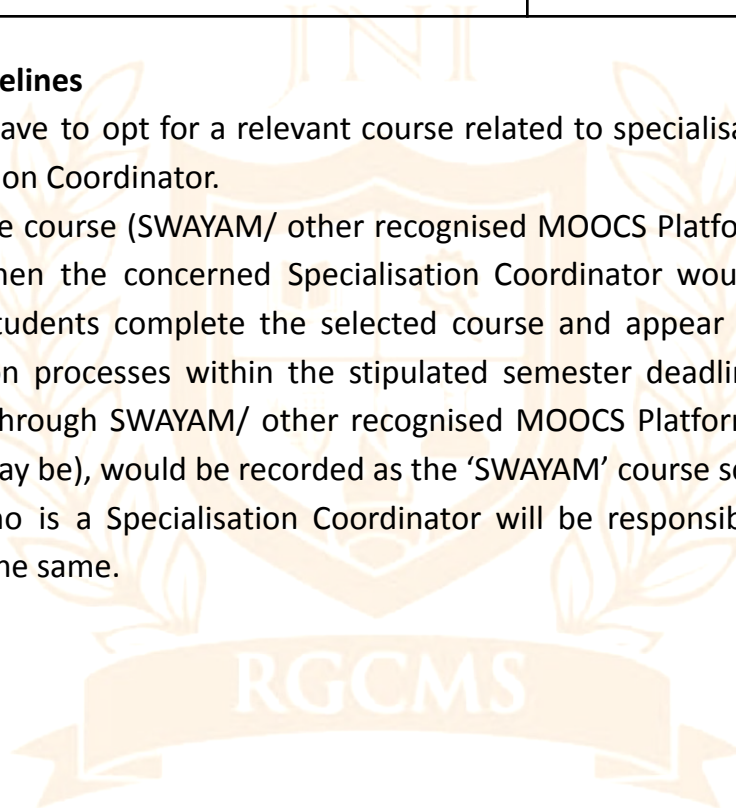
2. How Brands Become Icons. The Principles of Cultural Branding. Douglas Holt. HBS Press
3. How customers Think. Gerald Zaltman. HBS Press.
4. Emotional Branding. The New Paradigm for Connecting Brands to People Marc Gobe

### **Elective Course 10: SWAYAM Course**

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	M3PE518	Course Duration:	30 Hours

#### **Course - Guidelines**

- Students have to opt for a relevant course related to specialisation & inform the Specialisation Coordinator.
- In case, the course (SWAYAM/ other recognised MOOCS Platform) is opted as an Elective, then the concerned Specialisation Coordinator would have to ensure that the students complete the selected course and appear for the respective examination processes within the stipulated semester deadlines. The marks so obtained through SWAYAM/ other recognised MOOCS Platform Examination (as the case may be), would be recorded as the 'SWAYAM' course score.
- Faculty who is a Specialisation Coordinator will be responsible to maintain all record of the same.



## SEMESTER – III: FINANCE

### Mandatory Course 1: Financial Markets and Institutions

Course Type:	PS: Program Specialisation	Course Credits:	4
Course Code:	F3PM507	Course Duration:	60 Hours

#### Course Objective:

- To provide an understanding of the structure, functions, and regulatory environment of the Indian financial system
- To differentiate and assess the role of various financial intermediaries in capital mobilization and economic growth.
- To impart practical knowledge of capital and money markets including IPOs, mutual funds, and insurance.
- To enable analysis of fixed income securities and investment products using risk-return frameworks.
- To introduce students to the basics of derivatives and their real-world financial applications.
- To provide awareness of financial innovations and technology-driven services.

#### Course Outcomes:

- CO1: Explain the structure and functioning of the Indian financial system and identify the role of regulatory bodies like SEBI, RBI, IRDAI, and PFRDA.
- CO2: Differentiate between various financial intermediaries and assess their roles in mobilizing savings and allocating capital.
- CO3: Apply knowledge of primary and secondary markets to analyze financial instruments and market mechanisms.
- CO4: Evaluate fixed income securities, mutual funds, and insurance products using yield, risk, and return concepts
- CO5: Demonstrate understanding of derivative instruments and their uses in speculation, hedging, and arbitrage
- CO6: Identify emerging trends in financial services including fintech-based innovations and policy-driven changes.

Unit/ Module	Content	CO Mapping	Hours Assigned
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1	Introduction to Financial Systems : Overview of Indian financial markets, role and importance, types of markets, instruments, exchange vs OTC markets	CO1, CO6	5
2	Regulatory Framework: Roles of SEBI, RBI, IRDAI, PFRDA; overview of regulations & monetary policy	CO1	5
3	Financial Intermediaries: Commercial banks, NBFCs, investment banks, mutual funds, insurance firms, ARCs	CO2, CO3	5
4	Capital Market Mechanism: Primary and Secondary market structure, IPO process, rights/bonus issue, private placement, market orders	CO3	5
5		CO3,CO6	5

	Market Infrastructure: Depositories, Clearing Houses, Trading Mechanisms, Role of Hedgers and Speculators		
6.	Financial Instruments : Equity, preference shares, debentures, treasury bills, CPs, CDs	CO3,CO6	4
7	Fixed Income Securities : Bond types, pricing, yields, coupon payments, zero coupon bonds	CO4	5
8	Mutual Funds and Insurance: NAV, SIPs, MF types, insurance types, ULIPs, term plans, annuities	CO4,CO6	5
9	Financial Services and FinTech: Factoring, forfaiting, fintech innovations, CBDC, regtech, robo-advisors	CO6	4
10	Derivatives Introduction: Basic derivative products – forwards, futures, options, swaps	CO5	3
11	Applications of Derivatives: Derivatives in stock, forex, commodity markets – hedging, speculation, arbitrage	CO5	4
12	Integration & Case Studies: Case-based learning on stock markets, mutual fund selection, fintech apps, market crises	CO6	5

**Text Books:**

1. Indian Financial System, Markets, Institutions & Services 6th Edition, 75 years of policy reforms, Government securities markets, banking sector, corporate bond market, insurance sector & mutual funds, Bharati V. Pathak, Pearson
2. Financial Markets and Institutions, by Frederic S. Mishkin, Stanley Eakins, Pearson
3. L M Bhole and Jitendra Mahakud, Financial Markets & Institutions.

**Reference Books**

1. Fabozzi, The Handbook of Fixed Income Securities.
2. Anthony Saunders, Financial Markets and Institutions.
3. Meir Kohn, Financial Institutions & Markets.
4. Gordon and Natrajan, Financial Markets and services
5. Jeff Madura, Financial Institutions and Markets
6. Bhole and Mahakud, Financial Institutions and Markets





## Mandatory Course 2: Derivatives and Risk Management

Course Type:	SE: Skill enhancement course	Course Credits:	4
Course Code:	F3SE508	Course Duration:	60 Hours

### Course Objective:

- To introduce the structure, instruments, and participants in derivative markets.
- To enable students to apply valuation models and arbitrage strategies for forwards and futures.
- To analyze option contracts, pricing models, Greeks, and volatility.
- To equip students with the ability to design and apply derivative strategies for hedging, speculation, and arbitrage.
- To provide an understanding of trading, clearing, legal, regulatory, accounting, and compliance aspects.

### Course Outcomes:

- CO1: Understand the fundamentals, types, and market participants in derivatives
- CO2: Interpret the trading mechanisms, clearing systems and regulatory frameworks.
- CO3: Apply pricing techniques and arbitrage strategies in forwards and futures.
- CO4: Evaluate mechanics, payoffs, and arbitrage of options using theoretical frameworks.
- CO5: Analyze and apply option pricing models including Binomial and Black-Scholes.
- CO6: Design hedging, spread, and combination strategies using derivatives and Excel tools.

Unit / Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction to Derivatives:</b> Meaning, types, evolution, global & Indian markets, participants, and significance.	CO1	4

2	<b>Derivative Markets &amp; Risks:</b> Exchange-traded vs OTC, types of risk (credit, basis, liquidity, systemic), Regulatory role.	CO1, CO6	4
3	<b>Futures and Forwards:</b> Mechanics, payoffs, pricing (Cost-of-Carry), arbitrage, currency derivatives	CO3, CO6	5
4	<b>Applications of Futures:</b> Hedging, speculation, arbitrage, basis risk, Excel-based equity arbitrage.	CO3, CO5	3
5	<b>Stock Market Indices &amp; Derivatives:</b> Index types, construction, maintenance, and application in futures/options.	CO1, CO2	3
6	<b>Options Fundamentals:</b> Option types, payoffs, moneyness, profit-loss diagrams, boundary conditions	CO4	4
7	<b>Option Arbitrage &amp; Put-Call Parity:</b> Arbitrage strategies, synthetic options, conversions, reversals, box spreads	CO3, CO4	4
8	<b>Option Pricing Models:</b> Binomial (1 & 2		6

	periods), Black-Scholes (equity and currencies)	CO4, CO5	
9	<b>Option Greeks &amp; Sensitivities:</b> Delta, Gamma, Theta, Vega, Rho—interpretation, usage in hedging, visualization	CO4, CO5	5
10	<b>Option Strategies:</b> Hedging (covered call/put), spreads (bull/bear, butterfly, condor), straddles/strangles (Excel-based)	CO5, CO6	5
11	<b>Trading Mechanism &amp; Infrastructure:</b> Order types, trading platforms, margining, SPAN, position limits	CO2	4
12	<b>Legal, Regulatory, Accounting &amp; Compliance:</b> SEBI/NSE norms, taxation, KYC, AML, grievance redressal	CO2, CO6	3

#### Text Books:

- Options, Future & other Derivatives – by John. C Hull and Shankarshan Basu, Pearson Education India
- Derivatives and Risk Management by Rajiv Shrivastav, OUP India
- Derivatives and Risk Management by R Madhumati Pearson Education India.
- Derivatives and Risk Management by Dhanesh Kumar Khatri (PHI Publication)
- NISM-Series-VIII: Equity Derivatives Certification Examination
- National Stock Exchange of India Ltd: NCFM- Options Trading Strategies Module

#### Reference Books:

- Applied Derivatives – Richard. J. Rendleman. J R
- Option Volatility & Pricing – Sheldon Naten Berg
- The New Options Market – Max Ansbacher

### Elective Course 1: Security Analysis and Portfolio Management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	F3PE509	Course Duration:	30 Hours

#### Course Objective:

- To introduce fundamental concepts of investments and distinguish among investment, speculation, and gambling.
- To equip students with analytical tools to evaluate risk-return profiles of various securities.
- To foster understanding of equity valuation using fundamental analysis, including economic, industry, and company-level assessments.
- To familiarize students with indexing, benchmarking, and decision-making frameworks for portfolio construction.
- To develop practical skills in portfolio management using modern portfolio theories, including asset allocation and performance measurement.

#### Course Outcomes:

- CO1: Explain the fundamental concepts of investment, including its objectives, types, and how it differs from speculation and gambling
- CO2: Analyze risk and return characteristics of different securities, including the use of statistical tools, volatility measures, and capital market theories such as CAPM.
- CO3: Evaluate investment opportunities through fundamental equity research, applying company, industry, and economic analysis.
- CO4: Apply indexing, benchmarking, and investment decision theories to track indices and make informed asset allocation decisions.
- CO5: Construct and evaluate portfolios using modern and post-modern portfolio theories.

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Investment & Securities- Meaning, Nature, Objectives and Process. Difference Between Investment and Speculation, Investment and Gambling.	CO1, CO4	3

	Various Investment Avenues / Alternatives.		
2	Securities- Risk and Return Analysis-Types of Securities, Probability v/s absolute Loss in risk management, volatility in prices, risk calculation, Systematic, unsystematic risk	CO1, CO2	3
3	Efficient Market Hypothesis-Random Walk theory, Significance, usage	CO2	3
4	Equity research and Valuation-Sources of Financial Information, Economic Analysis, Company analysis, Industry analysis, and valuation of equity shares.	CO3, CO2	4
5	Indexing and Benchmarking - creation of Index, adjusting for corporate adjustments in the Index, tracking an index.	CO1, CO2, CO4	3
6	Technical Analysis-Dow theory, types of charts. Japanese candle stick pattern, chart patterns, technical indicators.	CO2, CO4	3
7	Capital market theories-Capital asset pricing model	CO2, CO3	3
8	Factor models and arbitrage pricing theory-factor based valuation model, risk free arbitrage	CO2, CO3	3
9	Investment decision theory-Timing, buy, sell, short, hold, allocation.	CO4, CO2, CO5	2
10	Portfolio theory-Construction and analysis, portfolio performance measurement, Post Modern Portfolio	CO2, CO4, CO5	3

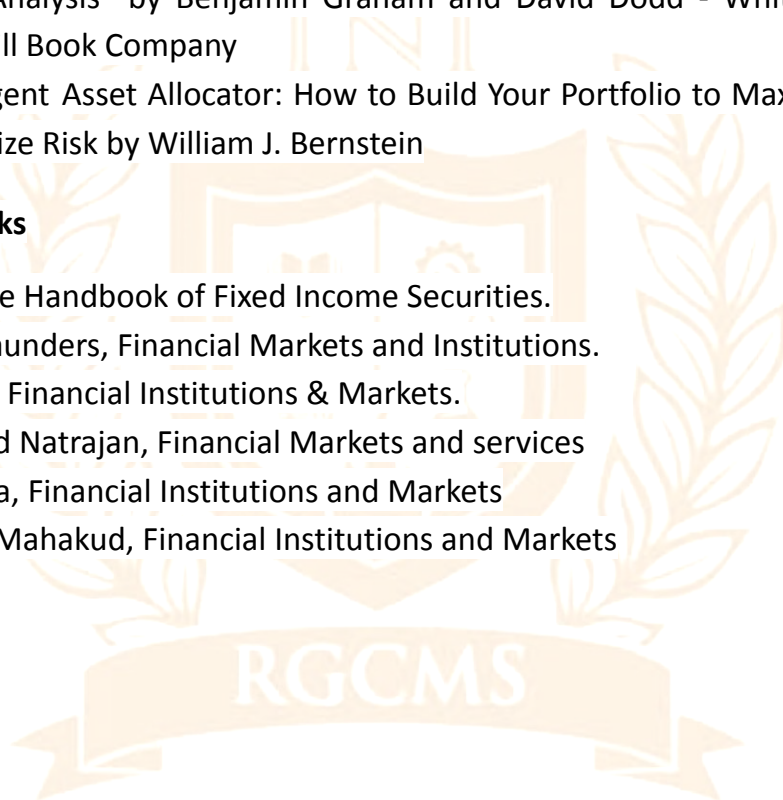
	Theory		
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### **Text Books:**

1. Prasanna Chandra, Security Analysis and Portfolio Management
2. Donald Fische and Ronald Jordan, Security Analysis and Portfolio Management.
3. Dr. Sudesh Kumar & Dr.Ravi Sidhu, Security Analysis and Portfolio Management.
4. "Best Practices for Equity Research Analysts: Essentials for Buy-Side and Sell- Side Analysts" by James J. Valentine
5. "Security Analysis" by Benjamin Graham and David Dodd - Whittlesey House, McGraw-Hill Book Company
6. The Intelligent Asset Allocator: How to Build Your Portfolio to Maximize Returns and Minimize Risk by William J. Bernstein

### **Reference Books**

1. Fabozzi, The Handbook of Fixed Income Securities.
2. Anthony Saunders, Financial Markets and Institutions.
3. Meir Kohn, Financial Institutions & Markets.
4. Gordon and Natrajan, Financial Markets and services
5. Jeff Madura, Financial Institutions and Markets
6. Bhole and Mahakud, Financial Institutions and Markets



## Elective Course 2: Fintech

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	F3PE510	Course Duration:	30 Hours

### Course Objective:

- To provide foundational knowledge of emerging financial technologies, including AI, Machine Learning, Big Data, RPA, and IoT.
- To familiarize students with blockchain fundamentals, cryptographic techniques, smart contracts, and blockchain types.
- To analyze the practical applications of blockchain technology and cryptocurrencies in financial services.
- To critically evaluate regulatory, ethical, and cybersecurity considerations associated with blockchain and digital assets.
- To develop practical insights into real-world innovations through case studies involving blockchain, AI, and machine learning in finance.

### Course Outcomes:

- CO1: Explain and apply the core concepts of emerging technologies such as Artificial Intelligence (AI), Machine Learning (ML), Big Data, Robotic Process Automation (RPA), and Cloud Computing in banking and financial services.
- CO2: Describe the structure, types, and technical foundations of Blockchain technology, including cryptographic techniques, smart contracts, and the distinction between public, private, and consortium blockchains.
- CO3: Analyze the applications of blockchain and cryptocurrencies in finance, including decentralized finance (DeFi), NFTs, tokenization, trade finance, and cross-border transactions.
- CO4: Evaluate regulatory frameworks, cybersecurity concerns, and ethical issues associated with the use of digital assets, AI, and blockchain technologies, including developments in CBDCs and Web3 innovations
- CO5: Develop insights into real-world financial innovations through case studies and practical applications of blockchain, AI, and ML in risk management, fraud detection, and financial operations.



Unit / Module	Content	CO Mapping	Hours Assigned
1	<p>Introduction to Emerging Technologies in Finance Evolution of Financial Technologies (FinTech), Applications of Artificial Intelligence (AI), Machine Learning (ML), and Big Data in Finance, Robotic Process Automation (RPA) in Banking &amp; Financial Services, Internet of Things (IoT) and Cloud Computing in Financial Services, Open Banking APIs and Embedded Finance.</p> <p><b>Use Cases of FinTech Startups</b> (e.g., Cred, Paytm, Upstox) to demonstrate real-life applications.</p>	CO1,CO5	6
2	<p>Fundamentals of Blockchain Technology, Concept, Characteristics, and Key Components of Blockchain, Type of Blockchains: Public, Private, and Consortium, Smart Contracts: Features and Use cases, Cryptographic Techniques and Hashing in Blockchain, Limitations of Blockchain (e.g., scalability, energy use)</p>	CO2, CO3	6
3	<p>Blockchain Applications in Finance, Cryptocurrencies: Bitcoin, Ethereum, and Beyond, Decentralized Finance (DeFi) and Peer-to-Peer Lending, Tokenization of Assets and Non- Fungible Tokens (NFTs), Blockchain in Trade Finance, Cross-Border Payments, and Supply Chain, Stablecoins and their role in CBDCs.</p>	CO2, CO3,CO5	6
4	<p>Regulatory and Ethical Considerations, Legal and Regulatory Framework for Blockchain and Digital Assets - <b>India-specific regulatory landscape</b> (e.g., RBI's stance on digital assets, DPDP Act</p>	CO1,CO2, CO4	6

	2023); <b>Comparative global regulatory practices</b> (EU's MiCA, US SEC/FinCEN updates) Data Security, Privacy, and Cybersecurity Challenges, Ethical Implications of AI and Blockchain in Finance -: fairness in credit scoring, algorithmic bias, explainability. Future Trends: Central Bank Digital Currencies (CBDCs) and Web3		
5	Case Studies and Practical Applications - Successful Implementations of Blockchain in Banking & Financial Services; Use Cases of AI & ML in Risk Management and Fraud Detection, Discussion on Emerging Trends and Innovations in Financial Technology.	CO1,CO3, CO5	6

#### **Textbooks:**

1. Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction, by Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller & Steven Goldfeder, Publisher: Princeton University Press
2. Fintech: The New DNA of Financial Services, by Pranay Gupta & T. Mandy Tham, World Scientific

#### **Reference Books:**

1. Fintech Law in a Nutshell, by Chris Brummer, West Academic Publishing
2. Blockchain Babel: The Crypto-Craze and the Challenge to Business, by Igor Pejic, Kogan

### Elective Course 3: Financial Modelling

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	F3PE511	Course Duration:	30 Hours

#### Course Objective:

- To equip students with practical skills in Excel-based financial modelling, including data analysis, visualization, automation using macros/VBA, and the creation of professional models for credit appraisal, working capital analysis, project financing, and business reporting.

#### Course Outcomes:

- CO1: Demonstrate proficiency in Excel functions and tools including formatting, formulas, charts, pivot tables, and scenario analysis essential for building financial models.
- CO2: Explain and utilize the Visual Basic Environment (VBE) to record and apply basic macros for automating financial modeling tasks.
- CO3: Apply financial modeling techniques to credit appraisal scenarios, including personal and housing loans and credit scoring, using practical datasets.
- CO4: Evaluate structured financial models for output based on user requirements and financial documentation.
- CO5: Construct and analyse financial models for working capital and project finance, including financial statements, key ratios, repayment schedules, sensitivity analysis, and comprehensive reporting.

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Financial Modeling, Introduction to financial modes - static vs dynamic models, need and applications; <b>Excel Proficiency</b> Formatting of excel sheets, use of excel formulae function, data filter and sort, charts and graphs, table formula and scenario building, lookups, pivot tables.	CO1	3

2	Visual Basic Environment (VBE): Understanding the basics of macros, recording of macros.	CO1, CO2	2
3	Combining the Tools and Theory into the model: Define and structure the problem, define the input and output variables of the model, decide users of the model, understand the financial and mathematical aspects of the model, design the model, create the Spread sheet, test the model, protect the model,	CO2, CO4	3
4	Credit Appraisal Techniques through Modeling Application of Modeling for: housing loan assessment; personal loan assessment; Credit Scoring Models (CIBIL) credit assessment.	CO1, CO2, CO3	4
5	Working Capital Assessment Model Projected Profit and Loss Statement, Balance Sheet, Cash Flow Statement, Key Ratios (including Current ratio & Interest Coverage), Sensitivity Analysis, Assessment of MPBF.	CO3, CO4, CO5	7
6	Project Finance Modelling Projected Profit and Loss Statement, Balance Sheet, Cash Flow Statement, Repayment Schedule, Key Ratios (Including ICR and DSCR), Break-even & Payback Period, Risk Assessment (Technical, Financial & Operational), sensitivity analysis	CO3, CO4, CO5	8
7	Report writing Report writing for project funding and working capital, Retail Loans.	CO3, CO4, CO5	3

**Textbooks:**

1. C. Sengupta, Financial Modeling using Excel and VBA
2. Alastair L. Day, Mastering Financial Modeling in Microsoft Excel
3. Simon Beninga, Financial Modeling

**Reference Books:**

1. Alistair L. Day, Mastering Risk Modeling
2. Dr. Manu Sharma, Mergers and Acquisitions and Corporate Valuation- An Excel Based Approach
3. John D. Finnerty , Project Financing- Asset based financial Engineering
4. Daniele Stein Fairhust, Financial Modeling in Excel
5. Alastair L. Day, Mastering Financial Modelling in Microsoft® Excel
6. R.K. Gupta & Himanushu Gupta , Credit Appraisal & Analysis of Financial Statement: A Handbook for Bankers and Finance Managers
7. R.K. Gupta & Himanushu Gupta, Working Capital Management & Finance : A Handbook for Bankers and Finance Manager



### Elective Course 4: Corporate Valuations

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	F3PE512	Course Duration:	30 Hours

#### Course Objective:

- To introduce the concept, objectives, and importance of business valuation in corporate finance decisions
- To familiarize students with different valuation methodologies, including asset, income, and market-based approaches
- To enable practical application of dividend discount models and discounted cash flow models in equity valuation.
- To enhance analytical skills to assess valuations in special scenarios such as brand valuation, start-ups, and distressed firms.
- To develop the ability to create and present professional corporate valuation reports and analyses

#### Course Outcome:

- CO1: Describe the fundamental concepts of value and valuation, including the objectives, scope, and key principles that guide business valuation practices.
- CO2: Explain and apply basic valuation techniques, including the selection of appropriate valuation approaches such as fair market value and relevant adjustments.
- CO3: Demonstrate the use of Dividend Discount Models (DDM) such as the zero growth, constant growth, and multi-stage models in equity valuation.
- CO4: Analyze corporate value using income and asset-based approaches, including DCF models, adjusted present value models, and economic profit models, while assessing their applicability and limitations.
- CO5: Evaluate valuation in special contexts, such as brand valuation, start-up valuation, and valuation of distressed firms, with appropriate method selection.
- CO6: Develop and deliver professional valuation reports and presentations, synthesizing theoretical and practical insights acquired through assignments.

Unit / Module	Content	CO Mapping	Hours Assigned
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1	Valuation Basics: What is Value? An understanding of 'Value', The nature and scope of Valuation, Objectives of Valuation, Importance of Business Valuation, Misconceptions about Valuation. Principles and Techniques of Valuation: Elements of Business Valuation, Conceptual Overview, Valuation Approaches, Choice of Approach, Fair Market Value, Adjustments for Valuation Purposes	CO1	2
2	Equity Valuation: Dividend Discount Models: Zero growth model, Constant growth model Two stage model, H model, Three stage model	CO2,CO3	6
3	Corporate Valuation (Asset and Income Approach) 3.1 Asset Approach, Determining Book Value, Adjusting Book Value, Factors in Asset Valuation 3.2 Income Approach: Analysing historical performance- Estimating the cost of Capital- Forecasting Performance- Estimating the continuing value-Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model-Economic profit model-Applicability and Limitations of DCF analysis	CO4	10
4	Special cases of valuation - Brand valuation Valuation of start-ups Valuation of distressed firms	CO5	4
5	Assignment and Presentation	CO6	4

**Textbooks:**

1. Corporate Valuation & Value Creation, Prasanna Chandra. McGraw Hill Education
2. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance"



Aswath Damodaran, Wiley

**Reference Books:**

1. Financial Times Guide to Corporate Valuation – David Frykman & Jakob Tolleryd, FT publishing
2. Corporate Valuation: An Easy Guide to Measuring Value- Jakob Tolleryd, David Frykman, Prentice Hall.
3. Equity Asset Valuation: Jerald E. Pinto, Elaine Henry, Thomas R. Robinson, John D. Stowe. CFA Institute



### Elective Course 5: Financial Regulations

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	F3PE513	Course Duration:	30 Hours

#### Course Objective:

- To understand the regulations and its framework involved in financial system.
- To learn major intricacies of financial regulations.

#### Course Outcomes:

- CO1: Explain the structure and role of financial regulations in India and globally.
- CO2: Analyze the functions and regulatory mechanisms of key statutory bodies like RBI, SEBI, IRDA, and CCI.
- CO3: Evaluate various SEBI regulations pertaining to capital markets and credit rating agencies.
- CO4: Evaluate various SEBI regulations pertaining to capital markets and credit rating agencies.
- CO5: Interpret anti-money laundering laws, KYC norms, and understand the ethical implications in the regulatory space.

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Financial Regulations – Need, significance, structure in India, impact of global financial crisis	CO1, CO2	4
2	Reserve Bank of India (RBI) – Functions, credit control tools, financial inclusion SEBI – Overview of SEBI Act 1992, powers & functions	CO1, CO2, CO5	4
3	SEBI Capital Market Regulations – ICDR 2009, Insider Trading 2015, UTP 2003, Takeover Code 2011, Mutual Fund Reg. 1996	CO2, CO3,	4

4	IRDA & Insurance Sector Regulations – IRDA Act 1999, Policyholder regulations 2002 CCI & Competition Law – Anti-competitive agreements, abuse of dominance	CO2, CO3, CO5	3
5	FEMA and Foreign Exchange Regulations – Current/capital transactions, repatriation, FCRA 2010	CO1, CO4	4
6	Prevention of Money Laundering Act (PMLA) – Concepts, types of transactions, compliance by banks, KYC	CO4, CO5	4
7	International Funds Regulation – GDRs, ADRs, ECBs, FDI Policy, SEBI FPI Regulations 2014, AIF Reg. 2012	CO3, CO4, CO5	3
8	Credit Rating Agencies Regulation – SEBI (CRA) Regulations 1999, Role & significance of CRA in capital markets	CO3, CO5	4

#### **Textbooks:**

1. Financial Institutions and Markets, L.M. Bhole & Jitendra Mahakud, McGraw Hill Education
2. Indian Financial System, Bharati V. Pathak, Pearson Education

#### **Reference Books**

1. Financial Market Operations, S. Gurusamy, Tata McGraw Hill
2. Law and Practice of Banking, G.S. Gill, Macmillan India
3. The Indian Financial System: Markets, Institutions and Services, E. Gordon & K. Natarajan, Himalaya Publishing House

### Elective Course 6: International Finance

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	F3PE514	Course Duration:	30 Hours

#### Course Objective:

- To provide knowledge of international monetary systems and their implications on global finance.
- To enable students to analyze India's position within global financial markets, focusing on balance of payments, FDI, and market integration.
- To impart practical skills in interpreting exchange rates, currency mechanisms, and arbitrage through parity theories.
- To educate students on international financial instruments, markets, and their regulatory considerations.
- To train students in developing comprehensive risk management strategies using currency derivatives and addressing geopolitical risks.

#### Course Outcomes:

- CO1: Explain the evolution of international monetary systems, including the gold standard, Bretton Woods, and modern currency systems, and assess their impact on global financial flows.
- CO2: Analyze the structure and impact of the Balance of Payments (BoP), foreign investment types (FDI, FPI), and India's position in global financial markets, including GIFT City and INR internationalization.
- CO3: Apply concepts of exchange rate mechanisms, including spot, forward, and cross rates, and evaluate parity theories (PPP, IRP) to interpret currency fluctuations and arbitrage opportunities.
- CO4: Evaluate instruments and participants in international financial markets, such as Eurocurrency, foreign bonds, GDRs/ADRs/IDRs, and assess their risk-return profiles.
- CO5: Develop risk management strategies using currency derivatives, including forwards, futures, options, and swaps to hedge against international financial exposures and geopolitical risks.

Unit / Module	Content	CO Mapping	Hours Assigned
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1	<p>Fundamentals of International Finance: International Monetary Systems - Classical Gold Standard, Bretton Wood System, SDRs and Smithsonian agreements, Fixed and Floating Rate Systems, European Monetary System; Determinants of demand for and supply of currency, exchange rate and factors affecting exchange rate.</p> <p>Balance of Payment - current account, capital account and reserve account, Deficit in Balance of Payment and its impact.</p> <p>Foreign direct investments and foreign portfolio investments, participatory notes, Off-shore banking, tax havens</p>	CO1, CO2	6
2	<p>India and Global Financial Markets - International Finance Centre, GIFT City: Constituents and Benefits, Internationalization of INR, De-dollarization</p>	CO2	3
3	<p>Foreign Exchange Markets – Methods and Applications: Exchange rate quotations, direct and indirect rates, cross currency rates, vehicle currency, spreads and calculation of cross rates, settlements – cash, tom, spot and forward, arbitrage, speculation; Purchasing power parity, Interest rate parity and, covered interest rate parity and arbitrage; Calculation of forward rates through use of forward schedules, annualized forward margin, Calculation of swap points.</p>	CO3, CO 4	6
4	<p>International Currency Markets: Eurocurrency Markets - Origin and reasons for growth of Eurocurrency markets, their characteristics and components, Euro</p>	CO 3 CO 4	3

	currency deposits, loans, bonds and notes International Debt Markets - International bond markets, types of foreign bonds, FCCBs, ECBs, Risks in international bonds. International Equity Markets: - Mechanisms and systems - Global depository receipts, American Depository Receipts; Indian Depository Receipts, Fungibility		
5	Currency Forward and Futures: Currency Forward and Currency futures terminologies, pricing currency futures, Using Forward and Futures for hedging, speculation and arbitrage, Non deliverable Forwards (NDFs)	CO 4 CO 5	3
6	Currency Options and Swaps: Introduction, option terminologies, options pay-offs, hedging and speculation with currency options, Vanilla options, Exotic options; Swaps - Interest Rate Swaps and currency swap.	CO 4 CO 5	3
7	Risk & Exposure Management: Concept of Risk in International Finance, Management of risks including Geopolitical Risks in international trade / business operations - Case Discussion including discussion on Country Risk Analysis	CO 4 CO 5	6

#### **Textbooks:**

1. Apte P.G. & Sanjeevan Kapshe (2022). International Financial Management (8th Edition). McGraw Hill education
2. Shapiro A.C. & Hanouna Paul (2019). Multinational Financial Management (11th Edition., Wiley

#### **Reference Books:**

1. Madura J. (2021). International Financial Management (14th Edition) Cengage Learnings
2. Levy M.D. (2018). International Finance (6th Edition). Routledge

### Elective Course 7: Direct and Indirect Taxes

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	F3PE515	Course Duration:	30 Hours

#### Course Objective:

- To introduce foundational concepts, definitions, and provisions of Indian Income Tax and Indirect Tax laws.
- To enable practical computation of taxable income, GST liability, and customs duties for various entities.
- To cultivate analytical skills for evaluating tax liabilities of individuals and corporations under current tax regulations.
- To enhance awareness of ethical considerations in tax planning and strategies to differentiate avoidance, evasion, and compliance.
- To familiarize students with recent reforms and trends in direct and indirect taxation, emphasizing their impact on economic governance.

#### Course Outcomes:

- CO1: Understand the core concepts, provisions, and definitions under the Indian Income Tax Act and Indirect Tax Laws.
- CO2: Apply provisions of Income Tax, GST, and Customs laws to compute taxable income and duties.
- CO3: Analyze and compute tax liabilities for individuals, corporates, and indirect tax transactions
- CO4: Evaluate ethical and legal dimensions of tax planning, avoidance, and evasion under both direct and indirect tax frameworks.
- CO5: Assess the impact of recent reforms in direct and indirect taxation on compliance, administration, and economic governance.

Unit / Module	Content	CO Mapping	Hours Assigned
1	Indian Income Tax Act- <ul style="list-style-type: none"><li>● Concepts and definitions</li><li>● Residential status</li><li>● Heads of income (Salary, House property, profits and gains of business)</li></ul>	CO1	3



	and profession, capital gains and income from other sources)		
2	<ul style="list-style-type: none"> <li>Computation of Total Income and Determination of Tax Liability – Individuals</li> </ul>	CO2, SCO3	6
3	<ul style="list-style-type: none"> <li>Computation of Total Income and Determination of Tax Liability – Corporates</li> <li>Other provisions like, PAN, TDS, Advance Tax, interest and penalty, assessment and appeals</li> </ul>	CO2, CO3	6
4	<ul style="list-style-type: none"> <li>Indirect Taxes -</li> <li>GST – Supply as Basis of charge, Input Tax Credit, Types of GST – CGST, SGST and IGST</li> </ul>	CO2, CO3	3
5	<ul style="list-style-type: none"> <li>Indirect Taxes -</li> <li>Custom Act – Basic provisions related to import and export</li> </ul>	CO2, CO3	3
6	<ul style="list-style-type: none"> <li>Tax Planning, Tax Evasion, and Tax Reforms in India</li> <li>Concept of tax planning vs tax avoidance vs tax evasion</li> <li>Legitimate tax planning for individuals and corporates</li> <li>GAAR (General Anti-Avoidance Rules) and its implications</li> <li>Major tax reforms in India post-1991 (Direct and Indirect Taxes)</li> <li>Recent trends: Faceless Assessment, Vivad Se Vishwas Scheme, Digital Taxation</li> <li>Role of tax administration and policy in economic development</li> </ul>	CO4, CO5	6

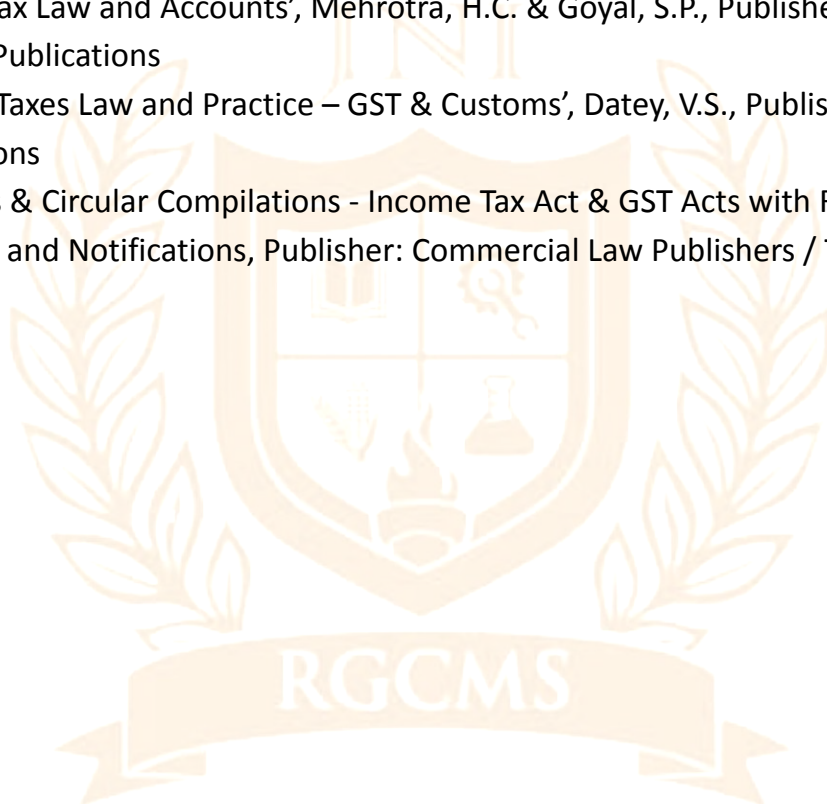
7	Case Discussions and Class Presentations	CO4, CO5	3
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**Textbooks:**

1. Students' Guide to Income Tax including GST', Singhania, V. K. & Singhania, Monica, Publisher: Taxmann Publications
2. 'Systematic Approach to Income Tax including GST', Ahuja, Girish & Gupta, Ravi, Publisher: Wolters Kluwer

**Reference Books**

1. Income Tax Law and Accounts', Mehrotra, H.C. & Goyal, S.P., Publisher: Sahitya Bhawan Publications
2. 'Indirect Taxes Law and Practice – GST & Customs', Datey, V.S., Publisher: Taxmann Publications
3. Bare Acts & Circular Compilations - Income Tax Act & GST Acts with Rules, Circulars, and Notifications, Publisher: Commercial Law Publishers / Taxman



### Elective Course 8: Commercial Banking

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	F3PE516	Course Duration:	30 Hours

#### Course Objective:

- To provide foundational knowledge of the structure, functions, and operations of commercial banks in India.
- To equip students with an understanding of banking regulations, including RBI guidelines, KYC norms, and Basel III compliance.
- To familiarize students with banking products, technological advancements, and contemporary practices in digital banking.
- To develop students' abilities in credit management, loan processing, and handling NPAs.
- To foster strategic thinking around risk management, treasury operations, customer relationship management, and sustainable banking practices.

#### Course Outcomes:

- CO1: Explain the structure and functions of the Indian banking system, the role of commercial banks in the economy, and the importance of financial inclusion and rural banking.
- CO2: Analyze the regulatory framework for commercial banks, including RBI guidelines, the Banking Regulation Act, AML/KYC norms, and Basel III implementation in India.
- CO3: Evaluate the range of banking products, services, and technology-driven innovations, including digital banking, payment systems, treasury operations, forex markets, and emerging fintech trends.
- CO4 Apply principles of credit management and loan processing, including risk assessment, credit scoring, NPA management, and customer relationship practices in real- world banking scenarios.
- CO5: Assess and develop risk management strategies in banking, incorporating internal controls, audit mechanisms, cybersecurity, stress testing, and sustainable finance initiatives.

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Commercial Banking:	CO1, CO2	2

	<p>Definition, functions, and role of commercial banks in the economy. Types of banks: Public sector, private sector, foreign banks, and regional rural banks.</p> <p>Structure of the Indian banking system.</p> <p>Overview of the Reserve Bank of India (RBI) and its role in banking regulation.</p>		
2	<p>Regulatory Framework for Commercial Bank - Banking Regulation Act, 1949. RBI guidelines for capital adequacy, liquidity, and asset classification. Basel III norms and their implementation in India. Anti-money laundering (AML) and KnowYour Customer (KYC) norms.</p>	CO2, CO3	2
3	<p>Banking Products and Services Deposit products: Savings accounts, current accounts, fixed deposits, and recurring deposits.</p> <p>Loan products: Personal loans, home loans, vehicle loans, and business loans.</p> <p>Credit cards, debit cards, and prepaid instruments. Payment and settlement systems: NEFT, RTGS, IMPS, and UPI.</p>	CO2, CO3	2
4	<p>Credit Management and Loan Processing Principles of lending and credit appraisal. Loan documentation and security creation. Credit risk assessment and credit scoring models.</p> <p>Non-performing assets (NPAs) and their management.</p>	CO3, CO4	3
5	<p>Risk Management in Banking</p> <p>Types of risks in banking: Credit risk, market risk, operational risk, and liquidity risk.</p> <p>Risk mitigation techniques and tools.</p> <p>Role of internal and external audits in risk</p>	CO3, CO4	2

	management. Stress testing and scenario analysis.		
6	Technology in Banking Core banking solutions (CBS) and their importance. Digital banking: Internet banking, mobile banking, and digital wallets. Blockchain, artificial intelligence, and machine learning in banking. Cybersecurity challenges and solutions in banking.	CO3, CO4	3
7	Customer Relationship Management (CRM) in Banking Importance of CRM in banking. Tools and techniques for effective customer engagement. Cross-selling and up-selling strategies. Handling customer grievances and dispute resolution.	CO3	3
8	Treasury and Forex Operations. Functions of the treasury department in a bank. Forex operations: Spot transactions, forward contracts, and currency swaps. Managing foreign exchange risk. RBI guidelines on forex operations.	CO3, CO4, CO5	3
9	Emerging Trends in Banking. Fintech innovations and their impact on traditional banking. Open banking and API-based services. Green banking and sustainable finance. Role of commercial banks in financial inclusion	CO3, CO4	3
10	Financial Inclusion and Rural Banking Importance of financial inclusion in India. Role of regional rural banks (RRBs) and cooperative Government schemes for financial inclusion (e.g., PMJDY). Challenges and opportunities in rural banking banks.	CO3, CO4	3

11	International Banking Operations over view of international banking. Correspondent banking and trade finance. Foreign currency loans and international payment systems. Regulatory challenges in international banking.	CO3, CO4	2
12	Case studies on successful and failed banking operations. Role-playing exercises for loan processing and customer interaction. Analysis of real-world banking scenarios and problem- solving. Guest lectures by industry experts on contemporary banking issues.	CO4, CO5	2

**Textbooks:**

1. Commercial Bank Management, by Singh & Dutta
2. Digital Banking, ByIIB, Publisher -Taxmann Publications Pvt. Ltd.

**Reference Books:**

1. Indian Financial System, M. Y. Khan, McGraw Hill Education, 11th Edition
2. Banking Theory and Practice – K.C. Shekhar & Lekshmy Shekhar, S. Chand Publishing, 23rd Revised Edition
3. Principles and Practices of Banking – Indian Institute of Banking and Finance, Macmillan Publishers India, 3rd Edition
4. Commercial Banking in India – Nitin Bhasin, New Century Publications

### Elective Course 9: Corporate Restructuring and Mergers and Acquisition

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	F3PE517	Course Duration:	30 Hours

#### Course Objective:

- To explain the strategic significance and forms of corporate restructuring, including mergers, acquisitions, divestitures, and alliances
- To impart detailed knowledge of the motives, classifications, and regulatory frameworks governing mergers and acquisitions.
- To enable students to apply various financing and valuation techniques to mergers and acquisitions, including due diligence practices.
- To develop skills in managing post-merger integration processes and evaluating performance outcomes
- To encourage practical application of restructuring strategies through case studies and experiential presentations.

#### Course Outcomes:

- CO1: Explain the concept, types, and strategic relevance of corporate restructuring, including mergers, acquisitions, divestments, joint ventures, and strategic alliances, along with their operational and financial implications.
- CO2: Analyze the motives, classification, and legal framework of mergers and acquisitions, including SEBI regulations, takeover tactics, and scheme of arrangement as per the Companies Act
- CO3: Evaluate methods of financing mergers and the valuation of target firms, treating mergers as capital budgeting decisions and assessing due diligence procedures and their risks
- CO4: Assess post-merger integration challenges and growth strategies, including human resource integration, synergy realization, and performance evaluation tools in a merged entity.
- CO5: Develop and present case-based restructuring strategies, demonstrating the ability to apply theoretical concepts to practical scenarios through assignments and presentations

Unit / Module	Content	CO Mapping	Hours Assigned
1			4



	Introduction to Corporate Restructuring: Concept, types (mergers, acquisitions, demergers, JVs, alliances), strategic and financial implications, overview of restructuring in India	CO1, CO2	
2	M&A: Types of mergers, classification, motives, merger process, target identification, SEBI Takeover Code, Companies Act, Cross-border M&A, FDI norms, Case: Zee-Sony / HDFC Merger	CO1, CO2, CO5	5
3	Financing Mergers: Synergy valuation, exchange ratio, cash/share offers, DCF, CCA, PTM, LBOs, mergers as capital budgeting	CO1, CO3	8
4	Due Diligence: Concept, types (legal, HR, tax, ESG), checklist templates, red flags, Case: Jet–Etihad failure	CO3, CO5	4
5	Post-Merger Integration: Tools, growth strategies, HR challenges, metrics for performance (ROIC, synergy)	CO4, CO1	4
6	Presentations: Simulated or real case-based restructuring plans – legal, financial, integration, valuation, compliance, pitchbook, mock boardroom	CO5, CO2, CO3, CO4	5

**Textbooks:**

1. Apte P.G. & Sanjeevan Kapshe (2022). International Financial Management (8th

- Edition). McGraw Hill education
2. Shapiro A.C. & Hanouna Paul (2019). Multinational Financial Management (11th Edition.), Wiley

**Reference Books:**

1. Madura J. (2021). International Financial Management (14th Edition) Cengage Learnings
2. Levy M.D. (2018). International Finance (6th Edition). Routledge

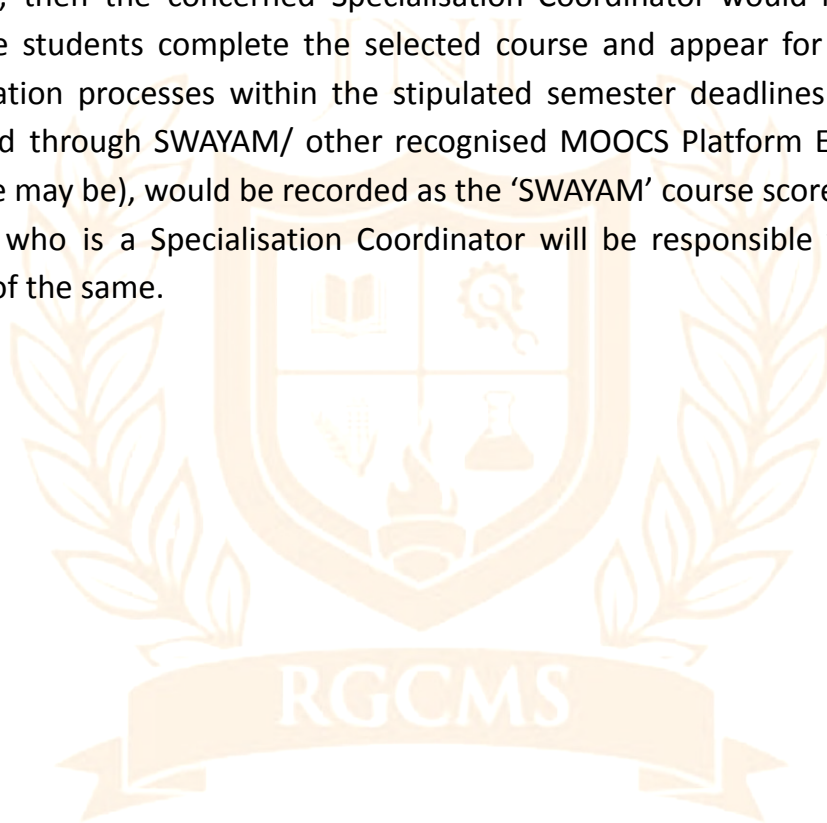


### Elective Course 10: SWAYAM Course

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	F3PE518	Course Duration:	30 Hours

#### Course - Guidelines

- Students have to opt for a relevant course related to specialisation & inform the Specialisation Coordinator.
- In case, the course (SWAYAM/ other recognised MOOCS Platform) is opted as an Elective, then the concerned Specialisation Coordinator would have to ensure that the students complete the selected course and appear for the respective examination processes within the stipulated semester deadlines. The marks so obtained through SWAYAM/ other recognised MOOCS Platform Examination (as the case may be), would be recorded as the 'SWAYAM' course score.
- Faculty who is a Specialisation Coordinator will be responsible to maintain all record of the same.



## SEMESTER – III: HUMAN RESOURCES

### Mandatory Course 1: Competency-based HRM & Performance Management

Course Type:	PS: Program Specialisation	Course Credits:	4
Course Code:	H3PM507	Course Duration:	60 Hours

#### Course Objective:

- To enable students to design and implement effective performance management frameworks aligned with organizational strategies
- To develop skills to critically evaluate performance appraisal methods, including contemporary and competency-based approaches
- To cultivate understanding of aligning employee competencies with organizational goals for performance enhancement.
- To introduce the fundamentals and principles of competency-based human resource management systems.
- To foster practical application of competency models for enhancing talent acquisition, retention, and development strategies

#### Pre-requisites:

- Knowledge of HR functions and performance
- Understanding of HR systems and organizational goals

#### Course Outcomes:

- CO1: Understand history, concept, functions, and significant role of competency in the organization.
- CO2: Analyse the competency mapping process and its application using various methods and tools in the organisation.
- CO3: Create various approaches towards building a competency model and integrate the applications with HRM functions
- CO4: Understand the conceptual framework of Performance Management System in the organisation
- CO5: Apply and create methods of performance appraisal and evaluate the effectiveness of various performance appraisal methods in the organisation.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction and Concept of Competency:</b> <ul style="list-style-type: none"> <li>• Definition and history of competency</li> <li>• Difference between competence and competency</li> <li>• Types of Competencies – Generic, Behavioural and Functional</li> <li>• Key components of Competency Framework</li> </ul>	CO2, CO1	6
2	<b>Competency Mapping Process:</b> <ul style="list-style-type: none"> <li>• Meaning and Definition</li> <li>• Process of Mapping Competency for HR functions</li> </ul>	CO2	6
3	<b>Developing Competency Framework and Models:</b> <ul style="list-style-type: none"> <li>• Meaning of Competency Model</li> <li>• Development of competency framework</li> <li>• Five level of Competency Model, Mc</li> <li>• Clelland's Competency Model &amp; Lancaster Model of Competency</li> </ul>	CO3	6
4	<b>Measurement and Metrics of Competency Mapping:</b> <ul style="list-style-type: none"> <li>• Methods of Data Collection</li> <li>• Repertory Grid</li> <li>• Critical Incident Method</li> <li>• Expert Surveys</li> <li>• Job Analysis and Design</li> <li>• Behavioral Event Interview, etc.</li> </ul>	CO3	6
5	<b>Assessment of Competency; Using Various Tools:</b> <ul style="list-style-type: none"> <li>• Conducting various exercises in Assessment Centre- In Basket Exercise, Group Discussion, Role Play, Exercises, and Simulations</li> <li>• Psychometric Tools</li> </ul>	CO2, CO3	6

	<ul style="list-style-type: none"> <li>● Feedback and Report writing</li> </ul>		
6	<b>Foundation of Performance Management System</b> <ul style="list-style-type: none"> <li>● Concept and Definition of Performance Management System</li> <li>● Objective and Scope of Performance Management Systems</li> <li>● Importance of Performance Management System</li> </ul>	CO4	6
7	<b>Management of Performance:</b> <ul style="list-style-type: none"> <li>● Components of Performance Management</li> <li>● Process for Managing Performance</li> <li>● Implications of Performance Management System</li> </ul>	CO4	6
8	<b>Dimensions to measure Performance</b> <ul style="list-style-type: none"> <li>● Setting Performance Standards</li> <li>● Job Analysis in Performance</li> <li>● Goal Setting: KPIs, KRAs, SMART goals</li> </ul>	CO4	6
9	<b>Performance Appraisal System Implementation:</b> <ul style="list-style-type: none"> <li>● Defining Performance Appraisal</li> <li>● Methods of Performance Appraisal</li> <li>● Biases and Errors in Performance Appraisal</li> <li>● Approaches to Performance Appraisal</li> <li>● Appraisal Interviews</li> </ul>	CO5	6
10	<b>PMS Feedback and Ethics in Performance Management:</b> <ul style="list-style-type: none"> <li>● Performance Feedback</li> <li>● Guidelines of Corrective Feedback</li> <li>● Need and Role of Performance Consulting</li> <li>● Ethical Issues and Dilemmas in Performance Management</li> </ul>	CO4, CO5	6

**Textbooks:**

1. The handbook of Competency Mapping: Understanding, Designing and implementing Competency Models in organizations by Seema Sanghi Sage Publication

2. Competency Mapping and Assessment: A practitioner's Handbook: Seema Sanghi  
Routledge India Original.
3. Armstrong, M. & Baron, A., Performance Management and development, Jaico  
Publishing House, Mumbai
4. Bagchi, S. N., Performance management, Cengage Learning India
5. Bhattacharyya, D.K., Performance Management Systems and Strategies, Pearson  
Education

**Reference Books:**

1. Performance Management by Julie Freeman
2. Bringing out the best in people by Daniels.
3. Effective Performance Appraisal by James Neil
4. International Human Resource Management by Peter J Dowling, Device E Welch, 4th  
Edition.
5. International Human Resource Management by Hilary Harris, Chris Brewster and Paul  
Sparrow, VMP Publishers and Distributors





## Mandatory Course 2: HR Analytics

Course Type:	SE: Skill Enhancement Course	Course Credits:	4
Course Code:	H3SE508	Course Duration:	60 hours

### Course Objective:

- To introduce foundational concepts and methodologies in human resource analytics.
- To equip students with analytical skills for interpreting HR data and metrics for informed decision-making.
- To demonstrate practical applications of predictive analytics in workforce planning and talent management.
- To train students in leveraging analytics tools for performance management and employee engagement.
- To critically assess ethical and privacy concerns associated with HR analytics implementation.

### Course Outcomes:

- CO1: Understanding the basics of Analytics and HR Analytics, Relation of HR Analytics with HR strategies, learning different categories of HR Analytics.
- CO2: Applying HR Analytics to facilitate decision making in organizations.
- CO3: Analysing the business environment and use HR Analytics for various HR Functions.
- CO4: Evaluating the impact of HR Analytics in resolving business challenges.
- CO5: Applying analytics in employee performance, employee engagement, employee turnover, assessing diversity
- CO6: Understanding different advanced HR Analytic Techniques, ethical ways to use AI and enhance organization effectiveness.

Unit / Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction to Analytics:</b> <ul style="list-style-type: none"><li>● Evolution of Analytics</li><li>● Need for Analytics in Business</li><li>● Introduction to HR Analytics and link to organizational goals</li></ul>	CO1	4

2	<b>Matrices and Analytics</b> <ul style="list-style-type: none"> <li>Terminology of Matrices and Analytics</li> <li>Descriptive Analytics</li> <li>Prescriptive Analytics</li> <li>Predictive Analytics</li> <li>Models in HR Analytics.</li> </ul>	CO1, CO2	8
3	<b>HR Information Systems and Data</b> <ul style="list-style-type: none"> <li>Information Sources</li> <li>Analysis software options</li> <li>Preparing data: Using SPSS Big Data</li> </ul>	CO2, CO1	5
4	<b>Analysis Strategies</b> <ul style="list-style-type: none"> <li>Descriptive reports to predictive analytics</li> <li>Statistical Significance: Types of data</li> <li>Types of statistical tests: Factor Analysis, Reliability &amp; Validity Analysis, SEM etc.</li> </ul>	CO2, CO3	6
5	<b>Recruitment and Selection Analytics</b> <ul style="list-style-type: none"> <li>Reliability and validity of selection process</li> <li>Human bias in recruitment and selection</li> <li>Predicting Employee Performance</li> <li>Indicators of Performance</li> </ul> Methods for Measuring Performance	CO3, CO4	6
6	<b>Predicting Employee Performance</b> <ul style="list-style-type: none"> <li>Indicators of performance: Methods for measuring performance</li> </ul>	CO3, CO4, CO5	4
7	<b>Employee Engagement and Workforce Perceptions</b> <ul style="list-style-type: none"> <li>Measuring Employee Engagement: Interrogating the measures</li> <li>Conceptual Explanation of factor analysis</li> </ul>	CO4, CO5	4
8	<b>Predicting Employee Turnover</b> <ul style="list-style-type: none"> <li>Relevance of employee turnover as an HR indicator</li> <li>Descriptive Turnover Analysis: Measuring and exploring differences between</li> </ul>	CO5, CO4	8

	turnover at an individual and team level <ul style="list-style-type: none"> <li>Equality, diversity and inclusion: Approaches to measuring and managing D&amp;I</li> </ul>		
9	<b>Monitoring the Impact of Interventions</b> <ul style="list-style-type: none"> <li>Tracking the impact of various HR interventions</li> </ul>	CO3, CO4, CO5	3
10	<b>Diversity Analytics</b> <ul style="list-style-type: none"> <li>Equality, diversity and inclusion: Approaches to measuring and managing D&amp;I</li> </ul>		4
11	<b>Advanced HR Analytic Techniques I</b> <ul style="list-style-type: none"> <li>Mediation Processes: Moderation and interaction analysis: multi-level linear modelling: Curvilinear relationships</li> <li><b>Advanced HR Analytic Techniques II</b> Structural Equation Models: Growth Models: Latent class analysis: Response surface methodology and polynomial regression</li> </ul>	CO5, CO6	5
12	<b>Ethics in Analytics:</b> <ul style="list-style-type: none"> <li>Ethical Standards for HR Analytics Limitations of AI</li> </ul>	CO6	3

#### Textbooks:

1. The New HR Analytics: Predicting the economic value of your company's human capital investment: Jac Fitz-enz
2. HR Analytics: The What, Why and How: Tracey Smith
3. HR Analytics Understanding Theories and Applications Dipak Kumar Bhattacharya Sage
4. Practical Applications of HR Analytics Pratyush Banerjee, Jatin Pandey, Manish Gupta Sage

#### Reference Books:

1. Predictive HR Analytics: Mastering the HR Metric: Dr. Martin R. Edwards,



### Elective Course 1: Learning and Development

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	H3PE509	Course Duration:	30 Hours

#### Course Objective:

- To introduce concepts, theories, and frameworks of employee learning and development.
- To develop practical skills in designing, implementing, and evaluating training programs.
- To equip students with methods to identify organizational training needs and performance gaps.
- To familiarize students with contemporary e-learning technologies and blended learning approaches.
- To enhance understanding of measuring the effectiveness and ROI of learning and development interventions.

#### Course Outcomes:

- CO1: Understanding the importance of Learning & Development (L&D) in Human Resource Management.
- CO2: Discovering and apply various L&D models, frameworks, and industry best practices to enhance employee growth and organizational performance.
- CO3: Developing the ability to design, implement, and evaluate effective training programs tailored to business needs.
- CO4: Examining the role of technology and AI in transforming Learning and creating suitable Learning & Development strategies.
- CO5: Analyzing and interpret real-world case studies of successful L&D initiatives and create effective L&D strategies.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction to Learning &amp; Development</b> <ul style="list-style-type: none"><li>● Importance of L&amp;D in Organizational Growth</li><li>● Difference Between Training, Learning, and Development</li><li>● Aligning L&amp;D Strategy with Business Goals</li><li>● The Role of HR in Learning &amp; Development</li></ul>	CO1, CO2	3

2	<b>Learning Theories and Models</b> <ul style="list-style-type: none"> <li>● Adult Learning Theories (Andragogy, Experiential Learning, Constructivism)</li> <li>● ADDIE Model (Analysis, Design, Development, Implementation, Evaluation)</li> <li>● Bloom's Taxonomy of Learning Objectives</li> <li>● 70:20:10 Model for Workplace Learning</li> </ul>	CO2, CO1.	6
3	<b>Training Needs Assessment &amp; Program Design</b> <ul style="list-style-type: none"> <li>● Identifying Skill Gaps &amp; Training Needs</li> <li>● Designing the training module</li> <li>● Competency Mapping &amp; Career Development Plans</li> <li>● Designing Effective Training Programs</li> <li>● Instructional Design Principles &amp; Learning Styles</li> </ul>	CO3, CO2	6
4	<b>Training Administration</b> <ul style="list-style-type: none"> <li>● Training Budget</li> <li>● Designing Training Calendar</li> </ul>	CO3, CO2, CO4	2
5	<b>Learning Methods &amp; Emerging Trends</b> <ul style="list-style-type: none"> <li>● Traditional vs. Digital Learning Approaches</li> <li>● E-Learning, Gamification, and Micro-learning</li> <li>● AI and Learning Analytics in Corporate Training</li> <li>● Virtual Reality (VR) &amp; Augmented Reality (AR) in Training</li> </ul>	CO3, CO4	5
6	<b>Evaluation of Training Effectiveness</b> <ul style="list-style-type: none"> <li>● Kirkpatrick's Four Levels of Evaluation</li> <li>● ROI of Training &amp; Development Programs</li> <li>● Employee Engagement and Post-Training Performance Analysis</li> <li>● Continuous Learning &amp; Upskilling Strategies</li> </ul>	CO3, CO2	5

7	<b>Future of Learning &amp; Development</b> <ul style="list-style-type: none"> <li>● Reskilling &amp; Upskilling in the Future of Work</li> <li>● Learning Culture &amp; Knowledge Management</li> <li>● Leadership Development Programs</li> <li>● Diversity, Equity, Inclusion and Belonging (DEIB) in L&amp;D</li> </ul>	CO4, CO5	3
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#### **Textbooks:**

1. Employee Training and Development, Raymond A. Noe and Amitabh Deo Kodwani ,9th Edition, McGraw Hill
2. The New Leadership Literacies: Thriving in a Future of Extreme Disruption and Distributed Everything, Bob Johansen, Berrett-Koehler Publishers
3. Make It Stick: The Science of Successful Learning , Peter C. Brown, Henry L. Roediger III, Mark A. McDaniel, Harvard University Press

#### **Reference Books:**

1. Training and Development: Theories and Practices , S. K. Bhatia, Deep & Deep Publications
2. Fundamentals of Human Resource Management, Gary Dessler, Pearson Education
3. Harvard Business Review (HBR) Articles on L&D
4. Research Reports from McKinsey, Deloitte, and ATD (Association for Talent Development)
5. SHRM Learning & Development Resources



## Elective Course 2: Compensation & Benefits

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	H3PE510	Course Duration:	30 Hours

### Course Objective:

- To equip students with knowledge and skills in compensation management, including strategy design, benefit administration, regulatory compliance, and evaluation of current trends and ethical issues.

### Course Outcomes:

- CO1: Understand the key concepts, components, and legal aspects of Compensation and benefits & the strategic role of Compensation.
- CO2: Apply job evaluation methods and pay structures in real-world scenarios.
- CO3: Analyse Compensation data to assess internal and external pay equity and various Compensation models
- CO4: Evaluate the effectiveness of Compensation strategies achieving organizational goals.
- CO5: Create an innovative and competitive Compensation and benefits plan for an organization.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction to Compensation and Benefits</b> <ul style="list-style-type: none"><li>- Human Resources Philosophy and Perspectives on Compensation</li><li>- Difference between Compensation and Benefits.</li><li>- Approaches of organization for Compensation and Benefits</li><li>- Global Compensation Approaches</li><li>- Aligning Compensation Strategies with Business and HR Goals</li><li>- Regulatory adherence</li></ul>	CO1	3

2	<b>Job Evaluation &amp; Pay Structures</b> <ul style="list-style-type: none"> <li>- Job Evaluation - Process &amp; Methods (Ranking, Classification, Point Method, Factor Comparison, Hay Guide)</li> <li>- Designing Pay Structures - Grade Pay, Pay Band and Broadband</li> <li>- Internal &amp; External Equity</li> </ul>	CO1, CO2	3
3	<b>Reward Strategy &amp; Elements of Reward Strategy</b> <ul style="list-style-type: none"> <li>- Articulating and understanding business context for reward strategies</li> <li>- Total Rewards Models, Equity- Expectancy Model</li> <li>- Reward Management</li> <li>- Benefits &amp; Perquisites</li> <li>- Flexible Benefits, Employee Stock Options (ESOPs and Phantom Stock Option Plan (PSOPs)</li> <li>- Legal Compliance</li> </ul>	CO1, CO2, CO4	3
4	<b>Understanding Compensation Structure and Salary Framework</b> <ul style="list-style-type: none"> <li>- Costing the CTC of each element</li> <li>- 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</li> <li>- Elements in different salary slips</li> <li>- Consolidated and Separated Pay structure.</li> <li>- Designing a salary offer template - Evaluating and Understanding salary ranges</li> <li>- Extending a Salary Offer</li> </ul>	CO1, CO3, CO5	6
5	<b>Understanding Inflation</b> <ul style="list-style-type: none"> <li>- Neutralization of Inflation</li> <li>- Dearness Allowance</li> <li>- Consumer Price Indices</li> </ul>	CO1, CO5	3

6	<b>Employee Benefits and Social Security Schemes</b> <ul style="list-style-type: none"> <li>- Calculation of PF, ESIC, Gratuity, Superannuation</li> <li>- Approaches to Ex-gratia &amp; Bonus</li> </ul>	CO1, CO2	3
7	<b>Income Tax and Its Impact on Salary Structure</b> <ul style="list-style-type: none"> <li>- Understanding &amp; Calculating Income Tax</li> <li>- Gross and Net Pay</li> <li>- Key Deductions</li> </ul>	CO1, CO3, CO5	2
8	<b>Equity Compensation</b> <ul style="list-style-type: none"> <li>- Meaning, Objectives</li> <li>- Types of Stock Plans</li> <li>- Valuing Stock Grants</li> <li>- SEBI Guidelines</li> <li>- Taxability of Stock Options</li> </ul> <b>Performance-Based Pay Strategies</b> <ul style="list-style-type: none"> <li>- Pay-for-Performance Models</li> <li>- Merit Pay, Bonuses and Incentives</li> <li>- Profit Sharing &amp; Gain sharing</li> <li>- Executive Compensation</li> <li>- Competitive Pay Policy</li> </ul>	CO4, CO5	4
9	<b>Emerging Trends in Compensation and Benefits</b> <ul style="list-style-type: none"> <li>- Impact of Technology on Compensation Management</li> <li>- Gig Economy and its impact</li> <li>- Competitive Pay Policy Alternatives – Lead, Lag, Match</li> <li>- Pay Transparency</li> <li>- Ethics in Compensation Decisions</li> </ul>	CO4, CO5	3

#### Textbooks:

1. Compensation Management, Dipak Kumar Bhattacharya, Oxford Publications
2. Compensation Management in a Knowledge Based World, Richard I Henderson, Pearson Publications
3. Human Resource Management-Text and Cases, K. Aswathappa, McGraw Hill Education, 8th Edition

**Reference Books:**

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



### Elective Course 3: HR Planning and Application of Technology in HR

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	H3PE511	Course Duration:	30 Hours

#### Course Objective:

- To provide an overview of strategic human resource planning processes and methodologies.
- To familiarize students with various technological solutions enhancing HR functions, including recruitment and training.
- To equip students with skills to utilize HR information systems (HRIS) effectively for workforce management.
- To develop analytical capabilities for forecasting human resource needs using technological tools.
- To foster a critical understanding of challenges and best practices in technology-driven HR planning.

#### Course Outcomes:

- CO1: Understand the importance of Human Resource Planning (HRP), Job Analysis, Job Design & Re-Design and its integration with Strategic HRM to enhance Organizational Effectiveness.
- CO2: Apply HR Planning techniques to understand manpower requirements in the organization in the dynamic business environment.
- CO3: Analyse HRP Strategies facilitating Workforce Diversity.
- CO4: Evaluate the impact of HRP Strategies on Organizational Effectiveness.
- CO5: Create ways to use technology as an enabler in improving HRP function.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction to HR Planning</b> <ul style="list-style-type: none"><li>● Concept &amp; Importance of HR Planning</li><li>● HRP Process</li><li>● Forecasting Techniques: HR Demand Forecasting, HR Supply Forecasting,</li></ul>	CO1	6

	Managerial Judgment, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique <ul style="list-style-type: none"> <li>● Skills Inventories, Replacement Charts, Staffing Tables</li> <li>● Linking HRP to Strategic HRM</li> </ul>		
2	<b>Job Analysis</b> <ul style="list-style-type: none"> <li>● Job Analysis - Process, Uses, Techniques of Data Collection, Methods</li> <li>● Job Description &amp; Job Specification</li> </ul>	CO1	4
3	<b>Job Design and Job Re-design</b> <ul style="list-style-type: none"> <li>● Job Design - Benefits, Methods</li> <li>● Job Re-design - Process, Steps, Types, Methods</li> </ul>	CO1	4
4	<b>HR Planning, Acquisition &amp; Selection</b> <ul style="list-style-type: none"> <li>● Recruitment &amp; Selection</li> <li>● Linking of HRP to Recruitment &amp; Selection</li> </ul>	CO2	3
5	<b>Workforce Planning for Diversity</b> <ul style="list-style-type: none"> <li>● Diversity Planning,</li> <li>● Dimensions of Diversity</li> <li>● Policies, Valuing Diversity in Organizations</li> <li>● Gender Diversity Legislation</li> <li>● Corporate initiatives on Gender Diversity</li> <li>● Organizational Strategies for Promoting Diversity</li> <li>● Diversity Awareness Training Programs</li> <li>● Systemic and Individual Diversity</li> <li>● Change Initiatives,</li> <li>● The Future of Diversity – A Global Perspective</li> </ul>	CO3	4
6	<b>Employee Engagement, Retention &amp; Succession Planning</b> <ul style="list-style-type: none"> <li>● Employee Engagement: Conceptual</li> </ul>	CO4	3

	Framework, Antecedents of Engagement, Outcomes of Employee Engagement, <ul style="list-style-type: none"> <li>● Employee Retention</li> <li>● Succession Planning</li> </ul>		
7	<b>Use of HRIS in HR Planning</b> <ul style="list-style-type: none"> <li>● Introduction to HRIS</li> <li>● HRIS &amp; Automation in HRP Processes</li> <li>● Privacy &amp; Security in Information Systems</li> </ul>	CO5	3
8	<b>Emerging Trends &amp; The Future of HR Tech</b> <ul style="list-style-type: none"> <li>● Virtual Reality (VR), Augmented Reality (AR) &amp; Blockchain in HR</li> <li>● The Gig Economy and Flexible Hybrid Work Arrangements</li> </ul>	CO5	3

#### Textbooks:

1. Human Resource Planning, James W Walker
2. Human Resource Management-Text and Cases– K. Aswathappa, McGraw Hill Education, 8th Edition
3. Human Resource Development – Uday Kumar Haldar – Oxford Publications
4. Managing Diversity: Toward a Globally Inclusive Workplace Book by Michalle E. Mor Barak
5. HR Analytics: The What, Why and How: Tracey Smith
6. Managing Human Resources -Snell & Morris Cengage Learning
7. HR -Denisi, Griffin, Sarkar - Cengage Learning: A South-Asian Perspective

#### Reference Books:

1. Human Resource Planning – D.K Bhattacharya
2. Human Resource Planning – M.S Reddy
3. Planning & Managing Human Resources – William J Rothwell, H.C Kazanas
4. Reinventing Jobs: A 4-Step Approach for Applying Automation to Work by Ravin Jesuthasan and John Boudreau
5. HR Here and Now – The Making of the Quintessential People Champion Sage



#### Elective Course 4: Global HRM

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	H3PE512	Course Duration:	30 Hours

#### Course Objectives:

- To provide insights into the strategic role and complexities of global human resource management.
- To familiarize students with cross-cultural management practices and global talent acquisition strategies.
- To enable analysis of international HR policies, expatriate management, and global workforce planning.
- To cultivate skills for addressing legal, ethical, and compliance challenges in global HRM contexts.
- To develop capabilities in designing HR strategies for multinational corporations operating in diverse regions.

#### Course Outcomes:

- CO1: Understand the key concepts, functions and importance of human resource management across different countries.
- CO2: Apply recruitment, selection and staffing strategies that align with global business objectives.
- CO3: Analyze HR policies in a global context by examining legal frameworks, cultural influences and labour relations.
- CO4: Evaluate the impact of global HR practices on employees' performance, engagement, and compliance.
- CO5: Create and implement compensation frameworks and performance-based pay systems in accordance with the country of workplace.

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Global HRM Key Drivers of Globalization in HRM Differences between Domestic & Global HRM Challenges in Managing an International Workforce	CO1	3

	Ethics in International Business		
2	<p>Understanding Human Behaviour in a Global Perspective</p> <p>The Influences of Cross-Cultural Issues on Organisations</p> <p>Motivation, Communication and Cross- Cultural Leadership</p> <p>Cultural Diversity and Multicultural Teams</p>	CO3	3
3	<p>Global Workforce Recruitment &amp; Selection</p> <p>International Recruitment –</p> <ul style="list-style-type: none"> <li>• Appropriate Methods &amp; Techniques</li> <li>• International Selection – Appropriate Methods &amp; Techniques</li> <li>• Issues in Selection</li> <li>• Talent Management in a Global Context</li> <li>• Diversity &amp; Inclusion in Global HR</li> </ul>	CO2	4
4	<p>Global Workforce Learning &amp; Development:</p> <ul style="list-style-type: none"> <li>• Cross-Cultural Sensitivity Training</li> <li>• Learning and Developing International Management Teams</li> <li>• Developing Staff through International Assignments and its relation to International Career Paths</li> <li>• Role of Expatriate Learning in Global Workforce Development</li> </ul>	CO3	4
5	<p>International Performance Management System</p> <ul style="list-style-type: none"> <li>• Types and Criteria for Performance Management System</li> <li>• Performance Biases</li> <li>• Global Performance Management Evaluation Standards</li> </ul>	CO4	3
6	Legislation and the International Workforce &	CO3	4

	<p>Employee Relations</p> <ul style="list-style-type: none"> <li>● Issues in International Industrial Relations</li> <li>● Conflict Resolution in a Multicultural Workplace</li> <li>● Hofstede's Cultural Dimensions</li> <li>● International Labour Standards and Employment Laws</li> <li>● Global Unions, Negotiations and Regional Integration</li> </ul>		
7	<p>Global Compensation and Benefits</p> <ul style="list-style-type: none"> <li>● Objectives of International Compensation</li> <li>● Compensation Structures in a Global Setting</li> <li>● Managing Executive Compensation and Expatriate Pay and Benefits</li> <li>● Motivation and Reward Systems</li> <li>● Problems with Global Compensation</li> </ul>	CO4, CO5	3
8	<p>Strategic HRM in Cross-Border Mergers &amp; Acquisitions</p> <ul style="list-style-type: none"> <li>● Strategies for Global HRM</li> <li>● HRM in Cross-Border Mergers, Acquisitions and Global Expansion</li> <li>● HR Interventions</li> </ul>	CO3, CO4	3
9	<p>Emerging Trends in Global HRM</p> <ul style="list-style-type: none"> <li>● Technology and Global HRM</li> <li>● Emerging Trends in Employee Relations and Employee Involvement</li> <li>● Future Trends in Global HRM Practices</li> </ul>	CO5	3

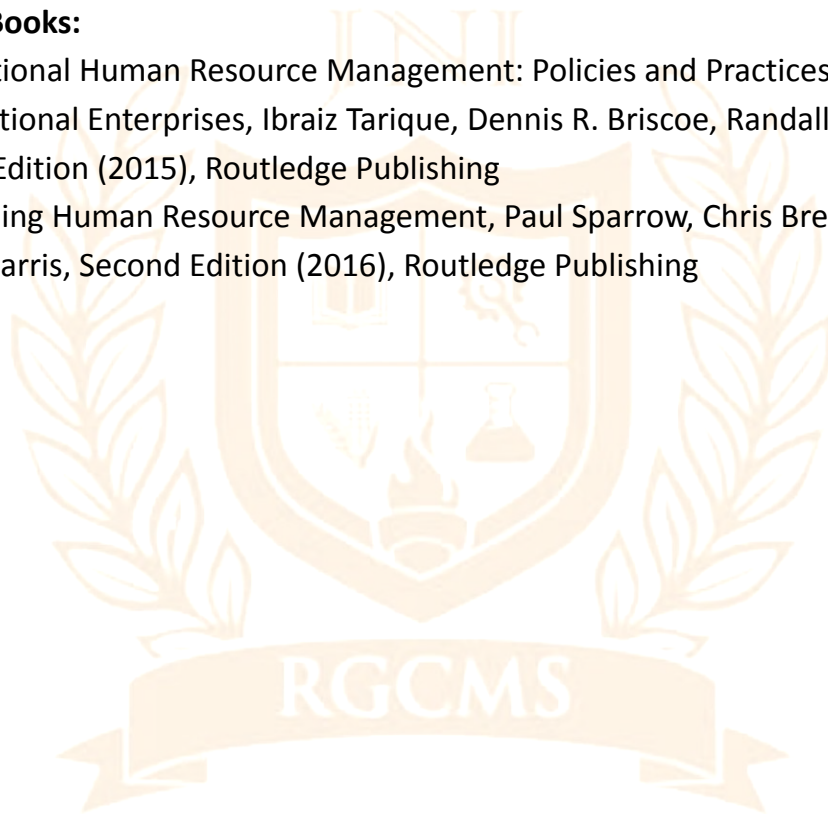
**Textbooks:**

1. International Human Resource Management, K. Aswathappa and Sadhna Dash, Second Edition (2012) , Tata McGraw Hill Education Private Limited
2. International Human Resource Management. Peter J. Dowling, Eighth Edition

- (2024), Marion Festing, and Allen D. Engle, Cengage Learning EMEA Publishing
3. Essentials of International Human Resource Management: Managing People Globally, David C. Thomas and Mila B. Lazarova, Second Edition (2024) Edward Elgar Publishing
  4. Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management, Charles M. Vance and Yongsun Paik, Second Edition (2014), Routledge Publishing
  5. Human Resources Management A South Asian Perspective, Scott Snell, George Bohlander, Veena Vohra, Cengage Learning India Pvt Ltd (Publisher)

**Reference Books:**

1. International Human Resource Management: Policies and Practices for Multinational Enterprises, Ibraiz Tarique, Dennis R. Briscoe, Randall S. Schuler, Fourth Edition (2015), Routledge Publishing
2. Globalizing Human Resource Management, Paul Sparrow, Chris Brewster, and Hilary Harris, Second Edition (2016), Routledge Publishing



### Elective Course 5: Employer Branding and Employee Value Proposition

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	H3PE513	Course Duration:	30 Hours

#### Course Objective:

- To familiarize students with the concept and strategic significance of employer branding.
- To enable students to analyze and formulate employee value propositions (EVPs) tailored to organizational contexts.
- To equip students with the tools for assessing and enhancing organizational attractiveness to potential and current employees.
- To provide practical strategies for integrating employer branding initiatives with overall HR and marketing functions.
- To foster understanding of measuring the effectiveness and impact of employer branding campaigns.

**Pre-requisites:** Understanding of Human Resource Management

#### Course Outcomes:

- CO1: Understand employer branding and initiatives undertaken by different organizations.
- CO2: Apply the concept of employee value proposition as an element of employer branding.
- CO3: Analyse the impact of Employer Brand Management on organizations.
- CO4: Evaluate the impact of employer branding on employee value proposition.
- CO5: Create competitive advantage for an organization through Employer Branding Strategies.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction to Employer Branding:</b> <ul style="list-style-type: none"><li>● Brand Definition, Management, and Development</li></ul>	CO1	3

	<ul style="list-style-type: none"> <li>● Evolution and history of Employer Branding</li> <li>● Brand Consistency and Continuity</li> </ul>		
2	<b>Importance of Employer Branding</b> <ul style="list-style-type: none"> <li>● Changing needs and aspirations of employees</li> <li>● Role of top management in employer branding</li> <li>● Manager's role in Employer Branding</li> </ul>	CO1, CO2	3
3	<b>Employer Branding Process</b> <ul style="list-style-type: none"> <li>● Diagnosing the Employer Brand</li> <li>● Creation and Operationalization of the Employer Brand</li> <li>● Integrating branding with organization's culture and values</li> </ul>	CO3	4
4	<b>Benefits of Employer Branding</b> <ul style="list-style-type: none"> <li>● Functional, Emotional, Higher Order and Life Cycle Benefits</li> </ul>	CO3	4
5	<b>Employee Value Proposition</b> <ul style="list-style-type: none"> <li>● Definition and Importance</li> <li>● Link to Motivation Theories</li> <li>● Creating a Strong EVP: Identifying unique employer strengths</li> <li>● Customizing EVP for diverse workforce segments</li> </ul>	CO4	6
6	<b>Employer Brand Management</b> <ul style="list-style-type: none"> <li>● Policies: External Reputation, Internal Communication</li> <li>● Senior Leadership and CSR (Corporate Social Responsibility)</li> <li>● Local Picture: Recruitment, Induction, and Performance Management</li> <li>● CSR and Employer Brand Impact: Diversity, Equity, Inclusion and Belonging (DEIB) in</li> </ul>	CO4, CO5	6

	Employer Branding <ul style="list-style-type: none"> <li>● Sustainability and Employer Brand Positioning</li> </ul>		
7	<b>Process of Evaluation of Employer Branding &amp; Employee Value Proposition</b> <ul style="list-style-type: none"> <li>● Success Stories</li> <li>● Change Management</li> <li>● Measurement of Impact</li> <li>● Sustaining Long-term Employer Branding</li> <li>● Future trends in Employer Branding (AI, Gig Economy, Remote Work)</li> </ul>	CO5	4

#### Textbooks:

1. The Employer Brand Bringing the Best of Brand Management to People at Work, Simon Barrow & Richard Mosley, Second Edition, Wiley
2. Employer Branding: Use your Brand to Attract the Employees you Need for your Business to Succeed, James Ellis, First Edition, Kogan Page

#### Reference Books:

1. The Talent Magnet - Employer Branding & Recruitment Marketing Strategies to Attract Millennial Talent, Richard Evans, Create Space Independent Publishing Platform.



### Elective Course 6: Organization Theory, Structure and Design

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	H3PE514	Course Duration:	30 Hours

#### Course Objective:

- To introduce foundational concepts and theories underlying organizational structures and designs.
- To enable critical analysis of various organizational structures and their impacts on business performance.
- To develop skills in evaluating and designing effective organizational processes and systems.
- To cultivate understanding of contemporary trends in organizational theory, including agile and flat structures.
- To foster practical insights into managing organizational change and structural realignment.

**Pre-requisites:** Fundamentals of Management, Human Resource Management

#### Course Outcomes:

- CO1: Understand the fundamental principles, theories, and models of organizational design and structure.
- CO2: Analyze and apply organizational design theories to create effective and efficient organizational structures.
- CO3: Evaluate the impact of different organizational structures on business performance, strategy, and HR practices.
- CO4: Analyse the influence of technology, culture, and external environments on organizational design and structure.
- CO5: Create and implement organizational structures that align with strategic objectives and enhance organizational performance.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Introduction to Organization Design and Structure	CO1	2

	<ul style="list-style-type: none"> <li>• Key concepts in organizational design and structure</li> <li>• Relationship between organizational structure, performance, and strategy</li> <li>• Role of organization design in HR practices</li> </ul> <p>Introduction to Classical and Modern Organizational Design Theories</p>		
2	<p><b>Theoretical Foundations of Organization Design</b></p> <p>Classical organizational theory: Taylor, Weber, and Fayol</p> <ul style="list-style-type: none"> <li>• Neoclassical theories: Human Relations, Contingency Theory</li> <li>• Modern organizational theories: Systems Theory, Chaos Theory</li> <li>• Debate on the relevance of Classical vs. Modern theories</li> <li>• Application of these theories in current organizational settings</li> </ul>	CO1	3
3	<p><b>Organizational Structure Fundamentals and Types</b></p> <ul style="list-style-type: none"> <li>• Types of organizational structures: Functional, Divisional, Matrix, Virtual, Ad hoc and Network Structures</li> <li>• Design of Organizational Structures: Key considerations and strategic alignment</li> <li>• Relationship between Organizational Structure and HR Functions</li> <li>• Comparative Analysis of Structure Types and their Impact on Organizational Outcomes</li> </ul>	CO1, CO3	3
4	<p><b>Strategic Alignment of Organization Structure</b></p> <ul style="list-style-type: none"> <li>• Mintzberg's Configurations of Organizational Structures</li> <li>• Chandler's Strategy-Structure Relationship</li> <li>• Organizational Design and Structural</li> </ul>	CO3	3

	<p>Transformations in National and International Contexts</p> <ul style="list-style-type: none"> <li>● Role of HR to align Organizational Structure with Organizational Strategy</li> </ul>		
5	<p><b>Organizational Design and Performance</b></p> <ul style="list-style-type: none"> <li>● Linking Organizational Design with Organizational Performance</li> <li>● Continuous Improvement through Organizational Design</li> <li>● Impact of Design on Innovation, Productivity, and Employee Engagement</li> <li>● Role of HR in improving Organizational Design and Performance</li> </ul>	CO3	4
6	<p><b>Technology and Organizational Design</b></p> <ul style="list-style-type: none"> <li>● Role of Technology in shaping Organizational Design</li> <li>● Impact of Digital Transformation, AI, and Automation on Organizational Structures</li> <li>● Rise of Platform-based Organizations and Remote Work Models</li> <li>● Influence of Technology on HR Processes and Structures</li> <li>● Future Trends in Technology - driven Organizational Design</li> </ul>	CO4	3
7	<p><b>The Role of Organizational Culture in Design</b></p> <ul style="list-style-type: none"> <li>● Role of Culture in Organizational Design Decisions</li> <li>● Aligning Organizational Culture with Structure and Strategic Objectives</li> <li>● Schein's Culture Model and Hofstede's Dimensions of Culture</li> <li>● Shaping Organizational Culture to support Business and HR Objectives</li> </ul>	CO4	3
8	<p><b>Managing Organizational Change and Structural Adaptation</b></p>	CO2, CO4	4

	<ul style="list-style-type: none"> <li>• Types of Organizational Change: Transformational Vs. Incremental</li> <li>• Managing Resistance to Change in the context of Organizational Design</li> <li>• Models of Organizational Change: Lewin's Change Model, Kotter's 8-step process, ADKAR</li> <li>• Importance of Organizational Agility in adapting Organizational Design to changing Environments</li> </ul>		
9	<b>Leadership, Power, and Decision-Making in Organizational Design</b> <ul style="list-style-type: none"> <li>• Impact of Leadership Styles on Organizational Structure and Design</li> <li>• Role of Power, Politics, and Authority in shaping Structures</li> <li>• Interplay between Leadership, Decision-Making, and Organizational Design</li> </ul>	CO2	2
10	<b>Contemporary Trends in Organizational Design</b> <ul style="list-style-type: none"> <li>• Agile Organizations and Holacracy</li> <li>• Gig economy and its impact on Organizational Structures</li> <li>• Trends in Remote Work, Virtual Teams, and Decentralized Structures</li> <li>• AI-driven Organizational Structures and Technology-Enabled Design</li> <li>• Future challenges and opportunities in Organizational Design</li> </ul>	CO3, CO4	3

**Textbooks:**

1. Gareth R. Jones - Organizational Theory, Design, and Change
2. Richard L. Daft and Nishant Uppal - Understanding the Theory and Design of Organizations, 11th Edition
3. Stephen P. Robbins & Timothy A. Judge - Organizational Behavior
4. Jay R. Galbraith - Strategic Organizational Design

5. Kates, A., & Galbraith, J.R. - Designing Your Organization: Using the Star Model to Solve Critical Design Challenges

**Reference Books:**

1. Organization Development and Change by Thomas G. Cummings & Christopher G. Worley
2. The Theory and Practice of Change Management by John Hayes



### Elective Course 7: Artificial Intelligence (AI) in Human Resource Management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	H3PE515	Course Duration:	30 Hours

#### Course Objective:

- To introduce students to foundational concepts of artificial intelligence and its applications in human resource management.
- To equip students with knowledge of AI-driven tools and platforms used for recruitment, on-boarding, and employee engagement.
- To develop analytical skills for interpreting AI-driven HR analytics, predictive models, and decision-making processes.
- To critically assess ethical and regulatory considerations related to AI integration in HR practices.
- To provide practical exposure to AI technologies through hands-on projects, enhancing strategic HR decision-making capabilities.

#### Course Outcomes:

- CO1: Understanding of Artificial Intelligence (AI) and its applications in Human Resource Management (HRM).
- CO2: Apply AI-driven tools and techniques in HR functions.
- CO3: Analyse ethical and legal considerations in AI-powered HR decision-making and implementation.
- CO4: Evaluate and develop practical expertise in AI-powered HR analytics and process automation.
- CO5: Create and integrate AI Models in HRM.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction to AI in HRM</b> <ul style="list-style-type: none"><li>● Overview of Artificial Intelligence (AI) and Machine Learning (ML)</li><li>● Evolution of AI in HRM</li><li>● The Role of AI in Enhancing HR Functions</li></ul>	CO1	3

2	<b>AI in Talent Acquisition and Recruitment</b> <ul style="list-style-type: none"> <li>● AI-Based Resume Screening &amp; Applicant Tracking Systems (ATS)</li> <li>● Adoption of AI in Task automation, Recruitment, and Talent acquisition</li> <li>● Chatbots and Virtual Assistants for Candidate Engagement</li> <li>● Predictive Analytics for Hiring Decisions</li> <li>● AI in Diversity and Inclusion in Hiring</li> <li>● HR Metrics</li> </ul>	CO1, CO2	4
3	<b>AI in Employee Engagement and Performance Management</b> <ul style="list-style-type: none"> <li>● AI-Driven Employee Feedback Systems</li> <li>● Sentiment Analysis and Employee Experience Monitoring</li> <li>● AI for Performance Appraisals and 360-Degree Feedback</li> <li>● Personalized Learning &amp; Development with AI</li> </ul>	CO3	4
4	<b>Usage of AI in various functions of HR</b> <ul style="list-style-type: none"> <li>● Using AI in Workforce Planning</li> <li>● Using AI in On-boarding</li> <li>● Using AI in Employee Training</li> <li>● Using AI in Performance Management</li> <li>● Using AI for Employee Retention</li> </ul>	CO2, CO3	6
5	<b>AI in HR Analytics and Decision-Making</b> <ul style="list-style-type: none"> <li>● Workforce Planning with AI</li> <li>● Predictive HR Analytics for Retention and Productivity</li> <li>● AI-Powered Compensation &amp; Benefits Optimization</li> <li>● HR Metrics &amp; Dashboards for Data-Driven</li> </ul>	CO3, CO4	3



	Decisions		
6	<b>Ethical, Legal, and Future Implications of AI in HRM</b> <ul style="list-style-type: none"> <li>● Ethical Challenges of AI in HR (Bias, Privacy, and Transparency)</li> <li>● Legal &amp; Compliance Aspects of AI in HR</li> <li>● The Future of AI in HRM – Trends and Innovations</li> </ul>	CO3	3
7	<b>Challenges and Future Opportunities of AI in HRM</b> <ul style="list-style-type: none"> <li>● Challenges of AI adoption in HRM</li> <li>● HRM digitalization Success and Future Opportunities.</li> <li>● AI in Career Succession Planning of Employees</li> </ul>	CO4, CO5	3
8	<b>Emerging Trends of AI in HRM</b> <ul style="list-style-type: none"> <li>● AI in Sustaining Green HRM</li> <li>● Emerging trends of AI based HRM</li> <li>● Benefits of Synergizing AI and HRM</li> <li>● AI in Compensation &amp; Benefits</li> <li>● AI in Compliance</li> </ul>	CO5	4

#### Textbooks:

1. Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce – Ben Eubanks
2. The Future Workplace Experience: 10 Rules for Managing Disruption in Recruiting and Engaging Employees – Jeanne C. Meister & Kevin Mulcahy
3. Human + Machine: Reimagining Work in the Age of AI – Paul R. Daugherty & H. James Wilson
4. Ben Eubanks (2018). Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce. Kogan Page Publishers, 2018
5. Strohmeier, Stefan (2022). Handbook of Research on Artificial Intelligence in Human Resource Management. Edward Elgar Publishing, 2022

**Reference Books:**

1. Reports from Gartner, McKinsey, and Deloitte on AI in HR
2. Case studies from Harvard Business Review (HBR)



## Elective Course 8: Management of Corporate Social Responsibility in organizations

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	H3PE516	Course Duration:	30 Hours

### Course Objective:

- To enable professionals to manage and drive CSR in their respective organizations.

### Course Outcomes:

- CO1: Understand the evolution, concepts, and frameworks of CSR in Indian and global contexts.
- CO2: Interpret legal provisions and procedures for developing, implementing, and monitoring CSR policies in line with the Companies Act 2013.
- CO3: Evaluate the effectiveness of CSR initiatives using established tools, standards, and impact assessment techniques.
- CO4: Design integrated CSR strategies aligning corporate governance, sustainability, and stakeholder engagement.

Unit/ Module	Content	CO Mapping	Hours Assigned
1.	<b>Definitions, Concepts and International Frameworks of CSR</b> Definitions and meanings of Corporate Social Responsibility, Business at the bottom of the pyramid, International frameworks of CSR	CO1	3
2.	<b>History and evolution of CSR (International and Indian)</b> History and evolution of CSR (International Generic) History and Evolution of CSR (Indian History - Detailed) – from philanthropy to public-private-people partnerships Evolution of Indian CSR framework (Pre	CO1	3

	Companies Act 2013)		
3.	<b>Issues in Indian Economy and Social Development</b> Government Expectations, Roles and Responsibilities Issues of poverty, unemployment, unskilled labour, sanitation, immigration to urban areas and economic and social divide. Key international CSR initiatives of governmental or intergovernmental bodies.	CO1	3
4.	<b>CSR and Companies Act 2013</b> Detailed reading, analysis and interpretation of Section 135 and Schedule VII of the Companies Act 2013 as well as the provisions of the Companies (Corporate Social Responsibility Policy) Rules, 2014	CO2	3
5	<b>Preparation of CSR Policy: Process of Policy Formulation</b> Constitution of CSR committee as per legal guidelines, Conducting CSR Assessment Preparing CSR strategy framework  Tools, technical guidance and standards to be used for policy formulation Determining the implementation mechanism	CO2	3
6	Implementation of CSR Policy, Project and Programme Mode Operationalizing the institutional mechanism, Different modes of implementing the CSR strategy, Decision making criteria, Due diligence of implementation partner Project development and approval Finalizing the arrangement with the implementation agency.	CO2	3
7	Monitoring Mechanism and Tools, Social Impact Assessment, Evaluation (Concurrent and Final Evaluation) Determining mid-course corrections	CO3	3

	<p>Recommendations for future project designs</p> <p>Identifying methods for conducting the impact assessment, Identifying the skills set required for the impact measurement team, Tools, technical guidance and standards to be used (London Benchmarking Group(LBG) model • Social return on investments (SROI), The SROI network • Global impact investing network (GIIN) • Accountability -: AA 1000, Institute of Social and Ethical Accountability • ISO 26000: social responsibility • Public consultation guidelines of Government of India)</p>		
8	<p>CSR Audit The inclusion of all significant stakeholder groups in the auditing process , Diversity in individual perceptions of CSR, The shortcomings of the 'tick-box' approach to auditing CSR, Development of CSR stakeholder matrix CSR, Development of CSR Stakeholder matrix</p>	CO3	3
9	<p><b>Role of Civil Society, Corporate Governance and CSR</b> Definition of Corporate Governance, Scope and benefits, Principles of Corporate Governance, Governance Metrics International (GMI), World Bank and G7 Response, Government as Shareholder: The Institutional Investor as Proxy for the Public Interest</p>	CO4	3
10	<p><b>Sustainable Development</b></p> <p>Concept of sustainable, development, Preparing Sustainability Report, UN Sustainable Development Goals (SDGs), Integrated Reporting and Triple Bottom Line.</p>	CO4	3

**Textbooks:**

1. Corporate Social Responsibility: Concepts and Cases : the Indian Experience  
By C. V. Baxi, Ajit Prasad
2. Handbook of Corporate Social Responsibility in India: PWC and CII

**Reference Books:**

1. Key Concepts in Corporate Social Responsibility By Suzanne Benn, Dianne Bolton  
–Sage Publications
2. Corporate Social Responsibility, Entrepreneurship, and Innovation By Kenneth Amaeshi, Paul Nnodim, Osuji Onyeka - Routledge
- 3 Corporate Social Responsibility and Sustainable Development in Emerging edited by Dhirendra K. Vajpeyi, Roopinder Oberoi – Lexington Books
- 4 Empowering Organizations through Corporate Social Responsibility edited by Wolf, Ruth, Thoedora Issa and monica Thiel – IGI Global
- 5 Corporate Governance, 5th Edition By Robert A. G. Monks, Nell Minow - Wiley
- 6 Corporate Social Responsibility An Implementation Guide for Business By Paul Hohnen – International Institute for Sustainable Development
- 7 Corporate social responsibility Audit: from theory to practice By R Morimoto, J Ash & C Hope – University of Cambridge



### Elective Course 9: Team Dynamics at Work

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	H3PE517	Course Duration:	30 Hours

#### Course Objectives:

- To provide an understanding of the fundamental concepts of team dynamics and their significance in organizational effectiveness.
- To explore the processes of team formation, development, and team role structures in workplace settings.

#### Course Outcomes:

- CO1: Understand fundamental concepts of team development and team roles.
- CO2: Analyse team dynamics including group norms, cohesiveness, and decision-making.
- CO3: Apply strategies to manage team conflict and foster collaboration.
- CO4: Evaluate team performance in diverse and virtual environments.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction to Team Dynamics:</b> <ul style="list-style-type: none"><li>● Concept of groups and teams</li><li>● Differences between groups and teams</li><li>● Types of teams: Cross-functional, Self-managed, Virtual</li><li>● Importance of teams in organizations</li><li>● Team composition and roles</li><li>● Reasons of success and failure of teams: Common Pitfalls and Best Practices</li></ul>	CO1	4



2	<b>Team Composition, Formation, and Development:</b> <ul style="list-style-type: none"> <li>● Team Composition: Understanding KSAOs (Knowledge, Skills, Abilities, Other Characteristics), Role Clarity and Role Congruence, Team Diversity (Demographic, Functional, Cognitive) and its Impact.</li> <li>● Stages of Team Formation: Tuckman's Model</li> <li>● Team roles (Belbin's team roles)</li> <li>● Team norms and ground rules</li> <li>● Onboarding into teams</li> </ul>	CO1, CO2	4
3	<b>Team Communication and Interpersonal Skills:</b> <ul style="list-style-type: none"> <li>● Communication styles and barriers in teams</li> <li>● Listening and feedback skills</li> <li>● Role of emotional intelligence</li> <li>● Discovering Facets of Interpersonal Trust through Johari Window</li> <li>● Communication Skills for Effective Teamwork: Active Listening and Empathetic Responding, Giving and Receiving Constructive Feedback, Non-Verbal Communication in Team Settings</li> <li>● Experiential Learning Methodologies: T-Group Sensitivity Training, Encounter Groups, appreciative enquiry.</li> </ul>	CO2, CO3	4
4	<b>Team Conflict, negotiation and Leadership:</b> <ul style="list-style-type: none"> <li>● Sources of conflict in teams</li> <li>● Functional vs. dysfunctional conflict<sup>3</sup></li> <li>● Conflict resolution styles (Thomas-Kilmann model)</li> <li>● Negotiation and mediation techniques</li> <li>● Sources of conflict in teams</li> <li>● Functional vs. dysfunctional conflict</li> <li>● Conflict resolution styles (Thomas-Kilmann model)</li> <li>● Negotiation and mediation technique</li> </ul>	CO2, CO3	4

	<ul style="list-style-type: none"> <li>● Team Leadership: Roles, Styles (e.g., Transformational, Servant, Distributed Leadership), and Challenges</li> <li>● Power Dynamics in Teams: Sources of Power and their Influence.</li> </ul>		
5	<b>Team Decision Making and Interpersonal Orientation:</b> <ul style="list-style-type: none"> <li>● Techniques for Effective Team Decisions: Brainstorming, Nominal Group Technique, Delphi Method, Consensus Building</li> <li>● Discovering the Interpersonal Orientation through FIRO-B: Understanding Inclusion, Control, and Affection Needs, Application of FIRO-B for enhancing self-awareness and team compatibility, Interpreting FIRO-B results for team building and conflict prevention.</li> </ul>	CO2	4
6	<b>Developing Collaboration and Building Team Morale:</b> <ul style="list-style-type: none"> <li>● Strategies for Developing Collaboration and Synergy: Establishing Shared Goals and Interdependence, Promoting Cross-Functional Communication and Knowledge Sharing,</li> <li>● Building Team Morale and Cohesion, Team Evaluation and Feedback Mechanisms: Continuous Improvement, Future Trends in Team Dynamics: Virtual Teams, AI in Teams, Global Teams</li> </ul>	CO3	4
7	<b>Diversity and Inclusion in Teams:</b> <ul style="list-style-type: none"> <li>● Impact of cultural, generational, and gender diversity</li> <li>● Managing biases and promoting inclusivity</li> <li>● Benefits and challenges of diverse teams</li> <li>● Case examples of inclusive team practices</li> </ul>	CO4	3
8	<b>Virtual and Hybrid Team Dynamics:</b>	CO4	3

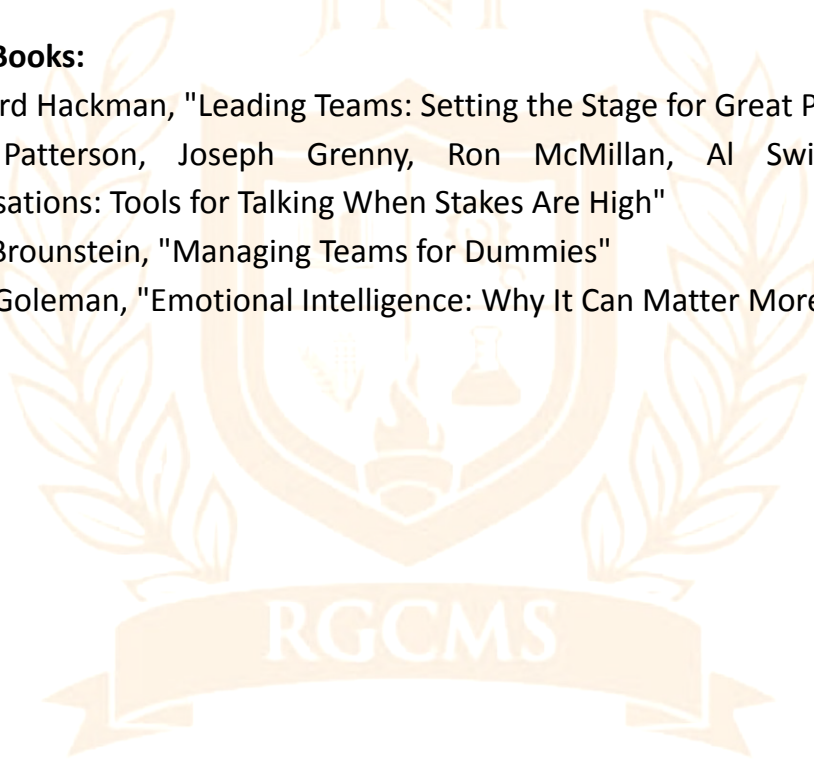
	<ul style="list-style-type: none"> <li>● Characteristics of virtual and hybrid teams</li> <li>● Tools for remote collaboration</li> <li>● Challenges: communication, trust, engagement</li> <li>● Strategies for effective virtual teamwork</li> </ul>		
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**Textbooks:**

1. Donelson R. Forsyth "Groups: Interaction and Performance"
2. William G. Dyer, W. Gibb Dyer Jr., Jeffrey H. Dyer, "Team Building: Proven Strategies for Improving Team Performance"
3. Stephen P. Robbins, Timothy A. Judge, "Organizational Behavior"

**Reference Books:**

1. J. Richard Hackman, "Leading Teams: Setting the Stage for Great Performances"
2. Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, "Crucial Conversations: Tools for Talking When Stakes Are High"
3. Marty Brounstein, "Managing Teams for Dummies"
4. Daniel Goleman, "Emotional Intelligence: Why It Can Matter More Than IQ"

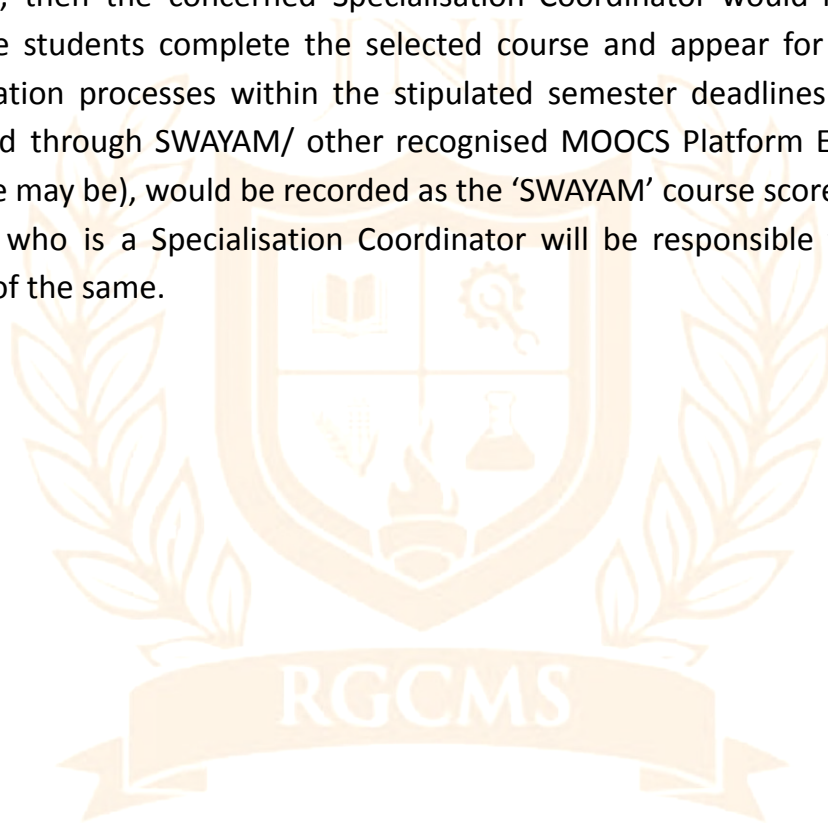


### Elective Course 10: SWAYAM Course

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	H3PE518	Course Duration:	30 Hours

#### Course - Guidelines

- Students have to opt for a relevant course related to specialisation & inform the Specialisation Coordinator.
- In case, the course (SWAYAM/ other recognised MOOCS Platform) is opted as an Elective, then the concerned Specialisation Coordinator would have to ensure that the students complete the selected course and appear for the respective examination processes within the stipulated semester deadlines. The marks so obtained through SWAYAM/ other recognised MOOCS Platform Examination (as the case may be), would be recorded as the 'SWAYAM' course score.
- Faculty who is a Specialisation Coordinator will be responsible to maintain all record of the same.



## SEMESTER – III: OPERATIONS & SUPPLY CHAIN

### Mandatory Course 1: Supply Chain Management

Course Type:	PG: Program General	Course Credits:	4
Course Code:	O3PM507	Course Duration:	60 Hours

#### Course Objective:

- To introduce core principles and strategic significance of supply chain management.
- To equip students with practical knowledge of supply chain processes, including procurement, logistics, and inventory management.
- To develop analytical skills for optimizing supply chain, efficiency, responsiveness, and sustainability.
- To familiarize students with technological solutions and innovations enhancing supply chain operations.
- To foster critical understanding of global supply chain challenges, risk management, and regulatory compliance.

#### Course Outcomes:

- CO1: Recall basic concepts of supply chain management for business improvement
- CO2: Associate the concepts of supply chain management and connect with business scenarios.
- CO3: Apply basic principles of supply chain management for streamlining business processes
- CO4: Analyse the performance of supply chain for all the stakeholders of the business
- CO5: Evaluate supply chain networks and optimize solutions to have competitive edge in management
- CO6: Design supply chain network for creating business value

Unit / Module	Content	CO Mapping	Hours Assigned
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**Introduction to the Supply chain:**

Decision phases in a supply chain.

Supply Chain Models: Continuous Flow, Fast Chain, Efficient Chain, Responsive Supply chain and Agile Models. Supply Chain and Demand chain, Value creation, Evolution of SCM, SCM integration,

1	Linkages and Decisions in SCM, Difference of Supply Chains in Product (Mfg.) Industry and Service-based Industry. Delivery and Value addition through supply chain. Process view of a supply chain. The importance of supply chain flows. Achieving strategic fit.	CO1, CO2	6
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2	<b>Logistics and Shipping:</b> A concept, Logistics and Shipping, functions. Objectives, Goals, Decisions. Reverse Logistics. Inbound and Outbound Logistics, 1st Party, 2nd Party, 3rd Party, 4th Party Logistics, Introduction to Shipping Line Companies and Freight Forwarders, Introduction to shipping documents, Ports and customs	CO1, CO2	6
3	<b>Warehousing and Distribution:</b> Role of warehouse, Warehousing functions, Types of Warehouses, Warehouse site selection, Layout design, Warehouse automation, Hub and Spoke Model, WMS Distribution, Role, Importance, Levels, Channels, Structure, Functions. Channel partners, functions. Importance of Smart Transportation Distribution Center. Concept, Modern DC's , Robotics Usage for pick and pack Factors influencing distribution network design.	CO2, CO3	6

4	<b>Order Processing and Logistics</b> Information system, Order Preparation, Transmittal, Order entry, Order filling, Order status reporting, Industrial order processing and Retail order processing. Web based order processing. Processing priorities, Understanding Tenders and Bidding	CO3, CO4	6
5	<b>Performance Measurement and Controls in Supply Chain</b> Management Pre- transaction, Transaction, Post transaction elements, Service attributes, Objective, Levels, Parameters of performance measures- Cycle time, Fill Rate. Inventory Turnover, On-time Shipping and Delivery, Perfect Order, Stock out. Transportation measurements, Customer perception measure, Audit. Gap Analysis, Best Practices SCOR and DCOR	CO4, CO5, CO6	6
6	<b>Transportation</b> Infrastructure, road, rail, air water, pipeline. Freight Management, Freight cost. Transportation Network Rout planning, Containerization, Packing. Effective /Cost Optimizing strategies-Direct shipment, Cross-docking, Milk run, transshipment.	CO2, CO3	6
7	<b>Supply Chain Integration</b> Design option for a distribution network. Distribution network in practice. The value of Information Bullwhip effect. Effective forecasts. Information for the coordination of systems. Collaborative Planning Forecasting Replenishment (CPRF) concept. Inventory Management and Risk pooling, Logistics Information system, Strategic Alliances, Retailer supplier partnership. Types of RSP, Requirements of RSP Inventory ownership in RSP, Outsourcing and related	CO5, CO6	6



	decisions		
8	<b>Designing Global Supply Chain</b> Networks, Global market / Technological/ Cost/ Political and Economic Forces. Risks and advantages of international supply chain. International versus Regional products. Local autonomy versus central control. Regional differences in Logistics- Cultural differences/ infrastructure/ performance expectation and evaluation Information systems availability, human resources. Global business logistics.	CO5, CO6	6
9	<b>Ethical issues in SCM Supply chain vulnerability.</b> Conformance to applicable laws such as Contract and commercial laws, Trade regulation, government procurement regulations, patents Copyrights, trademark laws, transportation and logistics laws and regulations Environmental laws. International practices. Confidentiality and proprietary information.	CO1, CO2	6
10	<b>Trends and Technology in Supply Chain:</b> Block Chain Technology, AI in Supply Chain, Machine Learning and IOT based Supply Chain, RFID Applications in Supply Chain, Goldratt Supply Chains, Sustainable Supply Chain, Resilient supply chains Green Supply chain, Lean supply chain.	CO1, CO2	6

**Textbooks:**

1. Supply Chain Management - Strategy, Planning and Operation Sunil Chopra, Peter Meindl, D V Kalra
2. Designing and Managing Supply Chain David Simchi Levi, Phillip Kaminsky

**Reference Books:**

1. Logistics and Supply Chain Management Martin Christopher

2. Supply Chain Management Vinod Sople
3. Supply Chain Logistics Management Donald J Bowersox, David j Closs, M Bixby Cooper
4. Supply Chain Analytics T.A.S Vijayraghavan
5. Strategic Supply Chain Management, Shoshanah Cohen and Joseph Roussel



## Mandatory Course 2: Operation Analytics

Course Type:	SE: Skill Enhancement Course	Course Credits:	4
Course Code:	O3SE508	Course Duration:	60 Hours

### Course Objectives:

- To introduce analytical techniques and tools applied in operational decision-making.
- To equip students with practical skills in predictive modelling, optimization, and forecasting within operations.
- To develop capabilities for analysing operational data to enhance process efficiency and performance.
- To foster understanding of analytical software and technology solutions widely used in operations management.
- To cultivate strategic insight into data-driven operational improvements and innovation.

### Course Outcomes:

- CO1: Recall fundamental concepts of data-driven decision-making in operations
- CO2: Understand key analytical techniques used in operations
- CO3: Implement data analytics in real-world operational scenario
- CO4: Analyse & assess the impact of operational efficiency using quantitative models and optimization techniques
- CO5: Evaluate the impact of operational efficiency using appropriate data and optimization techniques for decision making
- CO6: Design innovative data-driven solutions for operations challenges

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Analytics Gaining data insights and Predictive Analytics Demand analytics-Qualitative forecasting	CO1, CO2	6
2	Demand Analytics Forecasting and time series analysis. Regression	CO2, CO3	6

	Analysis for Operations		
3	Demand Analytics Regression Analysis for Operations	CO2, CO3	6
4	Quality Control Statistical Quality Control Various types of Control Charts (Mean Chart, Variation Charts ...)	CO3, CO4	6
5	Machine Learning Block chain in operations. Predictive Maintenance & Failure Analysis	CO3, CO4	6
6	Performance Metrics Inventory, Fulfillment, Alerts, and Flagging etc. Dashboard Designing, Balanced Scorecard Kaplan and Norton Framework, Strategy Map	CO4, CO6	6
7	Introduction to Probabilistic Inventory Control Models. Instantaneous and Continuous demand.	CO4, CO5	6
8	Introduction to Probabilistic Inventory Control Models. Inventory Control Models with and without set-up cost	CO4, CO5	6
9	Introduction to Non-Linear Programming. Lagrange Multiplier	CO4, CO5	6
10	Introduction to Non-Linear Programming. Graphical Method	CO4, CO5	6

**Textbooks:**

1. "Operations Research: Theory and Applications" by J.K Sharma
2. "Machine Learning for Business Analytics" by Shmueli

**Reference Books:**

1. "Business Analytics: Practitioner's Guide" by Rahul Saxena & Anand Srinivasan

2. “Manufacturing Planning and Control” by Volmann, Berry, Whybark
3. “Quantitative Techniques in Management” by N.D Vohra



### Elective Course 1: Manufacturing Resource Planning and Control

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	O3SE509	Course Duration:	30 Hours

#### Course Objective:

- To familiarize students with core concepts, techniques, and systems in manufacturing resource planning.
- To equip students with practical skills in material requirements planning (MRP), scheduling, and inventory control.
- To develop analytical capabilities for evaluating production capacity, demand forecasting, and resource utilization.
- To enable students to apply lean manufacturing principles and quality control methodologies.
- To foster understanding of contemporary trends and technological advancements in manufacturing planning.

#### Pre-requisites: Operation Management

#### Course Outcomes:

- CO1: Choose appropriate Production planning to achieve business plan
- CO2: Compare manufacturing resources available and select right ones to optimize cost
- CO3: Identify ways to manage demand and capacity planning
- CO4: Analyse best practices followed for Material Requirement Planning
- CO5: Create a plan to address contemporary organizational issues based on the frameworks and theories covered.
- CO6: Create manufacturing resource plan based on understanding of concept

Unit / Module	Content	CO Mapping	Hours Assigned
1	Overview of operations planning and control, challenges in securing a competitive edge, understanding Enterprise Resource Planning and	CO1, CO2	3

	its linkage with functional units, Customized Software, data integration; integrating MPC with ERP; performance metrics to evaluate effectiveness		
2	Demand management and the MPC environment (MTS, ATO, MTO); communicating with other modules like Sales & Operations Planning, Master Production Scheduling; information use in demand management; CRM; balancing supply and demand; Collaborative Planning, Forecasting and Replenishment (CPFR); 9-step CPFR process model	CO2, CO3, CO6	3
3	Sales and Operations Planning: S&OP fundamentals, planning and management; payoffs; S&OP process, displays, basic trade-offs, economic evaluation of alternate plans; new management obligations, functional roles, integrating strategic planning, controlling the Operations Plan; Lawn King Inc case	CO2, CO3, CO6	3
4	Master Production Scheduling; MPS activity, statement of future output, business environment for MPS, other linkages; MPS techniques – time-phased, rolling through time, Order Planning and ATP; planning in an ATO environment; 2-level MPS; MPS stability-freezing and time-fencing; managing MPS	CO2, CO3, CO6	3
5	Material Requirements Planning; MRP in MPC; record processing – basic MRP record, linking records; technical issues-processing frequency, bucketless systems, lot sizing, pegging, FPOs, service parts, planning horizon; Scheduled Receipts vs Planned Order Releases; using the MRP system; system dynamics	CO2, CO3, CO6	3



6	Capacity Planning and Management; role in MPC systems, hierarchy of decisions, links to other MPC modules; capacity planning and control techniques – CPOF, Capacity Bills, Resource Profiles, Capacity Requirements Planning (CRP); finite capacity scheduling, using APS systems; management and capacity planning utilization. Managing bottleneck capacity, choosing measure of capacity, choice of technique, using the capacity plan	CO3, CO4, CO5, CO6	3
7	Production Activity Control; framework, MPC system linkages, linkages between MRP and PAC, JIT effect on PAC; Production Activity Control techniques, concepts, lead-time management, Gantt Charts, Priority Sequencing Rules, Theory of Constraints (TOC), Vendor Scheduling and follow-up, influence of internet	CO3, CO4, CO5	3
8	Advanced Scheduling and Just-in-Time; basic scheduling research, 1-machine, 2-machine, dispatching and sequencing rules; advanced procedures-due date setting, dynamic due dates, Labour-limited systems group scheduling and transfer batches: major elements of JIT its impact on MPC and applications, hidden factory; levelling production, pull system introduction, product and process design	CO3, CO4, CO5	3
9	Distribution Requirements Planning; DRP in the Supply Chain, MPC system linkages, marketplace, demand management, MPS; DRP techniques – basic DRP record, TPOP, linking multiple warehouse records, managing day-to-day variations from plan, safety stock; management issues – data integrity, organizational support,	CO3, CO4, CO5, CO6	3

	problem-solving		
10	Management of Supply Chain Logistics; framework for supply chain logistics, breadth of supply chain logistics, total cost concept; design, operation and control decisions; supply chain logistical elements – transportation, warehouses, inventory; warehouse replenishment systems; warehouse location analysis; vehicle scheduling analysis; customer service measurement MTS, MTO	CO3, CO4, CO5, CO6	3

**Textbooks:**

1. Manufacturing Planning and Control for Supply Chain Management, 6e; F Robert Jabobs, William Berry, D Clay Whybark, Thomas Vollmann; Mc Graw Hill

**Reference Books:**

1. Designing and Managing the Supply Chain – Concepts, Strategies and Case Studies, 4e; David Simchi-Levi, Philip Kaminski, Edith Simchi-Levi, Ravi Shankar; Mc Graw Hill



## Elective Course 2: Purchase and Material Management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	O3SE510	Course Duration:	30 Hours

### Course Objective:

- To provide foundational knowledge of procurement processes, sourcing strategies, and materials management.
- To equip students with practical skills in supplier evaluation, negotiation, and relationship management.
- To foster analytical capabilities for inventory optimization, cost reduction, and quality management.
- To develop strategic insights into risk assessment and sustainability considerations in procurement.
- To enable effective use of technology solutions in managing purchasing and materials operations.

**Pre-requisites:** Operations Management, Operations Research

### Course Outcomes:

- CO1: Remember important aspects of materials management.
- CO2: Understanding the importance and worth of Materials Management with respect to business operations
- CO3: Apply concepts of materials management in business operations
- CO4: Analyze data for tenders, vendor selection, material purchase and cost analysis
- CO5: Evaluation of suppliers, materials, vendors and business proposals
- CO6: Create an optimized procurement and inventory management system to enhance efficiency and sustainability

Unit/ Module	Content	CO Mapping	Hours Assigned
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1	Introduction to Purchase & Materials Management Definition, Scope & Importance Objectives & Functions of Material Management, Role in Business & Industry	CO1	3
2	Purchasing Management, Purchasing Cycle & Methods, Vendor Selection & Negotiation Legal Aspects of Procurement	CO2, CO3	3
3	<b>Inventor Management</b> Types of Inventory Inventory Control Techniques (ABC, VED, FSN) Economic Order Quantity (EOQ) Model, Just-in-Time (JIT)	CO1 CO3 CO6	3
4	Warehouse & Storage Management Functions of Warehousing, Warehouse Layout & Design Material Handling Systems Safety & Security Measures	CO1, CO2	3
5	<b>Supply Chain Management (SCM)</b> Overview of SCM, Logistics & Distribution in SCM, Supplier Relationship Management Performance Metrics in SCM	CO4, CO5	3
6	<b>Materials Requirement Planning (MRP) &amp; ERP</b> MRP Process & Elements Bill of Materials (BOM) MRP vs. ERP, Capacity Planning	CO2, CO3 CO6	3
7	<b>Vendor Management &amp; Development</b> Vendor Rating & Performance Evaluation Supplier Development Strategies E-Procurement & Digitalization Global Sourcing	CO4, CO5	3
8	<b>Cost &amp; Value Analysis</b> Cost Reduction	CO3,	3

	Strategies Value Engineering & Value Analysis Make or Buy Decisions Total Cost of Ownership (TCO)	CO4, CO5 CO6	
9	<b>Sustainable &amp; Green Procurement</b> Environmental & Social Impact Circular Economy in Supply Chain Ethical Sourcing & Corporate Social Responsibility (CSR) Green Logistics	CO4, CO5 CO6	3
10	Industry 4.0 & Smart Procurement AI & Blockchain in Supply Chain Digital Procurement Systems, Future Trends in Procurement	CO2, CO3 CO6	3

**Textbooks:**

1. Chopra, S., & Meindl, P. (2021). Supply chain management: Strategy, planning, and operation (8th ed.). Pearson.
2. Gopalakrishnan, P., & Sundaresan, M. (2015). Introduction to materials management (7th ed.). Pearson Education.
3. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2020). Purchasing and supply chain management (7th ed.). Cengage Learning.
4. Schnellbacher, W., & Weise, D. (2022). Digital procurement transformation: Rethinking buying in the digital age. Springer

**Reference Books:**

1. Datta, A. K. (2009). Materials management: Procedures, text and cases (2nd ed.). PHI Learning.
2. Sharma, S. C. (2018). Materials management and materials handling (1st ed.). Khanna Book Publishing

### Elective Course 3: Service Operation Management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	O3SE511	Course Duration:	30 Hours

#### Course Objectives:

- To introduce foundational concepts, theories, and practices specific to service operations management.
- To equip students with skills to design and manage efficient service delivery systems.
- To cultivate analytical capabilities for evaluating service performance, quality, and customer satisfaction metrics.
- To enable students to apply process optimization techniques and lean principles in service contexts.
- To foster strategic thinking around contemporary issues in service operations, including digitization and customer experience management.

#### Course Outcomes:

- CO1: Recall the concepts of service operations management for solving business related problems
- CO2: Explain service operations principles for decision making
- CO3: Develop solutions for service operations business improvement
- CO4: Analyse the data and classify the issue regarding challenges and opportunities
- CO5: Assess the business environment and take a leading role in providing multiple opportunities
- CO6: Generate innovation approaches with technology and plan growth of the service business

Unit/ Module	Content	CO Mapping	Assigned Hours
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1	<p>Services:</p> <p>Introduction Characteristics of Services</p> <p>Importance of Service Sector Classification</p> <p>framework Service Delivery System – Process Flow</p> <p>Diagrams, blue printing</p> <p>Process Simulation</p>	CO1, CO2	3
2	<p>Service Strategy:</p> <p>Introduction to Service Strategy Strategic</p> <p>Positioning Service as Competitive Advantage</p> <p>Service Concept and Operating Strategy Turning</p> <p>Performance Objectives into Operations Priorities</p>	CO3, CO4	3
3	<p>Site Selection for Services: Types of Service Firms</p> <p>Site Selection for Demand Sensitive Services,</p> <p>Delivered Services and Quasi Management</p> <p>Services</p>	CO1, CO2, CO5	3
4	<p>Managing Service Quality:</p> <p>Defining, Measuring, Identifying Gaps in Service</p> <p>Quality Service Quality Design Achieving Service</p> <p>quality, Cost of Service Quality SERVEQUAL Model</p>	CO1, CO2, CO3	3
5	<p>Yield Management:</p> <p>Introduction to Yield Management, Capacity</p> <p>Strategies, Overbooking, Allocating Capacity and</p> <p>Implementation issues</p>	CO4, CO5, CO6	3
6	<p>Inventory Management in Services:</p> <p>Services versus Manufacturing Inventory Need for</p> <p>Inventory Science, The Newsvendor Model,</p> <p>Uncertain Sales Multiple Products and Shelf Space</p> <p>Limitations Practical methods to reduce stock outs,</p> <p>shrinkage and inventory inaccuracy</p>	CO2, CO3, CO4	3



7	Offshoring and Outsourcing: Outsourcing: Contract risk, Outsource Firm Risk, Pricing Risk, Competitive Advantage, Information Privacy Risk, Firm Specific Risks Offshoring: Offshoring and Competitive Capabilities: Cost Issues Offshoring and Competitive Capabilities: Non-cost Issues	CO2, CO3, CO4	3
8	Service Processes: Introduction Service Processes and their importance Understanding the nature of service processes Service Blue Printing	CO1, CO2, CO3	3
9	Performance measurement of Service Operations: Purpose of performance measurement, a balance of measures, benchmarking, the relationship between operational decision and business performance The service performance network	CO3, CO4, CO5	3
10	Driving Operational Improvement: Approached to operational improvement, Service recovery, service guarantees	CO3, CO4, CO5	3

#### **Textbooks:**

1. Metters, King-Metters, Pulliman and Walton "Successful Service Operations Management 2e", Sengage Learning India Pvt. Ltd. 2006
2. "Services Operations Management : Improving Services Delivery" by Robert Johnson Graham, Clark, Prentice Hall, Pearson Education, 2008

#### **Reference Books:**

1. James A. Fitzsimmons & Mono J. Fitzsimmons "Service Management" Tata McGraw-Hill, sPublishing Co. Ltd. New Delhi
2. Bill Hollins and Sadie Shinkins "Managing Service Operations –Design and implementation" Sage Publication New Delhi 2006
3. Roger G. Schroeder, "Operations Management" Tata McGraw-Hill, New Delhi

2009

4. B Mahadevan "Operations Management (Theory & Practice)



#### Elective Course 4: International Logistics

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	O3SE512	Course Duration:	30 Hours

#### Course Objective:

- Develop knowledge about international logistics and understand role of various players like logistics firms, Companies, governments, physical flow of goods, physical facilities and more importantly sources of information for international logistics.

#### Course Outcomes:

- CO1: Understand the key concepts, historical development, economic importance of international logistics, and modes of entry into foreign markets.
- CO2: Apply knowledge of trade terms, contracts, payment methods, and currency risks in international trade.
- CO3: Analyze documentation, insurance, and transportation modes in international logistics operations.
- CO4: Evaluate packaging, customs clearance, and infrastructure requirements in global logistics management

Unit/ Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction</b> International Trade Volume. Historical Development of International Logistics International Logistics Definition and Components. The Economic Importance of International Logistics.	CO1	4
2	<b>Methods of Entry into Foreign Markets.</b> Indirect Exporting, Active Exporting. Production Abroad-Contract, Licensing, Franchising, Joint Venture, Subsidiary. Foreign Trade Zones, Maquiladoras, Foreign Corrupt Practices Act.	CO1	4

3	<b>Terms of Trade or Incoterms &amp; International Commercial:</b> Incoterms, Incoterm Strategy, Ex-Works, Free Carrier, FAS FOB,CFR,CIF,CPT,CIP,DES,DEQ,DAF,DDU,DDP. Electronic Data Interchange Documents Invoices, Export Documents, Import Documents. Transportation Documents, Electronic Data Interchange.	CO2	4
4	<b>Terms of Payment &amp; Currency of Payment</b> Cash in Advance. Open Account, Letter of Credit, Documentary Collection. Purchasing Cards-Procurement Cards, Trade card. Bank Guarantees. (Managing Transaction Risks). Theories of Exchange Rate Determinations, Exchange Rate Forecasting. Managing Transaction Exposure, International Banking Institutions.	CO2	4
5	<b>International Commercial Documents</b> Invoices,Export, Documents,Import Documents. Transportation Documents,Electronic Data Interchange.	CO3	4
6	<b>International Insurance</b> Perils of the Sea,Perils Associated with Air Shipments. Insurable Interest. Risk Management, Marine Insurance Policies, Coverage under a Marine Cargo. Elements of an Airfreight Policy.Lloyd's Principles,Commercial Credit Insurance.	CO3	4
7	<b>International Ocean Transportation</b> Types of Service, Size of vessels, Types of Vessels, Flag, Conferences,Liability Conventions, Non Vessel-Operating Common Carriers. <b>International Air Transportation</b> Types of Aircrafts,	CO3	3

	International Regulations. Freight Forwarders, Project Cargo <b>International Land and Multi-Modal Transportation</b> Truck Transportation, Rail Transportation. Intermodal Transportation. Freight Forwarders, Project Cargo, Alternative Means of Transportation.		
8	<b>Packaging for Export</b> Objectives, Ocean Cargo. Air Transport. Road and Rail Transport, Security. Hazardous Cargo, Refrigerated Goods. Domestic Packaging Issues. <b>Customs Clearance</b> Duty, Non-Tariff Barriers. Customs Clearing Process. Foreign Trade Zones. <b>International Logistics Infrastructure</b> Transportation Infrastructure, Communication Infrastructure, Utilities Infrastructure.	CO4	3

**Textbooks:**

1. Global Supply Chain Management and International Logistics Pierre David Alan E.Branch

**Reference Books:**

1. International Logistics
2. Logistics in International Business
3. Global Logistics and Supply chain Management Rajiv Aserkar John Morgan, Chandra Lalwani

### Elective Course 5: Productivity Management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	O3SE513	Course Duration:	30 Hours

#### Course Objectives:

- Understand importance, scope and application of productivity
- Understand linkage of productivity concept from individual, department wise & functional areas, sectors of economy, national and international economy.
- Various approaches, measurement of productivity planning & condition improvement as one of the competitive dimension in any business. Productivity as a system approach.

#### Course Outcomes:

- CO1: Understand the basic concepts and importance of productivity in different areas.
- CO2: Analyze various models and techniques used to improve productivity
- CO3: Apply productivity tools like Lean, ERP, TQM, and work study in real-life situations
- CO4: Apply creative thinking and ergonomic methods to solve workplace productivity problems

Sr. No.	Content	CO Mapping	Hours Assigned
1	Concept of productivity application in Manufacturing and service industries and different functional areas.	CO1	3
2	Measurement of productivity. Understanding improvement cycle importance of measurement like partial total factor multifactor and their applications for analysis measurement of resource production.	CO1	3

3	<p>Various models of productivity</p> <ol style="list-style-type: none"> <li>1. Sumanths total productivity model</li> <li>2. Sumanths five pronged model</li> <li>3. American productivity model</li> <li>4. Sink Multi factor model</li> <li>5. Application by numerical.</li> </ol>	CO2	3
4	<p>Various Approaches to production.</p> <ol style="list-style-type: none"> <li>1. Classic ILO approach</li> <li>2. Kaizen/TQC approach</li> <li>3. Elimination 3 MV approach</li> <li>4. Participative/ Involvement</li> <li>5. Creativity based</li> </ol>	CO1 CO2	3
5	<p>Application of new/old techniques lectures of productivity improvement &amp; application in all area of management.</p> <ol style="list-style-type: none"> <li>1. JIT &amp; Lean type of production system</li> <li>2. MRPI &amp; MRPII, ERP.</li> <li>3. TQM ISO quality systems.</li> <li>4. B.P.R</li> </ol>	CO1 CO3	2
6	<p>Learning curves. Concept, application, Quantitative, estimation, limitation</p>	CO1 CO3	2
7	<p>Incentives</p> <ol style="list-style-type: none"> <li>1. Financial</li> <li>2. Non-financial</li> <li>3. Various incentive schemes based on the group, profit sharing systems</li> <li>4. Result oriented schemes</li> <li>5. Calculation of incentive index</li> </ol>	CO1 CO3	2
8	<p>Work study</p> <ol style="list-style-type: none"> <li>1. Method study</li> <li>2. Motion &amp; Time study</li> <li>3. Works measurement</li> <li>4. Objectives, method, application</li> </ol>	CO1 CO3	2



9	Value analysis & Value Engineering. 1. Concept 2. Difference 3. Procedure used 4. Importance in today's business environment 5. Various application functional areas for product process and system.	CO1 CO3	2
10	People/ Enrolment/ Participation 1. Quality circles 2. Group kaizen 3. Suggestion schemes 4. Suggestion schemes 5. Small group involvement	CO1 CO3	2
11	Recent production improvement techniques & applications. Use of various ratios to Determine improvement in productivity.	CO1 CO3	2
12	Creative based techniques 1. Brain storming 2. Whole brain thinking 3. Nominal group 4. Use in creative problem solving with practical application	CO1 CO3	2
13	Ergonomics 1. Concept design of work place to suit human being use of anthropometric data principles of motion economy effect of environment of productivity 2. Design of work stations use in connection with process observation. 3. Concept of muri (non value adding string & its limitation	CO1 CO4	2

**Textbooks:**

1. Productivity Technique, Dr Uday Salunkhe & Dr Srinivas Gondhalekar
2. TQM, Shridhar Bhat

3. Productivity Technique, Shirke





## Elective Course 6: Business Process Management for Risk & Performance Management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	O3SE514	Course Duration:	30 Hours

### Course Objectives:

- Introduce students to core concepts and methodologies in business process management.
- Equip students with practical skills for identifying, analyzing, and optimizing business processes.
- Cultivate understanding of risk assessment methodologies within process management frameworks.
- Enable students to apply performance management techniques to business processes.
- Foster critical analysis of the role of technology and innovation in enhancing process efficiency and effectiveness.

### Course Outcome:

- **CO1:** Define key concepts, principles, and frameworks in Business Process Management (BPM), Risk Management, and Performance Management.
- **CO2:** Explain the relationship between BPM, risk mitigation, and organizational performance, and their role in achieving business objectives.
- **CO3:** Utilize process mapping, risk assessment techniques, and performance measurement tools to analyze and improve business operations.
- **CO4:** Evaluate risks and inefficiencies in business processes and recommend strategies for risk mitigation and performance enhancement.
- **CO5:** Assess the impact of BPM initiatives on risk reduction and overall business performance using industry benchmarks and best practices.
- **CO6:** Design business process improvement strategies, integrating risk management and performance optimization frameworks to enhance organizational efficiency.

Sr. No.	Content	CO Mapping	Hours Assigned
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1	Introduction to Business Process Management: Definition of BPM Importance in organizations Key BPM concepts and lifecycle	CO1	3
2	Business Process Modeling: Introduction to process modelling Flowcharts & BPMN Process mapping tools & software	CO2	3
3	Business Process Analysis: Identifying bottlenecks Root cause analysis techniques Process efficiency metrics	CO3	3
4	Business Process Design: Process redesign approaches Lean & Six Sigma principles Optimization strategies	CO4	3
5	BPM Technologies: Overview of BPM technologies Automation & AI in BPM Integrating BPM with IT systems	CO5	3
6	Business Process Implementation: Change management in BPM Stakeholder engagement techniques Case study on BPM implementation	CO6	3
7	Performance Measurement in BPM: Importance of measuring BPM performance Key performance indicators (KPIs) Process metrics & dashboards Risk and Performance Management Frameworks	CO5	3
8	Continuous Improvement Continuous improvement methodologies (Lean, Six Sigma etc.) Agile and iterative BPM approaches Data-driven decision-making	CO6	3
9	Case Studies and Applications of BPM in Various Industries: Kodak, Ford Motor, IBM Credit etc Case study analysis of BPM applications Industry best	CO4	3

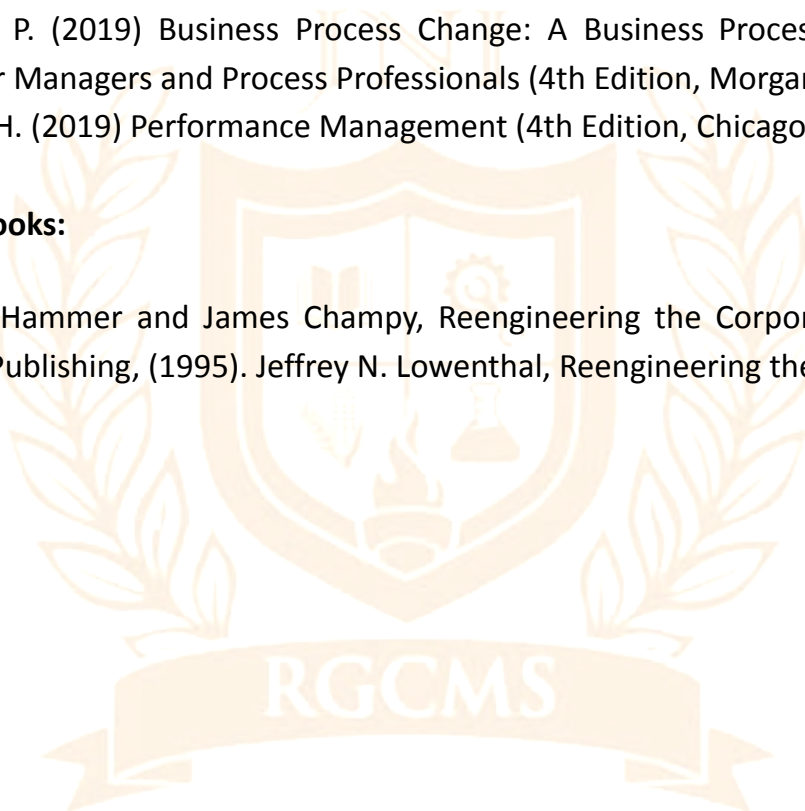
	practices Challenges & success factors		
10	Project Work & Presentation: End-to-End Business Process Analysis: Business process project analysis Group presentations Review & feedback	CO6	3

**Textbooks:**

1. Dumas, M., La Rosa, M., Mendling, J., & Reijers, H. A. (2018) Fundamentals of Business Process Management (2nd Edition, Springer)
2. Harmon, P. (2019) Business Process Change: A Business Process Management Guide for Managers and Process Professionals (4th Edition, Morgan Kaufmann)
3. Aguinis, H. (2019) Performance Management (4th Edition, Chicago Business Press)

**Reference Books:**

1. Michael Hammer and James Champy, Reengineering the Corporation, Nicholas Brealey Publishing, (1995). Jeffrey N. Lowenthal, Reengineering the Organizations



### Elective Course 7: Warehouse management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	O3SE515	Course Duration:	30 Hours

#### Course Objectives:

- Familiarize students with fundamental concepts, practices, and operations of warehouse management.
- Equip students with practical skills in warehouse layout design, space utilization, and inventory management.
- Develop analytical capabilities for optimizing warehouse processes, including receiving, storage, picking, and dispatch.
- Enable application of technology solutions, such as WMS and automated warehousing systems.
- Cultivate understanding of contemporary warehouse management challenges, including safety, security, and efficiency improvements.

#### Course Outcome:

- CO1: Remember the fundamental concepts of warehouse management and retain the basic
- CO2: Understand role of warehouse management in supply chain operations
- CO3: Apply safety, security, and sustainability practices in warehouse management
- CO4: Analyse warehouse layout and design principles to optimize efficiency and cost-effectiveness
- CO5: Evaluate inventory management strategies and warehouse performance metrics
- CO6: Create an effective warehouse design plan, incorporating modern technologies and best practices for inventory and storage management.



Sr. No.	Content	CO Mapping	Hours Assigned
	Introduction to Warehouse Management: Role of Warehouses in business		
1	Types of warehouses (public, private, bonded, fulfilment centres, etc.) Functions of a warehouse Key challenges in warehouse management Warehousing Strategies, Operations, Lean & Agile Warehousing Strategies	CO1	3
2	Receiving, Storing, and Dispatching Performance Metrics in Warehousing	CO1	3
3	Warehouse Operations & Processes: Receiving, put-away, and storage operations Picking, packing, and shipping processes Cross-docking and trans-shipment Reverse logistics and returns management	CO2	3
4	Warehouse Layout and Design: Factors Affecting Warehouse Layout Principles of Warehouse Design Warehouse Location Selection Space Utilization & Storage System Material handling equipment (conveyors, forklifts, AS/RS, etc.)	CO2	3
5	Warehousing Inventory Management Inventory control techniques (FIFO, LIFO, JIT, EOQ, etc.) Demand forecasting and stock replenishment Role of barcoding & RFID in inventory tracking Cycle counting vs. annual inventory audits	CO2, CO3	3
6	Technology & Automation in Warehousing Warehouse Management Systems (WMS) Use of Barcoding, RFID, and IoT in Warehousing Role of Robotics and AI in Warehouse Automation ERP Integration for Warehouse Operations	CO1, CO4	3

7	Warehouse Safety, Security, and Sustainability Warehouse Safety Standards & OSHA Guidelines Security Measures: Theft Prevention & Risk Management	CO5	3
8	Green Warehousing & Sustainability Practices Reverse Logistics and Waste Management	CO2	3
9	Emerging Trends Global Best Practices in Warehousing Omnichannel Warehousing and E-commerce Trends	CO1, CO2	3
10	Resilience in Warehouse Management (Post-COVID Adaptations)	CO1, CO6	3

**Textbooks:**

1. Logistics and supply chain management by Christopher, M. (2016). (5th ed.). Pearson
2. Operations and supply chain management by Jacobs, F. R., & Chase, R. B. (2022). (16th ed.). McGraw-Hill.
3. Designing and managing the supply chain: Concepts, strategies, and case studies by Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, McGraw-Hill

**Reference Books:**

1. The warehouse: How robots, AI, and blockchain are redefining a world of work and supply chains by Schenker, J. Prestige Professional Publishing

### Elective Course 8: Logistics management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	O3SE516	Course Duration:	30 Hours

#### Course Objectives:

- To introduce foundational concepts, principles, and strategies in logistics management.
- To equip students with practical skills in transportation management, warehousing, and inventory control.
- To enable analytical evaluation of logistics performance, including cost analysis and service quality metrics.
- To develop understanding of logistics network design, routing optimization, and distribution strategies.
- To cultivate strategic insight into managing contemporary logistics issues, including sustainability and digitalization.

#### Course Outcomes:

- CO1: Remember / Recall fundamental concepts of logistics, transportation, warehousing and supply chain management
- CO2: Understand logistics strategies, distribution models and cost structures in supply chains
- CO3: Apply the principles of transportation, warehousing and inventory management in real-world scenarios
- CO4: Analyse logistics performance metrics and evaluate cost-effectiveness
- CO5: Evaluate risk, sustainability and technology integration in logistics
- CO6: Create an effective logistics plan, incorporating modern technologies and best practices for efficient movement of inventory

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Logistics Management: Definition & Scope of Logistics, Evolution of Logistics & Supply Chain, Key Logistics Functions & Objectives,	CO1, CO2	3

Role of Logistics in Business  
Performance

2	Logistics & Supply Chain Strategy: Strategic Logistics Planning, Supply Chain Drivers & Metrics, Competitive Advantage through Logistics	CO2, CO3	3
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3	Transportation & Distribution Management: Modes of Transport: Road, Rail, Air & Sea, Freight Management & Carrier Selection, Transportation Costing Models	CO3, CO4	3
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4	Warehousing & Inventory Management: Warehouse Design & Layout, Inventory Planning & Demand Forecasting, Just-in-Time (JIT) & Lean Warehousing	CO3, CO4	3
5	Logistics Costing & Performance Measurement: Cost Drivers in Logistics, Activity-Based Costing (ABC), Logistics Performance Metrics & Benchmarking (Suggested Case Study: Logistics Costing & Performance Measurement at Flipkart)	CO4, CO5	3
6	Supply Chain Technology & Automation: Role of IT in Logistics, ERP & Digital Supply Chains, AI, IoT & Blockchain in Logistics (Suggested Case Study: Reliance Retail's Digital Transformation in Supply Chain)	CO3, CO5	3

7	Global Logistics & International Trade: Global Trade Regulations & Incoterms, International Logistics Network Design, Customs & Documentation (Suggested Case Study: Tata Motors' Global Logistics Strategy)	CO3, CO4, CO4	3
8	Risk Management in Logistics: Identifying & Mitigating Supply Chain Risks, Logistics Security & Compliance, Disaster Recovery Planning in Logistics (Suggested Case Study: Risk Management in Logistics – Maruti Suzuki's Supply Chain Resilience)	CO3, CO5	3
9	Sustainable & Reverse Logistics: Green Logistics & Sustainable Practices, Reverse Logistics Models, Carbon Footprint Reduction in Logistics (Suggested Case Study: Dabur India's Sustainable & Reverse Logistics Strategy)	CO4, CO5	3
10	Future Trends & Innovations in Logistics: Digital Supply Chains & Smart Logistics, Predictive Analytics & AI-driven Logistics, Role of 3D Printing & Automation in Logistics (Suggested Case Study: Mahindra Logistics' Smart & AI-Driven Supply Chain Transformation)	CO4, CO5	3

**Text Books:**

1. "Logistics & Supply Chain Management" by D.K. Agrawal.
2. "Blockchain in Supply Chain Management" by Babita Bhatt.

### **Reference Books**

1. "International Logistics & Supply Chain Management" by R. Panneerselvam.
2. "Managing Supply Chain Risk & Vulnerability" by Teresa Wu & Jennifer Blackhurst
3. "Cost and Management Accounting" by M.Y. Khan & P.K. Jain



### Elective Course 9: Production Planning & Control

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	O3SE517	Course Duration:	30 Hours

#### Course Objectives:

- To introduce foundational concepts and methodologies in production planning and control.
- To equip students with skills in scheduling, capacity planning, and workflow management.
- To develop analytical abilities for optimizing production processes and resource allocation.
- To enable application of technology-driven solutions and software for efficient production control.
- To cultivate strategic insights into addressing contemporary challenges in production management.

#### Course Outcomes:

- CO1: Remember / Recall fundamental concepts of PPC
- CO2: Understand role of PPC in business management
- CO3: Apply the principles of PPC in manufacturing
- CO4: Analyse the pros and cons while decision making in manufacturing
- CO5: Evaluate risk, material and capacity while decision making
- CO6: Create effective processes for performance improvement and sustainable business

Unit / Module	Content	CO Mapping	Hours Assigned
1	Production / Operations Planning and Control (PPC): Nature, Objectives, Factors Determining Production Planning, Production Planning and Systems, Production Controls, Benefits of Production Control, Factors Determining Production Control, Role and Scope of PPC	CO1, CO2	3



2	Production / Operations Planning and Control (PPC): Functions of PPC, Benefits of PPC, Limitations of PPC, Measuring Effectiveness of PPC, PPC in Different Production Systems and Make or Buy Analysis	CO1, CO2	3
3	Aggregate Planning and Master Production Scheduling: Nature and Objectives, Operations Planning and Scheduling Systems, Aggregate Capacity Planning, Steps in Aggregate Planning, Capacity Requirement Planning, Capacity Planning Decisions	CO3, CO4	3
4	Aggregate Planning and Master Production Scheduling: Determination of Capacity, Factors Affecting Determination of Plant Capacity, Interrelationship between Capacity and Other Factors (Location, Layout, Process Design, Equipment Selection), Aggregate Capacity Planning Strategies	CO3, CO4	3
5	Master Production Scheduling (MPS): Objectives, Functions of MPS, Time Fences in MPS, Procedure for Developing MPS and Symptoms of Poorly Designed MPS	CO3, CO4	3
6	Resource Requirement Planning: Introduction, Resource Requirement Planning System, General Overview of MRP, Issues in MRP,	CO2, CO3	3

	Potential Benefits of MRP		
7	Shop Floor Planning and Control: Introduction, Objectives of Production Activity and Control, Scheduling Techniques, Stages in Scheduling and Line of Balance Technique	CO3, CO4	3
8	Inventory Management: Inventory Cost, Inventory Management and Control, Inventory Control Techniques and Measurement of Effectiveness of Inventory Management	CO4, CO5	3
9	ERP: Key Functions and Features, Production Planning, Capacity Planning, MRP and Scheduling	CO4, CO5	3
10	ERP: Production Control: Inventory, Work Order Management, Resource Allocation, Production Monitoring, Routing and Process Management, Process Management, Reporting and Analytics, Benefits of ERP Module for PPC	CO4, CO5	3

**Textbooks:**

1. "Elements of Production, Planning and Control" by Samuel Eilon, Published by Macmillian
2. "Operations Management" by Joseph Monks, Published by McGraw Hill Ryerson
3. "Fundamentals of Production Planning and Control" by Stephen N. Chapman, Published by Pearson

**Reference Books:**

1. " Production Planning and Control – Text and Cases" by Mukhopadhyay S. K.  
Published by PHI Learning

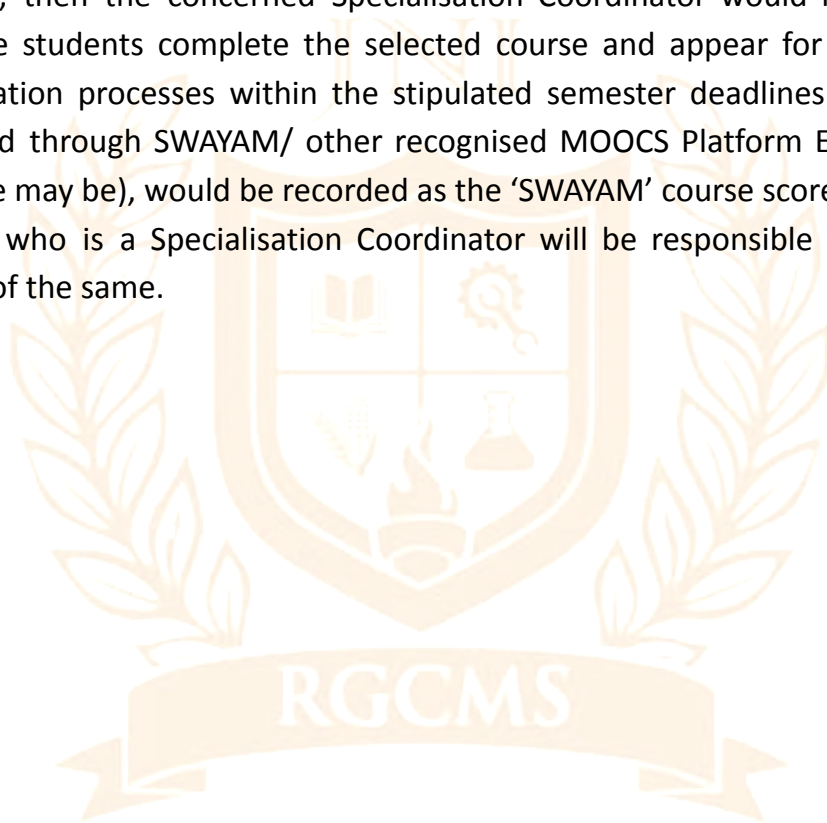


### Elective Course 10: SWAYAM Course

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	F3PE518	Course Duration:	30 Hours

#### Course - Guidelines

- Students have to opt for a relevant course related to specialisation & inform the Specialisation Coordinator.
- In case, the course (SWAYAM/ other recognised MOOCS Platform) is opted as an Elective, then the concerned Specialisation Coordinator would have to ensure that the students complete the selected course and appear for the respective examination processes within the stipulated semester deadlines. The marks so obtained through SWAYAM/ other recognised MOOCS Platform Examination (as the case may be), would be recorded as the 'SWAYAM' course score.
- Faculty who is a Specialisation Coordinator will be responsible to maintain all record of the same.



## SEMESTER – III: SYSTEM & DIGITAL BUSINESS

### Mandatory Course 1: Strategic Information Technology & Resource management

Course Type:	PS: Program Specialisation	Course Credits:	4
Course Code:	S3PM507	Course Duration:	60 Hours

#### Course Objective:

- To familiarize students with strategic implications of information technology within business contexts.
- To equip students with practical skills for managing IT resources, infrastructure, and services.
- To cultivate analytical capabilities to align IT strategy with organizational objectives.
- To foster understanding of IT governance, compliance, and cybersecurity issues.
- To develop strategic insight into leveraging emerging technologies for competitive advantage.

#### Course Outcomes:

- CO1: Understand how Information Technology used for competitive advantage. The five forces and the value chain to derive value
- CO2: Analyze the process perspective and how business process reengineering and its application for competitive advantage
- CO3: Apply Data, Information and technology integration for effective decision making and for competitive strategy and advantage across the sector,
- CO4: Evaluate which sourcing is a better option from insourcing and outsourcing, in- shoring and offshoring, and near- shoring and far-shoring for IT integration and business strategy.
- CO5: Design an effective technology strategy using the emerging trends of technology, business strategic web related technologies, World Wide Web, and mobile technology for business.

Unit / Module	Content	CO Mapping	Hours Assigned
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1	Information Technology and Competitive, Key concepts related to strategy, such as value chain, five forces, information asymmetry, and Technology investment. Information advantage. Role of Information Systems in organization Technology vs Information systems.	CO1, CO2	7
2	Approaches of competitive advantage - Market based approach and Resource based approach. Strategic Role of IT in gaining Competitive Advantages.	CO1, CO2	7
3	Strategic Use of ERP in Business, Process Perspective, Business Process Reengineering.	CO2, CO3	7
4	Strategic role of information, sue of information for decision making process, How organisation leverage data and information for strategic and competitive advantage.	CO2, CO3	7
5	Research on Internet use. Marketing Online, Online Advertising, social media and Digital Marketing.	CO3	7
6	Sourcing Information Systems around the world. Sourcing Decision cycle Framework. Explain the differences between - insourcing and outsourcing, in-shoring and offshoring, and near-shoring and far-shoring. Major drivers for outsourcing. How offshoring must be managed.	CO4	7
7	Creating a Technology Strategy. Technology Trends. Emerging trends of information technology to device Business model &	CO4, CO5	6

	business strategy; Web related technologies, web media, how to use world wide web for business and marketing purpose; Mobile technology impact of mobile technologies on business and mobile strategy for a business.		
8	Emerging Trends in Strategic IT and IT Resource Management with related case studies.	CO4, CO5	6
9	Sourcing Information Systems around the world. Sourcing Decision cycle Framework. Explain the differences between - insourcing and outsourcing, in-shoring and offshoring, and near-shoring and far-shoring. Major drivers for outsourcing. How offshoring must be managed	CO3	6

**Textbooks:**

1. Kerri Pearlson and Carol Saunders, Strategic Management of Information Systems, Wiley
2. Wendy Robson, Strategic Management and Information Systems, FT Publishing International; 2nd edition
3. Samarjeet Borah, Bhushankumar Nemade, Dharmesh Dhabliya, Nitin Sakhare,
4. Tech-Driven Strategies: Leveraging Information Technology in Business Management, Nova Science Publishers

**Reference Books:**

1. Raymond Papp, Strategic Information Technology: Opportunities for Competitive Advantage, IGI Publishing
2. Robert D. Galliers, Dorothy E Leidner, Strategic Information Management, Routledge 3rd Edition
3. Donald Waterman, A Guide to Expert Systems, Pearson India





## **Mandatory Course 2: Business Intelligence & Automation with Power Platform**

Course Type:	SEC: Skill enhancement course	Course Credits:	4
Course Code:	S3SE508	Course Duration:	60 Hours

### **Course Objective:**

- To familiarize students with strategic implications of information technology within business contexts.
- To equip students with practical skills for managing IT resources, infrastructure, and services.
- To cultivate analytical capabilities to align IT strategy with organizational objectives.
- To foster understanding of IT governance, compliance, and cybersecurity issues.
- To develop strategic insight into leveraging emerging technologies for competitive advantage.

### **Course Outcomes:**

- CO1: Understand the components, business value, and integration capabilities of the Microsoft Power Platform within the Microsoft ecosystem.
- CO2: Apply governance, security, and administration practices while utilizing Dataverse architecture to develop secure and scalable business applications.
- CO3: Create, interpret, and share data visualizations and dashboards using Power BI to support data-driven decision-making.
- CO4: Evaluate and optimize business applications and automation flows using Power Apps and Power Automate for improved operational efficiency.
- CO5: Create intelligent, user-centric business solutions by leveraging AI Builder, Copilot, and Power Pages, and deliver integrated projects using Power Platform tools.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	<b>Power Platform Overview &amp; Business Value</b> - Introduction to Power Platform	CO1	4

	- Value of Power Apps, Power Automate, Power BI, Power Pages - Use of connectors, Dataverse, and Copilot		
2	<b>Integration with Microsoft Ecosystem</b> - How Power Platform integrates with Dynamics 365, Microsoft 365, Teams- Common use cases	CO1, CO2	4
3	<b>Governance, Security &amp; Admin</b> - Power Platform admin centers - Environment types, security roles - Data privacy and accessibility	CO1, CO2	4
4	<b>Microsoft Dataverse Concepts</b> - Dataverse vs traditional DBs - Tables, columns, relationships - Business rules and logic	CO1, CO2	4
5	<b>Connectors in Power Platform</b> - Standard vs premium connectors - Connector architecture and use cases - Creating custom connectors	CO3, CO4	4
6	<b>Power BI – Basics &amp; Use Cases</b> - Power BI Desktop & Service - Dashboards, reports, workspaces - Paginated reports vs dashboards	CO3, CO4	4
7	<b>Power BI – Build Dashboards</b> - Create reports using visualizations - Use Q&A to add visual elements - Share and consume reports	CO3, CO4	4
8	<b>Power Apps – Canvas Apps</b> - Canvas vs model-driven apps - Connect data sources - Create app from data + use containers	CO4, CO5	4
9	<b>Power Apps – Model- Driven Apps</b> - Tables, views, forms, dashboards - App creation steps - Modify and publish model-driven apps	CO3, CO4,	4
10	<b>Power Automate – Cloud Flow Basics</b> - Types of flows: automated, scheduled, instant - Triggers, actions, approvals	CO3, CO4, CO5	4

	- Use with Teams, Outlook, SharePoint		
11	<b>Power Automate – Desktop &amp; AI Flows</b> - Desktop flow with recorder - Power Automate for Desktop, mobile, portal - Document processing, Process Mining	CO4, CO5	4
12	<b>AI Builder &amp; Copilot in Power Platform</b> - AI Builder use cases - Build an AI model: lifecycle - Copilot integration across apps	CO4, CO5	4
13	<b>Power Pages Overview</b> - Use cases and templates - Creating a site with Copilot - Sharing data externally with authentication	CO4, CO5	4
14	<b>Copilot Studio &amp; AI Authoring</b> - Create topics, actions, and entities - Use Copilot Studio to build bots - Deploy and test conversation flows	CO4, CO5	4
15	<b>Capstone &amp; Mock Exam</b> - Real-world project combining Power Apps, BI, Automate - Admin setup, connectors, AI features - Mock exam & review	CO4, CO5	4

## Elective Course 1: Database Management & Data warehouse Management

Course Type:	Elective	Course Credits:	2
Course Code:	S3PE509	Course Duration:	30 Hours

### Course Objective:

- To understand the introduction, Meaning and Definition of Database, Database Environment
- To understand the Data Models : The importance of data models, Basic building
- Understand applications of Database Management System(DBMS) & RDBMS
- To understand the Object-Relational Database Management System(ORDBMS)
- Overview of Structured Query Language and application DBMS to business

### Course Outcomes:

- CO1: Understand the basic concepts of Database and Database Environment
- CO2: Create the data models.
- CO3: Understand the concepts of DBMS, types of DBMS keys and integrity constraints.
- CO4: Understand the basic concepts of distributed Database, RDBMS and ORDBMS.
- CO5: Apply SQL in DBMS
- CO6: Understand concepts of Security and Integrity In SQL and concepts of Data warehousing and Data mining

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Introduction, Meaning and Definition of Database, Database Environment, Working of a Simple Centralized Database System, Traditional File Systems vs. Modern Database Management Systems, Properties of Database, Types of Database Users, Advantages of using DBMS	CO1, CO2	3

2	Data Models: The importance of data models, Basic building blocks, Business rules, The evolution of data models Hierarchical, Network, Relational, Entity-Relationship model: entity and entity sets, relationship, constraints, E-R diagrams and issues.	CO2, CO3	3
3	Database Management System(DBMS) Basic concepts : data, information, metadata, definition of DBMS, Components, entities, attributes, relationships, Data dependency Keys : Super key, Candidate key, Primary key, Alternate key, Foreign key Integrity Constraints: Entity Integrity, Referential Integrity ,DBMS three level( Logical, Conceptual, Physical) Advantages and disadvantages of DBMS, Database system environment and utilities Client/Server Architecture : two and three tier architecture	CO3	3
4	Distributed Databases: Introduction to Distributed DBMS Concepts, Client-Server Model, Data Fragmentation, Replication, and Allocation Techniques for Distributed Database Design	CO4, CO5	3
5	Relational Database Management System (RDBMS): Definition, Meaning, and Introduction, Merits and demerits, Relational Database design: features of good relational database design, atomic Domain and Normalization (1NF, 2NF, 3NF, BCNF).	CO3, CO4	3

6	Object-Relational Database Management System(ORDBMS): Introduction, Basics of Object Oriented Design (OOD), Characteristics- Advantages-Object oriented development- Objects and Object classes-Object Oriented data Model, Object oriented databases, Object Relational Database Management Systems	CO3, CO4, CO5	3
7	Structured Query Language: SQL: Introduction, SQL, Multi table Queries, Nested Queries or Sub queries, Multiple Row Nested Queries, Data Manipulation Language, The Create Table Statement	CO4, CO5	3
8	Security and integrity: Introduction, Security and Integrity Violations, Authorization, Granting of Privileges, Security Specification in SQL	CO6	3
9	Data warehousing, Multidimensional Data Models, Data Warehouse Architecture, ROLAP,MOLAP, HOLAP, OLAP and OLTP	CO4 CO5	3
10	Data Mining, Data Pre-processing, Data Marts, Cluster Analysis, Decision Making.	CO6	3

#### **Textbooks:**

1. Data Warehousing, Data Mining and OLAP by Alex Berson and Stephen J. Smith. Tata McGraw–Hill Edition, 2007
2. Rob, Coronel, “Database Systems”, Seventh Edition, Cengage Learning.
3. Database management system by Navate
4. Database management by E.F Codd
5. Database Management Systems by Raghu Ramakrishnan
6. Introduction to Database Management Systems by Kahate

#### **Reference Books:**

1. Database System and Concepts by A Silberschatz, H Korth, S Sudarshan,



McGraw-Hill

2. Database Management Systems by P.S.Gill
3. Database System Concepts by Silberschatz
4. Database Management Systems by Bipin Desai
5. Principles of Database Systems by J.D.Ullman

### **Elective Course 2: Big Data , Business Analytics & FinTech**

Course Type:	Elective	Course Credits:	2
Course Code:	S3PE510	Course Duration:	30 Hours

#### **Course Objective:**

- To introduce foundational concepts and applications of big data and business analytics in finance.
- To equip students with skills to utilize analytical tools and techniques for financial decision-making.
- To develop practical abilities to harness big data for strategic advantage and customer insights in financial services.
- To foster critical understanding of fintech innovations, digital payment systems, and technology-driven financial solutions.
- To cultivate analytical capabilities to evaluate the impact of fintech trends on traditional financial services.

#### **Course Outcomes:**

- CO1: Understand the fundamental concepts and importance of big data and business analytics and FinTech..
- CO2: Analyse big data architectures, tools, and technologies for data processing.
- CO3: Evaluate data analytics techniques, predictive modelling, and machine learning applications and FinTech.
- CO4: Apply big data analytics and FinTech in decision-making and business intelligence.
- CO5: Explore emerging trends and challenges in big data, FinTech, analytics-driven businesses.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Introduction to Big Data and Business Analytics - Basics of big data and Business Analytics its	CO1,	4

	ecosystem. - Data processing frameworks. - Industry trends and challenges.	CO2	
2	Big Data & Data Management - Data collection and pre-processing. - NoSQL databases and data warehousing. - Data visualization techniques. -Predictive and Business analytics concepts and its applications	CO2, CO3, CO4	4
3	Big Data Implementation and Business Analytics - Big data strategy and governance. - Security and privacy in big data, -Real-time processing and streaming Business analytics -Emerging trends and Case Studies of Big Data and Business Analytics	CO3, CO4,CO 5	5
4	Introduction & Applications of Financial Technology, FinTech: Technology enablers - Blockchain Technology Digital Payments FinTech in Banking FinTech in Lending Emerging trend and case studies	CO1,CO 2,CO4, CO5	7
5	Introduction & Applications of Financial Technology, FinTech: FinTech in Wealth Management & Capital Markets and Other Types of FinTech – Property, Insurance and across the sectors of the industry with their case studies etc.	CO1,CO 2,CO4, CO5	7
6	Emerging Trends in Business analytics and FinTech with their related case studies	CO4, CO5	3

**Textbooks:**

1. Big Data and Business Analytics by Jay Liebowitz, Pearson Education India
2. Big Data Analytics by Seema Acharya & Subhashini Chellappan, Wiley India
3. Business Analytics: The Science of Data-Driven Decision Making by U. Dinesh Kumar, Wiley India
4. Data Science and Big Data Analytics by EMC Education Services, Wiley India

**Reference Books:**

1. Data Analytics by V. P. Jain, Khanna Publishing House
2. Business Analytics by Sanjiv Jaggia, Alison Kelly, and R. A. Sharma (Indian adaptation), Cengage India
3. Fundamentals of Business Analytics by R. N. Prasad & Seema Acharya, Wiley India.
4. Business Intelligence and Analytics by Ramesh Sharda, Dursun Delen & Efraim Turban, Pearson India
5. Big Data: Concepts, Technology and Architecture by Thomas Erl, Pearson India

**Elective Course 3: Enterprise Management System**

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	S3SE511	Course Duration:	30 Hours

**Course Objective:**

- To introduce foundational concepts and strategic importance of enterprise systems.
- To equip students with practical skills for implementing and managing ERP systems within organizations.
- To develop analytical capabilities for evaluating enterprise systems' effectiveness and integration.
- To foster understanding of business process automation, resource optimization, and operational efficiency.
- To cultivate strategic insights into emerging trends and challenges in enterprise system management.

**Course Outcomes:**

- CO1: Understand the enterprise resource planning (ERP) and its integration for effective business.
- CO2: Describing the Enterprise Content Management in organisational workflow
- CO3: Analyse the various business application of enterprise system across the functions and verticals of the organisation
- CO4: Evaluate the emerging technologies available for building enterprise systems and portals and implementation strategies.

- CO5: Design Application Areas of ERP in SCM, and CRM to Business and value creation

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Application areas of Enterprise Systems for Business, in various industry verticals and business such as service Industry like Banking and Finance, Retail, Telecom, Healthcare, Hospitality, Education, in a common manufacturing, FMCG, Government etc. and various functions of management Marketing, Finance, Operations, Human Resources and as per business processes of the organisation	CO1, CO2, CO3	6
2	Enterprise Content Management – Role of content management – ERP and other transaction related records, web content, and other unstructured content. Integrating Content management in organizational workflows and ERP systems etc Examples of content management tools.	CO1, CO2	4
3	Enterprise Portals – Concept of an enterprise portal, benefits to an organization, Emerging Technologies available for building enterprise portals for business	CO4, CO5	4
4	Enterprise Application Integration and Implementations strategies - Challenges in integrating various enterprise applications. Emerging technologies for application and system integration its merits and demerits and strategies for Enterprise system implementations	CO4, CO5	4
5	Application Areas of ERP in SCM, and CRM. Supply Chain Management (SCM) and Customer Relationship Management CRM–	CO4, CO5	6

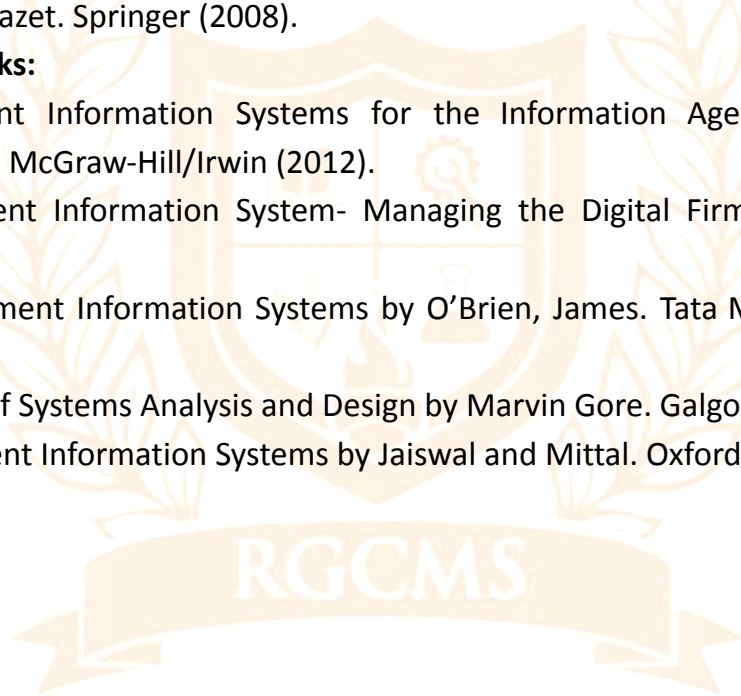
	Need for Supply chain and Customer Relationship integration, Application overview of supply chain and Customer relationship solution, advanced SCM and CRM and ERP integration to Business and value creation		
6	Emerging Trends in Enterprise systems with related case studies	CO4, CO5	6

**Textbooks:**

1. Enterprise Systems for Management by Motiwala. Pearson (2008).
2. ERP Systems and Organisational Change by Bernard Grabot, Anne Mayère, and Isabelle Bazet. Springer (2008).

**Reference Books:**

1. Management Information Systems for the Information Age (9e) by Maeve Cummings. McGraw-Hill/Irwin (2012).
2. Management Information System- Managing the Digital Firm by Laudon and Laudon.
3. A Management Information Systems by O'Brien, James. Tata McGraw Hill, New Delhi,
4. Elements of Systems Analysis and Design by Marvin Gore. Galgota Publications.
5. Management Information Systems by Jaiswal and Mittal. Oxford University Press.



#### Elective Course 4: Digital Business

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	S3SE512	Course Duration:	30 Hours

#### Course Objective:

- To introduce foundational concepts, strategies, and models of digital business.
- To equip students with analytical skills to evaluate digital transformation opportunities. To foster understanding of digital innovation, business models, and technology-driven business strategies.
- To develop practical capabilities in managing online platforms, e-commerce, and digital customer experiences.
- To cultivate awareness of ethical, regulatory, and cybersecurity considerations in digital business operations.

#### Course Outcomes:

- CO1: Understand the introduction to digital business, framework of drivers of digital business-, mobile, cloud computing, social media;
- CO2: Analyze Retailing in e- business-products and services, consumer behavior
- CO3: Evaluate the digital business support services- e-CRM, e-SCM, e- banking, ERP, mobile computing
- CO4: Compare digital business applications and infrastructure, IAAS, SAAS, PAAS, information super highway, collaboration tools and Legal, Ethics and Societal impacts of E- Business, for value creation.
- CO5: Design the E-Business Strategy for effective Implementation of digital business and E - Business project

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Introduction to Digital Business. Background and current status, E-market places, structures, mechanisms, economics and impacts Difference between physical economy and digital economy.	CO1, CO2	3



2	Drivers of digital business- Big Data & Analytics, Mobile, Cloud Computing, social media, BYOD, and Internet of Things (digitally intelligent machines/services) Opportunities and Challenges in Digital Business.	CO1, CO2	3
3	Overview of E- Business. E-Business-Meaning, retailing in e-Business-products and services, consumer behaviour, market research and advertisement B2B-E-Business-selling and buying in private e- markets, public B2B exchanges and support services, e-supply chains, Collaborative Commerce, mobile commerce and pervasive computing.	CO1, CO2	3
4	Digital Business Support services- e-CRM, e- SCM, e-banking, ERP as e – business backbone, Mobile Computing	CO3	3
5	Understanding -Building Digital business Applications and Infrastructure, IAAS, SAAS, PAAS, information superhighway, collaboration tools	CO4	3
6	Managing E-Business-Managing Knowledge, Management skills for e-business, Technology integration, Launching a successful digital and online business and E - Business project,	CO5	3
7	Legal, Ethics and Societal impacts of E-Business, Managing Risks in e –business Security Threats to e-business -Security Threats, Encryption, Cryptography,	CO4	3



	Digital Signatures, Digital Certificates		
8	E-Business Strategy- E- Business Strategy and Implementation, E Business Models, E Business strategy and global E-Business, Economics and Justification of E-business, Strategic formulation- Analysis of Company's Internal and external environment, Selection of strategy, E- business strategy into Action, challenges and E-Transition	CO4, CO5	5
9	Emerging Trends in Digital Business and Model with related case studies	CO4, CO5	4

**Textbooks:**

1. David Rogers, " The Digital Transformation Playbook-Rethink your Business for the Digital Age, Colombia Business School Publishing 2016

**Reference Books:**

1. Sunil Gupta, Driving Digital Strategy, A Guide to Reimagining Your Business".
2. Aaron Brooke, "Digital Transformation with data verse", bpb,2022

### Elective Course 5: Business Applications of Networking & Telecommunication

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	S3SE513	Course Duration:	30 Hours

#### Course Objective:

- To familiarize students with foundational concepts, architectures, and technologies of networking and telecommunication.
- To equip students with practical skills for managing and optimizing network resources.
- To develop analytical capabilities to assess network security, performance, and reliability.
- To foster understanding of telecommunication services and their strategic role in business operations.
- To cultivate insights into emerging trends and innovations in networking and telecommunications.

#### Course Outcomes:

- CO1: Understand the fundamental concepts of networking and communication models for Business.
- CO2: Identify and compare different network devices and transmission media used in networking.
- CO3: Analyse data communication processes and network access mechanisms in modern networks for Business.
- CO4: Apply the role of telecommunications and wireless technologies in business environments.
- CO5: Evaluate network security mechanisms and their role in cyber security management.
- CO6: Propose emerging networking technologies for business innovation and competitive advantage.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Fundamentals of Networking for digital Business: Types of networks	CO1	5

	(LAN, WAN, MAN, PAN), Network topologies, OSI and TCP/IP models, IP addressing, DNS		
2	Network Devices and Transmission Media: Routers, Switches, Hubs, Modems, Firewalls, Wired and wireless media, Bandwidth and latency	CO2	5
3	Application of Data Communication and Network Access to Business: Signal transmission, Multiplexing, encoding techniques, Ethernet, Switching techniques, Protocols (HTTP, FTP, TCP/IP) its application to integrate the business with case studies.	CO3	5
4	Business Applications of Telecommunications system and Wireless Networks . Mobile networks (3G, 4G, 5G), Bluetooth, Satellite communication, VoIP, IoT Connectivity, Business telecom infrastructure its Application to Business with case studies	CO4	5
5	Network Security and Cyber security Management for business : Firewalls, VPNs, IDS/IPS, Encryption, Authentication protocols, Cyber threats and countermeasures and its significance to business with case studies	CO5	5
6	Emerging Trends of Networking and Telecommunication system and its	CO6	5

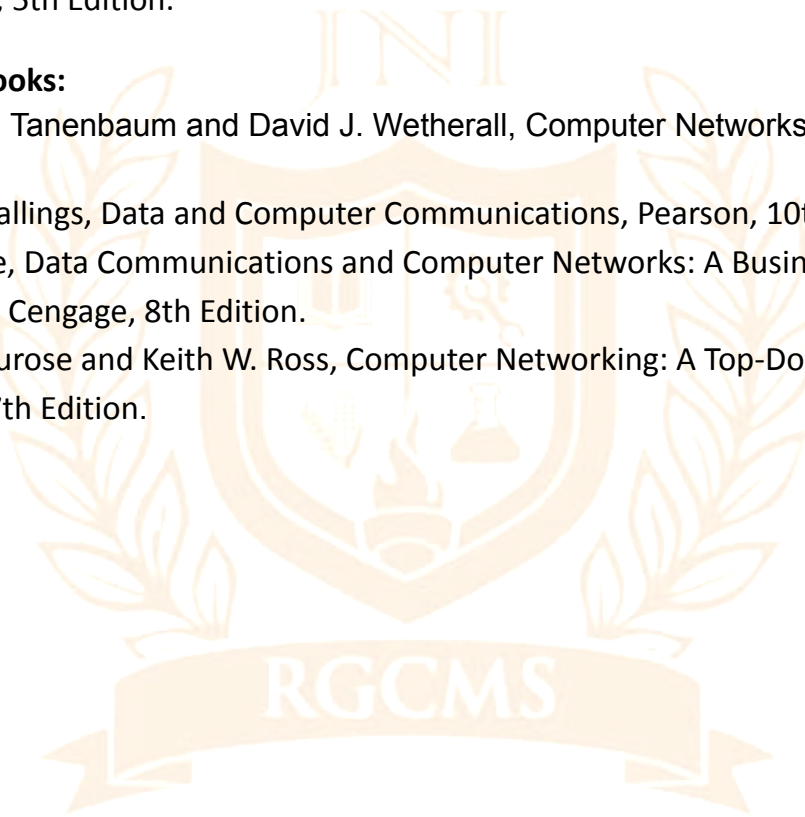
	strategic significance with case studies: Cloud computing, SDN, Edge computing, AI in networks, green networking with emerging case studies		
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**Textbooks:**

- Behrouz A. Forouzan, Data Communications and Networking, McGraw-Hill Education, 5th Edition.

**Reference Books:**

1. Andrew S. Tanenbaum and David J. Wetherall, Computer Networks, Pearson, 5th Edition.
2. William Stallings, Data and Computer Communications, Pearson, 10th Edition.
3. Curt White, Data Communications and Computer Networks: A Business User's Approach, Cengage, 8th Edition.
4. James F. Kurose and Keith W. Ross, Computer Networking: A Top-Down Approach, Pearson, 7th Edition.



### Elective Course 6: Cloud Computing and Virtualization

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	S3SE514	Course Duration:	30 Hours

#### Course Objective:

- To introduce emerging technologies such as IoT, cloud computing, and virtualization and their business applications.
- To equip students with conceptual and technical knowledge to evaluate digital infrastructure solutions.
- To develop analytical capabilities for designing scalable, secure, and cost-effective digital ecosystems.
- To foster understanding of integration challenges, data management, and service deployment models.
- To cultivate strategic insights into the competitive advantages offered by these technologies across industries.

#### Course Outcomes:

- CO1: To provide an in-depth understanding of IoT, cloud computing, and virtualization with a business perspective.
- CO2: To analyse real-world applications of these technologies across different industries.
- CO3: To identify business opportunities and challenges in implementing IoT and cloud-based solutions.
- CO4: To evaluate cost, security, and efficiency factors in adopting these technologies.
- CO5: To develop strategic insights into leveraging IoT, cloud, and virtualization for competitive business advantages.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Introduction to IoT and Cloud Computing - Definition and evolution of IoT & cloud computing, Key characteristics & differences from traditional computing, Business drivers behind IoT & cloud adoption, IoT Ecosystem: Sensors, actuators, networks, cloud platforms,	CO1,	5

	IoT network protocols (Wi-Fi, LPWAN, 5G, Bluetooth, Zigbee), Cloud models: IaaS, PaaS, SaaS & deployment strategies		
2	IoT for Business and Industry Applications - IoT in Industry 4.0 & Smart Manufacturing, IoT in Retail & Customer Engagement, IoT in Healthcare & Smart Cities, IoT use in across the sector	CO2, CO5	5
3	<b>Cloud Computing for Business Transformation</b> - Cloud adoption strategies & challenges, Cloud-based business applications (ERP, CRM, HRMS), Hybrid & multi-cloud strategies	CO3, CO4	5
4	<b>Virtualization Technologies &amp; Business Efficiency</b> - Fundamentals of virtualization (VMs, containers, hypervisors), Virtualization in cloud computing & VDI, Cost & performance benefits of virtualization, Virtualization challenges & best practices with case studies	CO2, CO3	5
5	<b>IoT and Cloud Integration for Smart Business</b> - IoT-Cloud convergence & cloud IoT platforms, Edge & Fog computing for business applications, AI-driven IoT solutions & predictive analytics, IoT & Cloud in supply chains & logistics with case studies	CO3, CO5	5
6	<b>Emerging Trends, Risks &amp; Future with related case studies-</b> Future trends: 5G IoT, blockchain, quantum computing, Business risks & security challenges, Sustainability & green computing in IoT & cloud	CO4, CO5	5

**Textbooks:**

1. Internet of Things: Principles and Paradigms | Rajkumar Buyya, Amir Vahid Dastjerdi | Morgan Kaufmann
2. Internet of Things: A Hands-on Approach | Arshdeep Bahga, Vijay Madisetti | Universities Press
3. Cloud Computing: Concepts, Technology & Architecture | Thomas Erl, Zaigham Mahmood, Ricardo Puttini | Prentice Hall
4. Cloud Computing | Dr. Kumar Saurabh | Wiley India

**Reference Books:**

1. Virtualization Technologies: A Complete Guide | Gerardus Blokdyk | Emereo Publishing
2. Cloud Computing Bible | Barrie Sosinsky | Wiley
3. Mastering Cloud Computing: Foundations and Applications Programming | Rajkumar Buyya, Christian Vecchiola, S. Thamarai Selvi | McGraw Hill Education India
4. Architecting the Internet of Things | Dieter Uckelmann, Mark Harrison, Florian Michahelles | Springer
5. IoT Fundamentals: Networking Technologies, Protocols, and Use Cases for the Internet of Things | David Hanes, Gonzalo Salgueiro, Patrick Grossetete, Rob Barton, Jerome Henry | Cisco Press





### Elective Course 7: Block chain Technology for Business

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	S3SE515	Course Duration:	30 Hours

#### Course Objective:

- To familiarize students with foundational concepts, architectures, and applications of blockchain technology.
- To equip students with skills to implement blockchain solutions in business contexts.
- To develop analytical capabilities to evaluate blockchain's impact on transparency, security, and efficiency.
- To foster understanding of regulatory, ethical, and practical challenges associated with blockchain adoption.
- To cultivate strategic insights into leveraging blockchain technology for innovation and competitive advantage.

#### Course Outcomes:

- CO1: To understand the fundamental principles, architecture, and working of block chain technology.
- CO2: To analyse the role of block chain in transforming business operations across industries.
- CO3: To explore various block chain platforms, smart contracts, and their applications in business.
- CO4: To assess security, legal, regulatory, and ethical considerations in block chain adoption.
- CO5: To evaluate emerging trends and future opportunities in block chain technology for business innovation.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Introduction to Block chain Technology – Basics, architecture, types, and case studies.	CO1, CO2	5

2	Block chain Applications in Business – Supply chain, finance, identity management, tokenization.	CO2, CO3	5
3	Block chain Platforms and Smart Contracts – Ethereum, Hyperledger, smart contract development, DApps.	CO3, CO4	6
4	Security, Governance, and Compliance in Block chain – Security threats, legal aspects, and governance models.	CO4	4
5	Emerging Trends and Future of Block chain – AI, IoT integration, sustainability, Web3, and Metaverse.	CO5	4
6	Block chain Strategy and Implementation in Business – Business strategy, implementation challenges, evaluation. Emerging Trends with case studies	CO2, CO3, CO4, CO5	6

#### **Textbooks:**

1. Sustainable Digital Transformation: Trends, Business Models, and Best Practices | Stefan Henningsson, Magnus Mähring | Springer India
2. Digital Transformation: Survive and Thrive in an Era of Mass Extinction | Thomas M. Siebel | RosettaBooks
3. Digital Transformation: A Model to Master Digital Disruption | Jo Caudron, Dado Van Peteghem | Lannoo Publishers
4. Managing Digital Transformation | Peter Weill, Stephanie L. Woerner | MIT Press (available via Amazon India and other academic platforms)

#### **Reference Books:**

1. Green IT: Technologies and Applications | Jyrki Tulokas | Springer India
2. Sustainable Digital Innovation and Transformation | Stefan Gold, Nils Urbach, Maximilian Röglinger | Routledge India

3. Digital Sustainability: Why Digital Transformation is the Key to Sustainable Business Models | Markus Linder | Palgrave Macmillan
4. Ethics of Digital Innovation: AI, Data Privacy, and Responsible Tech | Luciano Floridi | Oxford University Press
5. Innovating with Impact: How Sustainability Drives Digital Transformation | Nikki Greenberg | Wiley India



### Elective Course 8: Software Engineering

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	S3SE516	Course Duration:	30 Hours

#### Course Objective:

- To familiarize students with principles, methodologies, and tools for managing software projects effectively.
- To equip students with practical skills in project scheduling, budgeting, and risk management specific to software projects.
- To develop capabilities in agile project management methodologies and software lifecycle management.
- To cultivate analytical skills for quality assurance, performance measurement, and process improvement in software development.
- To foster understanding of contemporary challenges and innovations in software project management.

#### Course Outcomes:

- CO1: To understand the foundational concepts of IT Project Management including project goals, life cycle models, methodologies (ITPM), and various software development processes
- CO2: To analyze key project initiation elements like Requests for Proposal (RFP), business cases, feasibility studies, and use of structured analysis tools
- CO3: To apply appropriate project management tools for scheduling, resource allocation, and budgeting including Work Breakdown Structures (WBS), Gantt Charts, Responsibility Matrices, and estimation models.
- CO4: To evaluate IT project quality and risk by examining testing methodologies (black box, white box, stress/load testing) and applying risk management processes including identification, analysis, mitigation strategies, and control mechanisms.
- CO5: To design an effective IT project plan addressing leadership, communication, procurement, implementation, change management, ethics, multicultural team handling, and Project closure procedure

Unit/ Module	Content	CO Mapping	Hours Assigned
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1	Overview of IT Project Management – Introduction, state of IT project management, need for project management, project goals, life cycle and IT development, extreme project management, PMBOK, ITPM, software development processes (Waterfall, Spiral, etc.), project feasibility	CO1	5
2	RFP, Proposal, Business Case, Project Selection and Approval, Contracting, IT Governance System Analysis and Design, Feasibility Study, Requirements Gathering, DFD, ERD, SRS, Project Charter, Project Planning Framework, Master Plan	CO2	5
3	Work Breakdown Structure (WBS), Responsibility Matrix, Gantt Chart, Calendar Scheduling, Project Management Tools, Budgeting, Software Estimation (LOC, Function Point, COCOMO, COCOMO II), Finalizing Schedule and Budget	CO3	5
4	Testing Techniques – Black box vs White box, Functional Tests, Code Reviews, Stress & Load Tests, IT Project Risk Management – Planning, Identification, Analysis, Strategies, Monitoring, Evaluation	CO4	5
5	Human Side of Project Management – Organization, Team, Environment, Communication, Monitoring, Reporting, Leadership, Ethics, Multicultural Teams, Change	CO5	3

	Management, Resistance, Conflict Handling		
6	Project Procurement & Outsourcing, Project Implementation, Administrative Closure, Project Evaluation, Audit	CO5	3
7	Emerging Trends in Software Project Management with related case studies	CO5	4

#### **Textbooks:**

1. Roger S. Pressman and Bruce R. Maxim, Software Engineering: A Practitioner's Approach, McGraw-Hill
2. Information Technology Project Management by Jack T. Marchewka, Wiley India, 2009.
3. Software Project Management by Hughes and Cornell. Tata McGraw-Hill
4. Harold Kerzner, Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Wiley, 12th Edition
5. Dr. Satish R. Billewar, Software Project Management: Includes Practicals, Dreamtech Press
6. Kathy Schwalbe, Information Technology Project Management, Cengage Learning, 7th Edition
7. IT Project Management by Joseph Phillips. Tata McGraw-Hill
8. Software Project Management by Joel Henry. Pearson Education, 2008

#### **Reference Books:**

1. Pankaj Jalote, Software Project Management in Practice, Pearson Education
2. Hughes & Cotterell, Software Project Management, Tata McGraw-Hill, 5th Edition
3. Bob Hughes, Mike Cotterell, Rajib Mall, Software Project Management, Tata McGraw-Hill
4. Jack T. Marchewka, Information Technology Project Management, Wiley India, 5th Edition
5. PMI – Project Management Institute, A Guide to the Project Management Body of Knowledge (PMBOK® Guide), 6th Edition



### Elective Course 9: Knowledge Management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	S3SE517	Course Duration:	30 Hours

#### Course Objective:

- To develop strategic insight into leveraging emerging technologies for competitive advantage. To introduce foundational theories, practices, and strategic importance of knowledge management.
- To equip students with practical skills for implementing effective knowledge management systems.
- To develop analytical capabilities to assess organizational knowledge assets and knowledge flow.
- To foster understanding of knowledge sharing, collaboration tools, and organizational learning.
- To cultivate strategic insight into addressing knowledge management challenges and opportunities.

#### Course Outcomes:

- CO1: Explain the fundamental concepts of knowledge management, including the distinction between data, information, and knowledge, and the importance of KM in business.
- CO2: Analyze knowledge creation models, sources, and acquisition techniques to enhance organizational knowledge processes.
- CO3: Evaluate knowledge sharing mechanisms, technological tools, and organizational strategies to overcome barriers in KM.
- CO4: Compare different types of Knowledge Management Systems (KMS) and propose effective implementation and evaluation strategies.
- CO5: Design knowledge retention strategies and organizational learning practices to sustain competitive advantage.
- CO6: Assess the role of KM in fostering innovation through technology, collaboration, and performance measurement.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Definition and Scope of KM:	CO1, CO2	5



	Understanding knowledge vs. data vs. information, Types of Knowledge: Tacit vs. explicit knowledge, Importance of KM in business: How KM improves efficiency, decision-making, and innovation, KM Lifecycle: Knowledge creation, storage, sharing, and utilization, Challenges in KM: Barriers to effective knowledge management.		
2	<b>Knowledge Creation Models:</b> Nonaka- Takeuchi SECI Model (Socialization, Externalization, Combination And Internalization), Sources of Knowledge: Internal (employees, documents) vs. external (partners, customers, competitors), Techniques for Knowledge Acquisition: Market research, R&D, benchmarking, collaboration, Knowledge Transfer Mechanisms: Communities of practice, mentorship, cross- functional teams, Role of Leadership in Knowledge Creation: Fostering a knowledge- sharing culture. & Organisational Impact KM management Dimensions, Barrier to KM and IT Dimensions.	CO2, CO3	5
3	Knowledge Sharing Processes: How knowledge is communicated across departments, Barriers to Knowledge Sharing: Cultural, technological, and organizational challenges, Role of Technology in Knowledge Sharing: Intranets, knowledge management systems (KMS), and social media tools, Collaboration Tools: Wikis, collaborative platforms, video conferencing, and	CO4	4

	cloud-based systems, Communities of Practice (CoPs): Facilitating informal knowledge sharing networks within organizations.		
4	Overview of KMS: Types of KMS (Document Management Systems, Content Management Systems, Enterprise Social Networks), Implementing KMS: Steps to successfully implement and manage KMS, Evaluating KMS: Metrics to measure the effectiveness of KMS, Enterprise Resource Planning (ERP) and KM Integration: How ERPs facilitate knowledge management, Best Practices in KMS Implementation: Case studies of successful KMS implementations in businesses.	CO5, CO6	4
5	Knowledge Retention Strategies: Succession planning, mentorship programs, documentation of processes, Knowledge Loss: Managing knowledge loss due to employee turnover, retirements, or organizational changes, Organizational Learning: Creating a culture of learning through training, development, and reflective practices, Learning Organizations: Key features of learning organizations (e.g., continuous improvement, shared vision), Knowledge-Based Competitive Advantage: Leveraging knowledge for strategic advantage in the marketplace.	CO4, CO5	4
6	Role of KM in Innovation: How effective KM fosters creativity and innovation in products, services, and processes,	CO4, CO5	4

	Innovation and Knowledge Sharing: Mechanisms that link KM and innovation (e.g.,crowdsourcing, open innovation),		
7	Emerging trends and Case Studies of KM- Driven Innovation: Examining real-world examples where KM has enhanced innovation, Technology and Innovation: Role of AI, Big Data, and other emerging technologies in KM and innovation, Measuring the Impact of KM on Innovation: Key performance indicators and success metrics for KM-driven innovation.	CO5, CO6	4

**Textbooks:**

1. Knowledge Management, Mruthyunjaya H.C., Prentice Hall.
2. Knowledge Management Systems and Processes in the AI Era by Irma Becerra-Fernandez & Rajiv Sabherwal, Richard Kumi, Routledge 3rd Edition.
3. Knowledge Management by Ganesh Natarajan and Sandhya Shekhar, Tata McGraw-Hill.
4. Knowledge Management in Organizations by Donald Hislop, Oxford 2nd Edition.
5. Knowledge Management in Theory and Practice, Kimiz Dalkir, MIT Press 3rd Edition.
6. Knowledge Management Challenges, Solutions, and Technologies by Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal. Prentice Hall, 2004.
7. Knowledge Management by Elias M. Awad, Hassan M. Ghaziri. Prentice Hall, 2004.
8. Knowledge Management in Organizations by Donald Hislop. Oxford University Press.
9. Knowledge Management Tools and Techniques by Madanmohan Rao. Butterworth- Heinemann

**Reference Books:**

1. Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions by Madanmohan Rao, Butterworth-Heinemann.
2. Organisational Learning and Knowledge Management by William R. King, Springer.
3. Knowledge Management Challenges, Solutions, & Technologies by Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Prentice Hall.

4. Working Knowledge: How Organizations Manage What They Know by ThomasH. Davenport & Laurence Prusak, Harvard Business Press.
5. The Knowledge-Creating Company by Ikujiro Nonaka & Hirotaka Takeuchi, Oxford University Press.

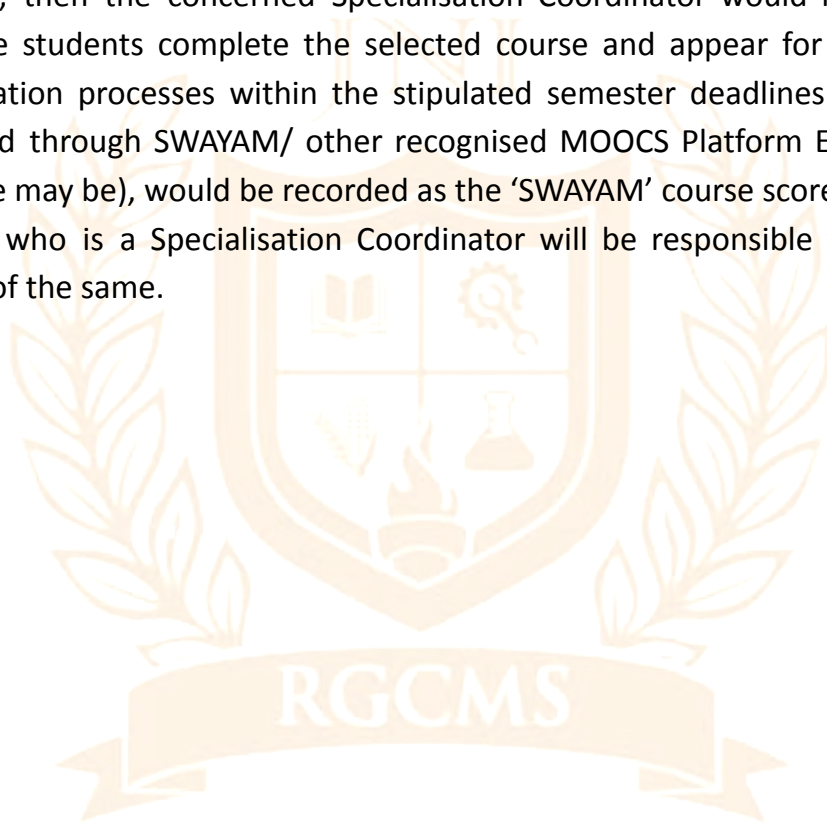


### Elective Course 10: SWAYAM Course

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	S3PE518	Course Duration:	30 Hours

#### Course - Guidelines

- Students have to opt for a relevant course related to specialisation & inform the Specialisation Coordinator.
- In case, the course (SWAYAM/ other recognised MOOCS Platform) is opted as an Elective, then the concerned Specialisation Coordinator would have to ensure that the students complete the selected course and appear for the respective examination processes within the stipulated semester deadlines. The marks so obtained through SWAYAM/ other recognised MOOCS Platform Examination (as the case may be), would be recorded as the 'SWAYAM' course score.
- Faculty who is a Specialisation Coordinator will be responsible to maintain all record of the same.



## SEMESTER – III: OPEN ELECTIVES

### Open Elective 1: Event Management

Course Type:	OE: Open Elective	Course Credits:	2
Course Code:	C3OE519	Course Duration:	30 Hours

#### Course Objective:

- To introduce students to core concepts, planning methodologies, and strategic importance of event management.
- To equip students with practical skills in organizing, managing, and executing events.
- To develop analytical capabilities for budgeting, logistics, risk management, and vendor negotiations in events.
- To foster understanding of promotional strategies, audience engagement, and post-event evaluation.
- To cultivate insights into emerging trends, sustainability practices, and technology utilization in event management

#### Course Outcomes:

- CO1: Understand the structure and scope of the event management industry.
- CO2: Apply the concepts learnt to Plan and design events aligned with client or organizational goals.
- CO3: Analyze the scheduling, logistics, risk mitigation and budgeting requirements for an event
- CO4: Evaluate integrated marketing communication strategies, and event execution including vendors and talent
- CO5: Plan an event and evaluate its success using metrics and concepts learnt in the course

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Introduction to Event Management & Industry Overview - Scope, History, and Evolution of Event Management; Classifications: Corporate, Social, Cultural, Sports, MICE; Structure of the Event	CO1	3

	Industry: Organizers, Agencies, Clients, Vendors; Careers in Event Management		
2	Event Planning and Conceptualization Event Lifecycle & Process; Setting Objectives and Target Audience Identification; Theme and Content Development; Feasibility Analysis	CO1, CO2	3
3	Budgeting & Financial Management Budget Components: Fixed & Variable Costs; Estimating Revenues and BreakEven Analysis; Cost Control, Contingency Funds, and Financial Reporting; Sponsor Engagement: ROI, Packages, and Negotiation	CO2, CO3	3
4	Event Marketing and Communication Marketing Mix for Events (7Ps); Branding and Positioning of Events; Integrated Marketing Communication Plan; Media Planning: Traditional, Digital & social media	CO3, CO4	3
5	Venue Selection and Site Management Resource Allocation: Equipment, Catering, Décor; Technical Management: Lighting, AV, Stage Setup; Guest Management and Registration	CO3, CO4	3
6	Vendor & Stakeholder Management Vendor Selection, Contracts, and Deliverables; Coordination with Sponsors, Clients, Artists, Government Bodies; Team Management: Roles, Timelines, and Briefings; Communication Matrix & Escalation Planning	CO3, CO4	3
7	Legal, Ethical & Risk Management Permissions, Licenses, and Regulatory Compliance; Risk Identification and Mitigation Strategies; Insurance Policies and Liability; Ethical Codes: Data Privacy, Cultural Sensitivity	CO4	3



8	Sustainability & Technology in Events Green Events: Sustainable Practices and Certifications; Waste Management, Carbon Footprint, Local Sourcing; Event Technology: AR/VR, AI, RFID, Event Apps; Managing Hybrid and Virtual Events	CO4	3
9	Program Flow, Entertainment & Talent Management- Designing the Run of Show (ROS); Engaging Performers, Speakers, and Artists; Technical Riders, Hospitality, and Coordination; Time Management on Event Day	CO4, CO5	3
10	Post-Event Activities- Evaluation: KPIs, ROO, ROI, Feedback Mechanisms; PostEvent Reporting and Closure	CO4, CO5	3

#### **Textbooks:**

1. Event Management and Marketing: Theory, Practical Approaches and Planning by Dr. Anukrati Sharma and Dr. Shruti Arora
2. The Business of Events Management by John Beech, Robert Kaspar, et al.
3. The Art of Building Experiential Events: An Event Designer's Almanac by Dr. Deepak Swaminathan

#### **Reference Books:**

1. Events Management by Glenn Bowdin, Johnny Allen, William O'Toole, Rob Harris, Ian McDonnell 172
2. Successful Event Management: A Practical Handbook by Anton Shone & Bryn Parry The Event Manager's Bible by D.G. Conway

#### **Suggested Cases:**

1. Corporate Event – Product Launch (Apple Event)
2. Cultural Event – Jaipur Lit Fest
3. Virtual Event – CES Tech Conference

## Open Elective 2: Total Quality Management

Course Type:	OE: Open Elective	Course Credits:	2
Course Code:	C3OE520	Course Duration:	30 Hours

### Course Objective:

- To provide comprehensive knowledge of quality management principles, tools, and methodologies.
- To equip students with practical skills in implementing and maintaining quality management systems.
- To develop analytical capabilities to conduct quality audits, measure performance, and drive continuous improvement.
- To foster understanding of quality standards and certifications such as ISO and Six Sigma.
- To cultivate strategic insights into contemporary challenges, innovation, and best practices in quality management.

### Course Outcomes:

- CO1: Define fundamental concepts, principles, and historical developments in quality management, including key contributions from Deming, Juran, and Crosby.
- CO2: Explain various quality management tools, techniques, and methodologies such as Six Sigma, Total Quality Management (TQM), and Statistical Process Control (SPC).
- CO3: Demonstrate the implementation of quality control and assurance strategies in real-world scenarios, using tools like Pareto Analysis, Cause-and-Effect Diagrams, and Failure Mode and Effects Analysis (FMEA).
- CO4: Examine international quality standards (ISO 9001, ISO 14001) and their impact on organizational performance, compliance, and continuous improvement.
- CO5: Assess different business excellence models and continuous improvement strategies like Lean and Kaizen for enhancing operational efficiency.
- CO6: Create and implement innovative quality management strategies to enhance organizational performance and sustainability.

Unit/ Module	Content	CO Mapping	Hours Assigned
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1	Introduction to Quality Management: Definition of Quality Evolution of Quality Dimensions of Quality Quality Philosophies (Deming, Juran, Crosby, Taguchi, Feigenbaum, Ishikawa) Quality and Competitive Advantage	CO1	3
2	Total Quality Management (TQM): Principles of TQM Continuous Improvement (Kaizen) Customer Focus and Satisfaction Leadership and Strategic Planning in Quality Quality Culture	CO2	3
3	Quality Management Systems (QMS): ISO 9000 Standards & Certification Implementation of QMS Documentation and Auditing Environmental Management Systems (ISO 14000)	CO3, CO4	3
4	Statistical Process Control (SPC): Basics of Statistics in Quality Process Capability Analysis Acceptance Sampling Plans	CO3	3
5	Six Sigma and Lean Manufacturing: Six Sigma Concept and DMAIC Lean Principles & Tools (5S, Kanban, Value Stream Mapping)	CO4, CO5	3
6	Six Sigma and Lean Manufacturing: Integration of Lean and Six Sigma (Lean Six Sigma) Case Studies of Six Sigma Implementation	CO4, CO5	3
7	Quality Improvement Tools and Techniques: Cause-and-Effect Diagram (Ishikawa) Pareto Analysis Failure Mode and Effects Analysis (FMEA) Benchmarking Poka-Yoke (Mistake-Proofing)	CO4, CO5	3
8	Malcolm Baldrige Quality & Reliability and Quality Costs: Malcolm Baldrige National Quality Award (MBNQA) Definition and Importance of Reliability Reliability Measures (MTBF, MTTR, Availability) Quality Cost Categories (Prevention, Appraisal, Internal & External Failure Costs)	CO3	3
9	Emerging Trends in Quality Management: Industry 4.0 and Quality	CO3, CO4	3

10	Emerging Trends in Quality Management: Digital Quality Management AI in Quality Control Sustainable Quality Management	CO3, CO4	3
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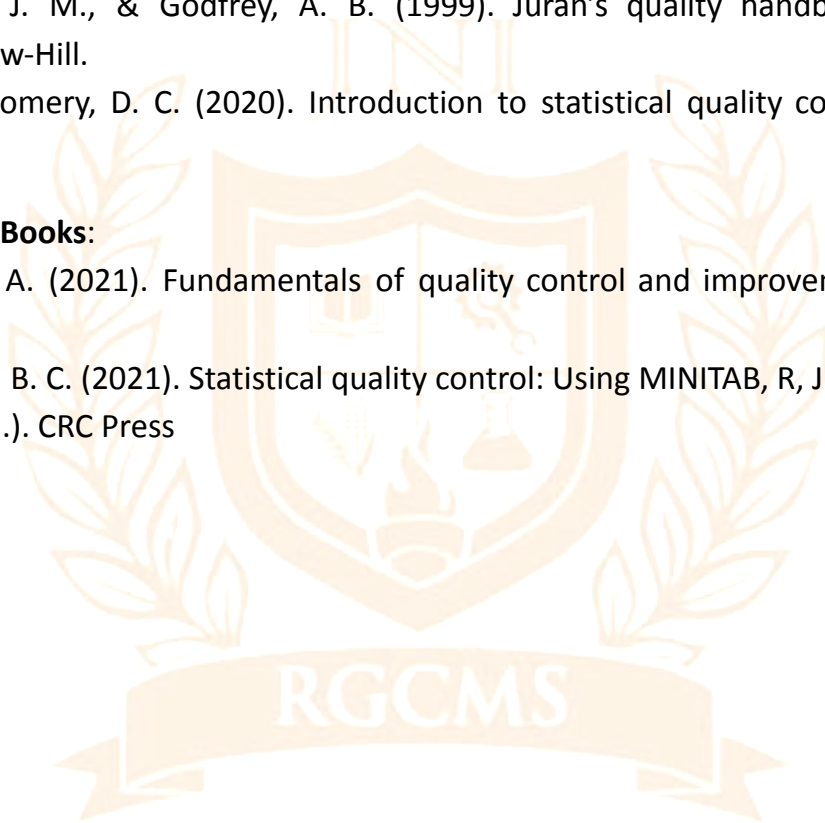
**\*CO6 to be covered in Internal Assessment component**

**Textbooks:**

1. Bedi, K. (2006). Quality management. Oxford University Press.
2. Besterfield, D. H. (2018). Total quality management (5th ed.). Pearson
3. Juran, J. M., & Godfrey, A. B. (1999). Juran's quality handbook (5th ed.). McGraw-Hill.
4. Montgomery, D. C. (2020). Introduction to statistical quality control (8th ed.). Wiley.

**Reference Books:**

1. Mitra, A. (2021). Fundamentals of quality control and improvement (5th ed.). Wiley
2. Gupta, B. C. (2021). Statistical quality control: Using MINITAB, R, JMP and Python (1st ed.). CRC Press



### Open Elective 3: Labour, Social Security & Welfare Law

Course Type:	OE: Open Elective	Course Credits:	2
Course Code:	C3OE521	Course Duration:	30 Hours

#### Course Objective:

- To introduce students to foundational concepts and legal frameworks governing labour, social security, and welfare.
- To equip students with practical understanding of compliance requirements under various labour legislations.
- To develop analytical skills for evaluating employee welfare measures and social security schemes.
- To foster understanding of dispute resolution mechanisms in labour management relations.
- To cultivate insights into contemporary trends, amendments, and challenges in labour law & employee welfare.

#### Course Outcomes:

- CO1: To understand the labour Laws implemented in Organizations
- CO2: To analyse the social security legislation relevant in the given scenario.
- CO3: To apply the laws related to Labour Laws and Labour Welfare Laws in organizational situations.
- CO4: To analyse and evaluate the role of governing bodies in security and welfare of employees.
- CO5: To create and develop a framework of social security and welfare laws for smooth functioning of an organization.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Introduction: Labour Laws: Concept, Evolution Government of India Structure, Constitutional provisions for labour Principles of Labour Laws Classification of Labour Laws viz: Regulatory, Employment, Wage, Social Security & IR	CO1, CO2	3

2	Regulative Laws: Factory Act 1948, prohibition of employment of young children and woman. The Bombay Shop and Establishment Act, 1948	CO2, CO3	3
3	Industrial Relations Legislations: Industrial Disputes Act, 1947, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure. The Trade Union Act, 1926 MRTUP & PULP 1971 (only unions politics & recognition provision) Industrial Employment (Standing Order) Act 1946	CO2, CO3	6
4	Laws Related to Compensation: The Payment of wages Act 1936: Maintenance of register and records, penalty for offences like Delayed Payment, non – payment of wages and failure to maintain records. The Minimum Wages Act 1948 - Minimum rate of wages, Procedure for fixing and revising minimum Wages, Advisory Board, Maintenance of Registers and records. The Payment of Bonus Act 1965 - Rate of Bonus, Calculation of Amount Payable as Bonus, Eligibility for bonus and its payment, set –on and set off of Allocable surplus. Deductions and Recovery of Bonus	CO2, CO3, CO4	6
5	Social Welfare and Security Laws I: The Employee Provident Fund & Miscellaneous Provision Act 1952 -Basic wages contribution and superannuation. Provident Fund, Pension fund, Employee deposit linked insurance fund. Payment of contribution, Benefit under the scheme, Penal provision. The Payment of Gratuity Act 1972: Scope & Coverage calculation of Gratuity, Gratuity not payable, obligation of the employer, Process of receiving payment.	CO2, CO4, CO5	6
6	Social Welfare and Security Laws II: The Workmen's Compensation Act 1923: Definition – wages, workman, Disablement –partial /Total Employer's liability for compensation, Occupational disease. Quantum of Compensation, Commissioners Power.	CO2, CO4, CO5	6



	Maternity Benefit Act 1961-Coverage, condition & Eligibility. Benefits as per latest amendments. The Employer State Insurance Act 1948 - scope, coverage, Disablement, ESI Corporation, Contribution & Benefit period, Benefits in Detail, Obligations of employers. Child Labour (Prohibition & Regulation) Act, 1986 Sexual Harassment at the Workplace (Prevention, Prohibition and Redressal) Act, 2013, Occupational Safety, Health and Working Conditions Act		
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**Textbook:**

1. Big Data and Business Analytics by Jay Liebowitz, Pearson Education India
2. Big Data Analytics by Seema Acharya & Subhashini Chellappan, Wiley India
3. Business Analytics: The Science of Data-Driven Decision Making by U. Dinesh Kumar, Wiley India
4. Data Science and Big Data Analytics by EMC Education Services, Wiley India

**Reference Books:**

1. Data Analytics by V. P. Jain, Khanna Publishing House
2. Business Analytics by Sanjiv Jaggia, Alison Kelly, and R. A. Sharma (Indian adaptation), Cengage India
3. Fundamentals of Business Analytics by R. N. Prasad & Seema Acharya, Wiley India
4. Business Intelligence and Analytics by Ramesh Sharda, Dursun Delen & Efraim Turban, Pearson India
5. Big Data: Concepts, Technology and Architecture by Thomas Erl, Pearson India



#### Open Elective 4: Artificial Intelligence and Machine Learning for Business

Course Type:	OE: Open Elective	Course Credits:	2
Course Code:	C3OE522	Course Duration:	30 Hours

##### Course Objective:

- To introduce fundamental concepts of Artificial Intelligence and Machine Learning relevant to business.
- To enable understanding of how AI/ML tools are applied in decision-making, customer analytics, and process automation.
- To develop analytical thinking in evaluating business problems solvable through AI/ML.
- To provide hands-on exposure to basic tools used in AI/ML for business contexts using case studies.

##### Course Outcomes:

- CO1: Explain the key concepts and terminology of AI and ML in a business context.
- CO2: Identify and assess AI/ML use cases in various business functions like marketing, HR, operations, and finance.
- CO3: Interpret business datasets and understand the basics of model training and prediction.
- CO4: Evaluate the ethical, legal, and societal impacts of using AI in business.
- CO5: Demonstrate application of simple AI/ML models using beginner-friendly tools or platforms.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction to AI &amp; ML:</b> Definition, history, and types of AI; difference between AI, ML & Deep Learning; applications in business	CO1	3
2	<b>Business Use Cases of AI/ML:</b> AI in marketing (recommendation systems), HR (attrition prediction), finance (fraud detection), operations (demand forecasting)	CO2	4

3	<b>Data for AI &amp; ML:</b> Understanding business data; structured vs unstructured data; importance of data quality; basic statistics	CO3	3
4	<b>Basics of Machine Learning:</b> Types of ML – supervised, unsupervised; training vs testing; introduction to algorithms (linear regression, clustering)	CO3	4
5	<b>Tools &amp; Platforms for AI in Business:</b> Intro to Excel AI tools, Google AutoML, Microsoft Azure ML, Power BI with ML	CO5	4
6	<b>Ethical &amp; Legal Aspects:</b> AI bias, data privacy, transparency, GDPR, responsible AI practices in business	CO4	3
7	<b>Practical Lab: Business Scenario Simulation:</b> Hands-on project using a no-code tool or guided Excel-based AI activity (e.g., forecasting, classification)	CO5	5
8	<b>Trends &amp; Future of AI in Business:</b> Generative AI, chatbots, RPA, AI strategy roadmap for organizations	CO1, CO2	4

#### Textbook:

1. Artificial Intelligence for Business: A Roadmap for Getting Started with AI, Doug Rose, Addison-Wesley
2. Artificial Intelligence: A Guide for Thinking Humans, Melanie Mitchell, Penguin
3. AI and Machine Learning for Business: A No-Nonsense Guide, Steven Finlay, Relativistic
4. The Executive Guide to AI, Andrew Burgess, Palgrave Macmillan
5. Machine Learning for Business Analytics: Concepts, Techniques, and Applications in Python, Galit Shmueli, Peter Bruce, Inbal Yahav, Wiley

#### Reference Books:

1. Prediction Machines: The Simple Economics of Artificial Intelligence, Ajay Agrawal, Joshua Gans, Avi Goldfarb
2. Competing in the Age of AI, Marco Iansiti & Karim Lakhani
3. Data Science for Business, Foster Provost, Tom Fawcett

4. AI Superpowers, Kai-Fu Lee
5. Hands-On Machine Learning with Scikit-Learn, Keras & TensorFlow, Aurélien Géron

### Open Elective 5: Marketing of Financial & Banking Services

Course Type:	OE: Open Elective	Course Credits:	2
Course Code:	C3OE523	Course Duration:	30 Hours

#### Course Objective:

- To introduce students to foundational marketing principles specific to financial products and services.
- To equip students with practical skills for segmenting, targeting, and positioning financial offerings.
- To develop analytical abilities to assess consumer behavior and preferences in financial markets.
- To foster understanding of strategic pricing, branding, and promotional tactics for financial products.
- To cultivate insights into contemporary trends, digital marketing strategies, and compliance considerations in financial marketing.

#### Course Outcomes:

- CO1: Explain the role, scope, and significance of marketing in financial services, including an overview of key products such as banking, insurance, and investment services.
- CO2: Apply segmentation, targeting, and positioning (STP) strategies, and design marketing mixes for diverse financial products including banking, NBFCs, insurance, and mutual funds.
- CO3: Analyze customer behavior and marketing strategies in digital financial services, including fintech, mobile marketing, and CRM tools.
- CO4: Evaluate legal and ethical frameworks governing financial marketing in India, and assess their role in ensuring transparency and consumer protection.
- CO5: Design and present a field-based marketing strategy for a financial product using experiential insights, CRM, and digital tools.

Unit/ Module	Content	CO Mapping	Hours Assigned
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1	<b>Introduction to Financial Services Marketing:</b> Overview of financial products and services; The role and importance of marketing in the financial services industry; Types of financial services (banking, insurance, investment products, etc.)	CO1	3
2	<b>Marketing of Banking products and services:</b> - Features of banking products - STP (Segmentation, Targeting, Positioning) for banks - Buying behavior of banking customers - Marketing strategies in banking	CO2, CO3	3
3	<b>Marketing of NBFC products and services</b> - Product structure of NBFCs - Consumer behavior - STP and marketing mix for NBFCs - Marketing strategy insights through actual market case studies	CO2, CO3	3
4	<b>Marketing of Insurance products and services</b> - Types of insurance (life, health, general) - Consumer behavior in insurance - STP and promotional strategies - Marketing strategy insights through actual market case studies	CO2, CO3	3
5	<b>Marketing of Mutual funds and services</b> - Mutual fund types and schemes - STP and customer profiles; Consumer behavior in Mutual Funds - Marketing channels and promotional tactics through actual market case studies	CO2, CO3	3
6	<b>Marketing of Portfolio management services and investment advisory services</b> - PMS and investment advisory models - Target market analysis and client profiling; Buying Behaviour analysis - Marketing techniques including Marketing to high-net-worth clients	CO2, CO3	3

7	<b>Customer Relationship Management</b> <ul style="list-style-type: none"> <li>- CRM tools and technology</li> <li>- Customer retention and satisfaction</li> <li>- Role of feedback and service personalization</li> <li>- CRM tools and techniques used by financial institutions</li> </ul>	CO2, CO3	3
8	<b>Digital Marketing and Technology in Financial Services</b> <ul style="list-style-type: none"> <li>- Role of digital marketing in financial services</li> <li>- Mobile marketing, social media &amp; online tools</li> <li>- Introduction to Fintech and their marketing strategies</li> <li>- Suggested Case study - Zerodha or Any other</li> </ul>	CO3, CO4	3
9	<b>Legal and Ethical Aspects of Marketing Financial Products</b> <ul style="list-style-type: none"> <li>- Regulatory framework governing financial services marketing (e.g., SEBI, RBI)</li> <li>- Ethical concerns and consumer protection</li> <li>- Legal requirements for advertising and disclosures in financial services</li> </ul>	CO4	3
10	<b>Presentation of Field projects</b> <ul style="list-style-type: none"> <li>- On-ground sales experience with a retail financial product (insurance, credit card, loan, etc.)</li> <li>- Strategy presentation and reflection (Suggestion of Student immersing in 6-10 hours for project on the field)</li> </ul>	CO5	3

**Text Books:**

1. Financial Services in India, Concepts and application- Rajesh Kothari
2. Financial Services- M Y Khan
3. Marketing of Financial Services- V. A. Avadhani

**Reference Books:**

1. "Principles of Marketing" by Philip Kotler & Gary Armstrong (Chapter on Services Marketing)
2. "Marketing of Financial Products" by Dr. Prafulla Ranjan

### Open Elective 6: Climate Risk and Sustainable Finance

Course Type:	OE: Open Elective	Course Credits:	2
Course Code:	C3OE524	Course Duration:	30 Hours

#### Course Objective:

- To familiarize students with foundational concepts and strategic implications of climate risk.
- To equip students with analytical skills to assess and manage climate-related financial risks.
- To foster understanding of sustainable finance practices, ESG criteria, and impact investing.
- To develop practical abilities to integrate climate risk assessment into financial decision-making.
- To cultivate insights into regulatory frameworks, global standards, and innovative approaches to sustainable finance

#### Course Outcomes:

- CO1: Understand the fundamentals of climate change, its economic impact, and the financial risks it poses
- CO2: Analyze the role of financial institutions and global policies in climate mitigation and sustainable development
- CO3: Evaluate ESG frameworks, investment strategies, and the regulatory landscape influencing sustainable finance
- CO4: Apply tools and instruments such as green bonds, carbon pricing, and climate risk management in financial decision-making
- CO5: Assess real-world cases, innovations, and emerging trends in climate risk and sustainable finance with relevance to India

Unit/ Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction to Climate Change and Financial Implications</b> <ul style="list-style-type: none"><li>● Basics of Climate Change and Global Warming</li><li>● Impact of Climate Change on the Economy and Financial Markets</li></ul>	CO1	3



	<ul style="list-style-type: none"> <li>● Climate-Related Financial Risks: Physical and Transition Risks</li> </ul>		
2	<b>Role of Financial Institutions in Climate Action</b> <ul style="list-style-type: none"> <li>● Financial Institutions in Climate Mitigation and Adaptation</li> <li>● Climate Change Policy Landscape: National and International Perspectives</li> <li>● Key Global Agreements: The Paris Agreement, SDGs, and COP Summits</li> </ul>	CO2	3
3	<b>Evolution of Sustainable Finance</b> <ul style="list-style-type: none"> <li>● Sustainable Finance: From CSR to ESG</li> <li>● Understanding ESG (Environmental, Social, Governance) in Finance</li> <li>● ESG Integration in Financial Decision-Making</li> </ul>	CO3	3
4	<b>ESG Reporting and Regulatory Frameworks</b> <ul style="list-style-type: none"> <li>● ESG Metrics, Reporting, and Disclosure Standards (TCFD, GRI, SASB)</li> <li>● Regulatory and Policy Developments: SEBI, RBI, EU Taxonomy, and IFRS Sustainability Standards</li> <li>● Corporate Governance and Climate-Related Disclosures</li> </ul>	CO3	3
5	<b>ESG Investment Strategies and Risk Assessment</b> <ul style="list-style-type: none"> <li>● ESG Investment Approaches: Screening, Thematic Investing, and Impact Investing</li> <li>● Role of Central Banks and Supervisory Authorities in Sustainable Finance</li> <li>● ESG Risk Analysis and Due Diligence in Financial Institutions</li> </ul>	CO3	3
6	<b>Financial Instruments for Sustainable Finance</b> <ul style="list-style-type: none"> <li>● Green Bonds, Social Bonds, and Blue Bonds: Market Trends and Case Studies</li> <li>● Carbon Markets and Carbon Pricing Mechanisms</li> <li>● Blended Finance and Public-Private Partnerships (PPPs)</li> </ul>	CO3	3
7	<b>Role of Development Banks and Risk Management in Climate Finance</b>	CO4	3



	<ul style="list-style-type: none"> <li>• Role of Development Banks and Multilateral Agencies in Climate Finance</li> <li>• Risk Assessment Tools for Climate Finance</li> <li>• Sustainable Lending and Green Credit Policies</li> </ul>		
8	<b>Climate Risk Management in Financial Institutions</b> <ul style="list-style-type: none"> <li>• Climate Stress Testing and Scenario Analysis</li> <li>• Incorporating Climate-Related Financial Risks into Risk Management Framework</li> <li>• Portfolio Alignment with Net-Zero Goals: Strategies for Banks and Investors</li> </ul>	CO4	3
9	<b>Case Studies and Practical Insights on Climate Risk</b> <ul style="list-style-type: none"> <li>• Climate Risk Assessment in Asset Pricing and Valuation</li> <li>• Case Studies on Climate Risk in Banking and Investment Management</li> <li>• Role of Insurance and Reinsurance in Managing Climate Risks</li> </ul>	CO5	3
10	<b>Emerging Trends and Innovations in Sustainable Finance</b> <ul style="list-style-type: none"> <li>• Technological Innovations in Green Finance: Blockchain, AI, and IoT</li> <li>• Natural Capital and Biodiversity Finance</li> <li>• The Future of Climate Finance in Emerging Markets</li> <li>• India's Green Finance Roadmap and Net-Zero Commitments</li> <li>• Transition Finance and Just Energy Transition Strategies</li> </ul>	CO5	3

**Textbooks:**

1. Sustainable Finance: Using the Power of Money to Change the World, Hermann
2. Falk, Springer, 1st Edition (2022)
3. Sustainable Finance and ESG Investing, A. Arjaliès, J.-P. Reiter, Routledge, 1st

4. Edition (2020)

**Reference Books/ Texts:**

1. Climate Finance: Theory and Practice, Anil Markandya, Ibon Galarraga, Mikel
2. González-Eguino, World Scientific, 1st Edition (2017)
3. Handbook of Green Finance: Energy Security and Sustainable Development, Jeffrey
4. Sachs, Wing Thye Woo, Naoyuki Yoshino, Springer, 1st Edition (2019)
5. Greening India's Financial System, FICCI and Climate Policy Initiative (CPI India),
6. Industry Reports



### Open Elective 7: Acquiring and Managing Talent

Course Type:	OE: Open Elective	Course Credits:	2
Course Code:	C3OE525	Course Duration:	30 Hours

#### Course Objective:

- To introduce foundational principles, strategies, and practices in talent acquisition and management.
- To equip students with practical skills in recruitment, selection, onboarding, and employee retention.
- To develop analytical capabilities for assessing talent management effectiveness and workforce planning.
- To foster understanding of employer branding and employee value proposition in talent acquisition.
- To cultivate strategic insight into contemporary talent management challenges and best practices

#### Course Outcomes:

- CO1: To recognize the role of talent acquisition and selection.
- CO2: To identify the methods of acquisition and management of talent for a given position. CO3: To apply different interview techniques and demonstrate required interviewing skills for a given position.
- CO4: To analyse the requirements of the measures used in employee talent acquisition and selection to evaluate applicants fairly and in an unbiased manner.
- CO5: To create effective ways of acquiring, managing and retaining talent and evaluate the impact of talent management through the HR function.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Conceptual and modern approaches of Talent Management and Acquisition	CO1	3
2	<b>Competency based Job Analysis –</b> • Contents of Job Description & Job Specification, Job Design.	CO2, CO3	3
3	<b>Acquiring Talent:</b>	CO2, CO3	3

	<ul style="list-style-type: none"> <li>• Recruiting Talent Externally, Recruiting Talent Internally, Developing Talent Over Time, Developing a Diverse Talent Pool,</li> <li>• Use of technology for talent acquisition</li> </ul>		
4	Selection Process – Matching People and Job, Sources of Information about Job Candidates, Use of various contemporary tools for selection, Assessment Center, Interview Techniques.	CO2, CO3	3
5	<b>Employee Testing and Selection</b> <ul style="list-style-type: none"> <li>• Profiling Techniques: Personality, Aptitude, Competency</li> <li>• Documentation for Acquiring Talent, Statutory and legal requirements affecting the talent acquisition policies.</li> </ul>	CO2, CO3	3
6	Talent Development Contemporary techniques of training, PCMM model, Analysis and evaluation of Learning and development needs. Talent Retention: Strategies for talent retention. Employee engagement practices for retention. Compensation as a tool for retention: Concept and objective of compensation as a retention tool. Talent Acquisition: Measuring the impact and use of various matrices for Talent Acquisition	CO2, CO3	3

**Textbooks:**

1. Effective Acquiring Talent and Selection Practices, Alan Nankervis, Robert Compton, Bill Morrissey.
2. Acquiring Talent and Selection (Developing Practice), Chartered Institute of Personnel and Development
3. Successful Interviewing and Acquiring Talent, Rob Yeung, Kogan, Page Publishers
4. Human Resource Management – A South Asian Perspective by Snell, Bohlander & Vora Fourth Edition 2011
5. Gary Dessler & Biju Varkey. Human Resource Management 16th Edition, Pearson Publication.

6. Fred Luthans. Organisational Behavior: An Evidence-Based Approach 12th Edition,  
McGraw Hill Education

**Reference Books:**

1. Aswathappa K.. Human Resource Management-Text and Cases 8th Edition,  
McGraw Hill



### Open Elective 8: Services Management

Course Type:	OE: Open Elective	Course Credits:	2
Course Code:	C3OE526	Course Duration:	30 Hours

#### Course Objective:

- To provide foundational knowledge and strategic understanding of service management principles.
- To equip students with practical skills in designing and delivering quality service experiences.
- To develop analytical capabilities for managing service operations, performance metrics, and customer satisfaction.
- To foster understanding of service quality frameworks, customer relationship management, and complaint handling.
- To cultivate strategic insights into contemporary trends, technology integration, and innovations in service management

#### Course Outcomes:

- CO1: Understand the various aspects of service at all customer touch points to enrich the lives of customers.
- CO2: Apply the various concepts and frameworks in the course to leverage service as a source of competitive advantage
- CO3: Analyze service quality, various metrics, and service design to leverage information flows and enhance customer value
- CO4: Evaluate value provided, customer behaviour, gaps in competitor offerings to create new, innovative services
- CO5: Devise a comprehensive service plan considering the company and competitive situation to complement marketing strategy

Unit/ Module	Content	CO Mapping	Hours Assigned
1	Service management – introduction; Taguchi's Robust Design Methodology and service outcomes; customer service requests and unexpected service variability; robust people/robust process matrix	CO1, CO2	3

2	Customer Relations- core purpose – enrich lives of customers; customer needs v/s desire; map customer touchpoints – pre-purchase, purchase, post-purchase; role of staff in exceeding customer expectations	CO1,CO 2	3
3	Service Quality – managing the customer mix; Customer to Customer Interactions (CCI), Customer to Employee Interactions (CEI); Hoffman and Bateson's (2011) Servuction Model – visible and invisible factors influencing service experience, Parasuraman, Zeithaml and Berry's SERVQUAL model	CO1,CO 2,CO3	5
4	Service Metrics - Net Promoter Score (NPS), leveraging the power of customer recommendations; Customer Lifetime Value (CLV) – Historic and future lifetime values; Acquisition Customer Lifetime Value, Existing Customer Lifetime Value	CO2, CO3, CO4	2
5	Service Systems design – service as a source of competitive advantage; role of technology in changing nature of service processes; leveraging information flows from service provider to customer and vice versa; role of Augmented Reality, AI in helping customers make specific transactions	CO2, CO3, CO4	3
6	Service Operations – queue managementreduce/eliminate waiting times; using technology to eliminate waiting times, virtual queuing, internet ordering, using AI to enhance waiting experience; increased brand engagement, subliminal messaging during wait times	CO2, CO3, CO4	3
7	Value Co-creation in service process – dimensions of customer benefits – price, speed of delivery, service quality, frictionless services and social media, trade-offs – online security and vulnerability; design service process to meet emotional and psychological customer needs	CO3, CO4	3



8	Customer Behaviour in Service Operations – organization culture and employee behaviour; customer reviews on social media as insights into customer behaviour, instrumental controls to induce desired behaviour – self-service; normative approach – social approval/disapproval, pride/belongingness, shame/rejection, creating customer communities	CO2, CO3, CO4	3
9	Creating New Services – external and internal perspectives on firm capabilities and customer interactions; criteria for creating new services – type of service desired, management of customer expectations; categories of new services – Firm's operational expertise and customer needs matrix; service as a platform for innovation, types of service innovations – changing role of customers, change processes, fill an unsatisfied need, dis-aggregate the value chain, create new business models	CO3, CO4, CO5	3
10	Consolidation of Fragmented Service industries – benefits of size, shared assets reduce costs, high bargaining power with suppliers, national brand presence, cross-selling opportunities; drawbacks – lengthy process, poor service quality; decisions in consolidation – post acquisition integration and cultural issues; hub and spoke v/s spoke models of operations	CO3, CO4, CO5	3

**Textbooks:**

1. Service Marketing – People, technology, strategy. 8e. Christopher Lovelock, Jochem
2. Wirtz, Jayanta Chatterjee. Pearson Indian Subcontinent Edition
3. Services marketing – Integrating Customer Focus Across the Firm. 7e. Valarie A.
4. Zeithaml, Mary Jo Bitner et al. McGraw Hill

**Reference Books:**

1. From Designing Service Processes to Unlock Value. 3e. Joy M. Field. Business
2. Expert Press
3. Winning on Purpose- The Unbeatable Strategy of Loving Customers. Fred

4. Reichheld. Bain & Company. Harvard Business review Press. Boston. MA
5. Highly Effective Marketing Analytics. A Practical Guide to Improving Marketing ROI with Analytics. Mu Hu. Business Expert Press



### Open Elective 9: Enterprise Risk Management

Course Type:	OE: Open Elective	Course Credits:	2
Course Code:	C3OE526	Course Duration:	30 Hours

#### Course Objective:

- Develop Risk Literacy: Gain an understanding of risk in its broadest sense-including over 300 types of business risk such as climate change, cybersecurity, Supply chain, finance, ESG and more – to become a risk-intelligent professional.
- Learn practical risk Assessment: Master how to identify, assess, and analyse risk across various domains, preparing you to make informed, risk-based decisions in any career or business environment.
- Understand International standards: Familiarize yourself with globally recognised frameworks and standards (including IRM, ISO 31000, and COSO) that form the foundation of enterprise Risk Management.
- Apply theoretical Concepts to Real-World Scenarios: Engage with Case studies, applied exercise, and current affairs to bridge the gap between theory and practice in risk management.
- Establish a Risk Foundation: Learn the basics of setting up a risk management function whether in a startup, family business, or a large organisation, thereby integrating risk management into everyday decision making.

#### Course Outcomes:

- CO1: Understand all area of risk from project to marketing to supply chain to finance to climate change.
- CO2: Get risk intelligent in every domain/sector.
- CO3: Become proficient in risk-based decisions.
- CO4: Be a complex solver, analytical thinker and an excellent negotiator.
- CO5: master the art of basic stakeholder management.
- CO6: Help any company or department convert basic risk into opportunities.
- CO7: Join IRM's global community across 140 countries after earning the IRM certification.
- CO8: Access to the next IRM exam stage/level subject to students passing the Level 1 supplementary Exam earning the global certification after certificate payment.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	<b>Introduction:</b> <ul style="list-style-type: none"> <li>Understanding Risk maturity &amp; the Quadrants</li> <li>Global Risk.</li> <li>The Globalisation landscape for Corporation.</li> <li>Growth of Corporation.</li> <li>Vulnerabilities of Corporation.</li> <li>Understanding a Corporation's Risk.</li> <li>Cross-Company Risk Aggregation.</li> </ul>	CO1, CO2	3
2	<b>Business &amp; processes:</b> <ul style="list-style-type: none"> <li>Value chain of Organisation.</li> <li>What is a process, function, and department.</li> <li>Organisation vision, mission and objectives.</li> </ul>	CO1, CO5	3
3	<b>IRM's Risk culture guide:</b> <ul style="list-style-type: none"> <li>A practical approach to risk management.</li> <li>Improving Risk management within the Existing Organisation culture.</li> <li>IRM Risk culture Aspects Models.</li> <li>Culture Theory of Risk.</li> <li>Conclusion.</li> </ul>	CO2, CO4, CO6	3
4	<b>Risk &amp; Risk management:</b> <ul style="list-style-type: none"> <li>Differences of Risk and ERM.</li> <li>Difference between Financial Risk &amp; Enterprises risk.</li> <li>Global case studies.</li> <li>Indian Case Studies.</li> <li>Overview of risk regulation in India.</li> </ul> <p>How different sectors use Risk Management (Technology, Agriculture, Pharmaceutical, Automotive, FMCG, Hospitality, Power, Real Estate, Defence, BFSI, manufacturing, Media &amp; Entertainment, Healthcare, Mining, Oil &amp; Gas, Energy, Retail, Telecommunication, Aviation)</p>	CO1, CO2, CO6	3
5	<b>Risk Management Process:</b> <ul style="list-style-type: none"> <li>Risk identification (all areas of risks across all sectors)</li> </ul>	CO1, CO2,	3

	<ul style="list-style-type: none"> <li>● Identify Risks-Risk Taxonomy/Universe (300 areas of risks) <ul style="list-style-type: none"> <li>○ Geopolitical and country risks.</li> <li>○ Financial and Operational risks.</li> <li>○ Technology and cyber risk.</li> <li>○ Environment and sustainability risk.</li> <li>○ Social and people risk.</li> <li>○ Governance and compliance risk.</li> <li>○ Disaster risk.</li> <li>○ Human Capital risk.</li> <li>○ Climate change risk.</li> <li>○ Critical Infrastructure risks</li> <li>○ Other risk like reputation, Branding, Marketing, Supply Chain.</li> </ul> </li> <li>● Black Swans, grey rhinos, unknown risk.</li> <li>● Case studies on sectoral risk- business, healthcare, law, finance, technology, startup, HR.</li> <li>● Risk Description.</li> <li>● Risk Register.</li> <li>● Risk Analysis &amp; Evaluation.</li> <li>● Types or Risk rating.</li> <li>● Risk and Control</li> <li>● Risk Appetite and performance. <ul style="list-style-type: none"> <li>○ Question for the Boardroom.</li> <li>○ Designing a risk appetite.</li> <li>○ Implementing a Risk Appetite.</li> </ul> </li> <li>● Risk Treatment Strategies.</li> <li>● Business Continuity planning, Disaster Mangement.</li> </ul>	CO3, CO4, CO6	
6	<b>ISO Guidelines decoded by IRM</b> <ul style="list-style-type: none"> <li>● ISO 31000:2018 Risk Management-Guidelines.</li> <li>● Guidance provided in ISO 31000-Principles.</li> <li>● Guidance provided in ISO 31000-Framework.</li> <li>● Guidance provided in ISO 31000-Process.</li> <li>● Relevance of ISO 31000 for risk Professionals.</li> </ul>	CO2, CO3, CO6	3
7	<b>COSO Framework decoded by IRM</b> <ul style="list-style-type: none"> <li>● Structure and Approach of COSO Guidance.</li> </ul>	CO2, CO3	3

	<ul style="list-style-type: none"> <li>Guidance provided by the COSO ERM cube 2004.</li> <li>Guidance provided by the COSO Framework 2017.</li> <li>Relevance of COSO frameworks for Risk Professionals.</li> </ul>		
8	<b>Monitoring, Communication &amp; Reporting</b> <ul style="list-style-type: none"> <li>Monitoring</li> <li>Internal reporting</li> <li>External reporting</li> <li>Challenges in reporting</li> </ul>	CO3, CO4, CO5	3
9	<b>Risk management Architecture</b> <ul style="list-style-type: none"> <li>Policy</li> <li>Role of the Board.</li> <li>Role of the Business unit.</li> <li>Role of the Risk Management Function.</li> <li>Role of the Board.</li> <li>Role of the Internal Audit.</li> <li>Reviewing Risks</li> <li>Benefits of communication through policy.</li> <li>Attributes of a Risk professional.</li> </ul>	CO2, CO4, CO5, CO6	3
10	<b>International Webinars: Risk Toolbox &amp; Risk Culture</b> <ul style="list-style-type: none"> <li>Risk Toolbox</li> <li>Risk Culture</li> <li>Career in Enterprise Risk management.</li> </ul>	CO2, CO4, CO7, CO8	3

#### Textbooks:

#### Open Elective 10: SWAYAM Course

Course Type:	OE: Open Elective	Course Credits:	2
Course Code:	C3OE528	Course Duration:	30 Hours

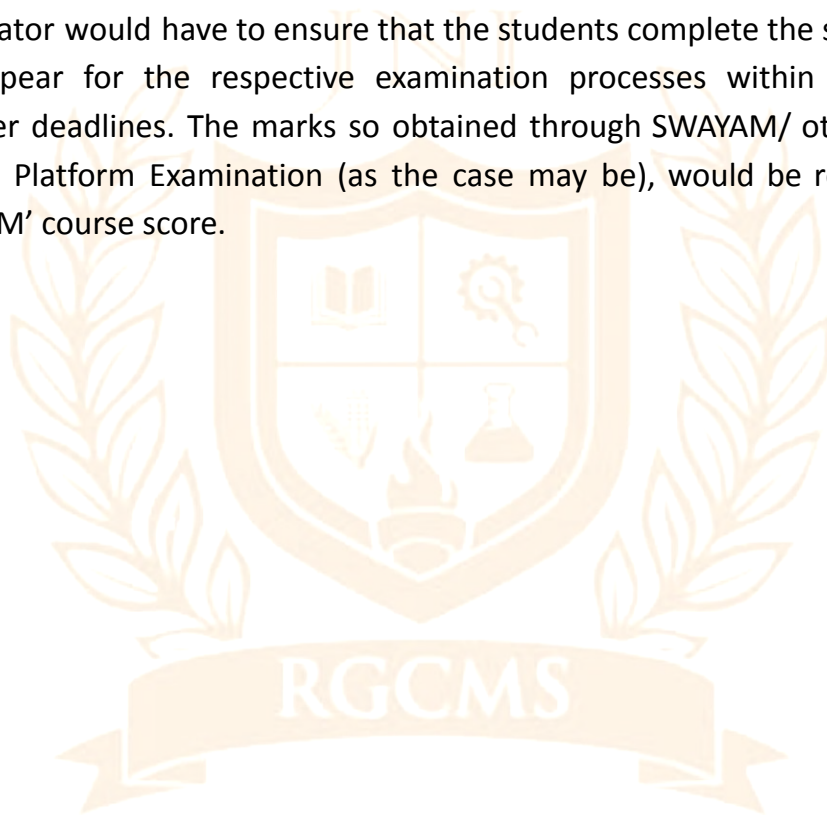
#### Open Elective Course - Guidelines

- Students have to opt for an Open Elective Course in Semester III which is either disciplinary or multi-disciplinary from a basket of open elective course choices provided.

- Either all Five opted Program Specialisation Elective courses can be from the 'Selected Specialization' Group (Finance/ Human Resource/ Marketing/Operations/Systems).

OR

- Minimum Four Program Specialisation Elective courses must be from the 'Selected Specialization' Group (Finance/ Human Resource/ Marketing/Operations/Systems) and One can be from other specialisation.
- In case, the course 'Enterprise Risk Management' (SWAYAM/ other recognised MOOCS Platform) is opted as an open Elective, then the concerned faculty coordinator would have to ensure that the students complete the selected course and appear for the respective examination processes within the stipulated semester deadlines. The marks so obtained through SWAYAM/ other recognised MOOCS Platform Examination (as the case may be), would be recorded as the 'SWAYAM' course score.





## APPENDICES

### APPENDIX 1: Community Service Project Formats

**Appendix 1. i. Community Service Undertaking**

**Appendix 1. ii. Organization Outreach Letter**

**Appendix 1. iii. Student Diary (Log) Recording Format**

**Appendix 1. iv. Community Service Completion Certificate**





## Rajeev Gandhi College of Management Studies

Ghansoli, Navi Mumbai

Office of: APRC

### 1.i. Community Service Undertaking

1. Student Name:	
2. Roll No.:	
3. Residence Address	
4. Email ID:	
5. Mobile No.	
<p>I hereby confirm that I agree to the terms, conditions, and requirements of the 30-hour Community Service during Semester I. I will actively participate in the community service and submit the necessary documents as instructed.</p>	
Student Signature	
Date	
Faculty Coordinator/ Mentor	
Date	



**Rajeev Gandhi College of Management Studies**  
Ghansoli, Navi Mumbai  
Office of: APRC

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**1.ii. Organization Outreach Letter**

To

The (Designation of the person addressed)

.....

Subject: Request to allow participation of \_\_\_\_ hours of Community service activities with the organization.

Dear Sir/Madam,

RGCMS, established in 2009, is one of the premier institutions dedicated to fostering industry-relevant and socially responsible management education. As a part of the curriculum prescribed under the National Education Policy (NEP) 2020, we are introducing a **Community Service** component for post graduate program **Master of Management Studies (MMS)**. This initiative is aimed at sensitizing future managers toward social issues and helping them contribute meaningfully to the community.

We are seeking your support in providing our students an opportunity to volunteer for concern **community services to be conducted through** your esteemed organization. The initiative will give them real-world exposure while also aiding your ongoing social efforts.

Sr. No.	Name	Roll no.	Year	Department
1				M.M.S.

We kindly request you to allow the following students to engage in volunteer activities aligned with your organization's mission:

Thanks & Regards

Faculty Coordinator, Community Service Project  
RGCMS.



**Rajeev Gandhi College of Management Studies**  
Ghansoli, Navi Mumbai  
Office of: APRC

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**1.iii. Student Diary (Log) Recording Format**

1. Student Name:	
2. Organization Name(Association):	

Day& Date	Activities Participated	No. of Hours spent	Key Learnings	Authority Sign

**1.iv. Proforma for Community Service Completion Certificate**

(The student should attach Community service completion certificate, duly signed by the organization supervisor to his/her report. )

**TO WHOMSOEVER IT MAY CONCERN**

(On Organization Letterhead)

This is to certify that Ms. /Mr. \_\_\_\_\_, has  
successfully completed the Community service for 30 hours along with our  
organization, from \_\_\_\_\_ to \_\_\_\_\_ under the supervision  
of \_\_\_\_\_.

Signature & Stamp  
Authority's Name

1.iv. Report - Front Page & Index:



**RAJEEV GANDHI COLLEGE OF MANAGEMENT STUDIES**

**Plot No. 01, Sector-08, Ghansoli, Navi Mumbai - 400701.**

**(An Autonomous College; Degree affiliated to University Of Mumbai)**

**Vision:**

To be an institute that nurtures business professionals to deliver social and economic impact.

**Mission:**

**M1:** To provide a platform for academic delivery in coherence with defined teaching process.

**M2:** To encourage our faculty and students for Industry Academia Interaction.

**M3:** To expose and inculcate social ethical values in students.

**COMMUNITY SERVICE PROJECT REPORT**

**Name of the organization:**

**Duration of Training: 30 Hours**

**Name of the Organisation:**

**Name of the Supervisor:**

**Name of the Student:**

**Roll No.:**

**Class/ Semester:**

**Div:**

**Batch: XXXX-XX**

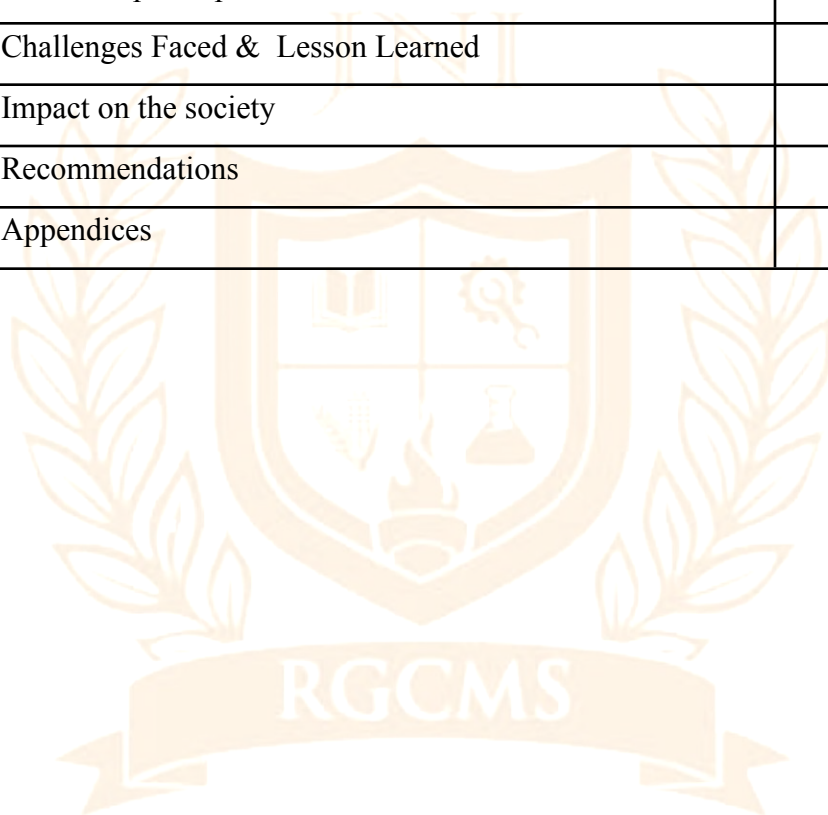
**A.Y.: XX-XX**

**Faculty Coordinator:**

**Sign & Date of Submission:**

## **TABLE OF CONTENTS**

Sr. No.	Contents	Page No.
1	Organization Overview	
2	Objectives	
3	Activities participated	
4	Challenges Faced & Lesson Learned	
5	Impact on the society	
6	Recommendations	
7	Appendices	





## **APPENDIX 2: Structure of Project Report**

**Appendix 2. i. Chapter Schemes**

**Appendix 2. ii. Printing & Formatting Instructions**

**Appendix 2. iii. Internship Project - Front Pages & Index FORMATS:**



## 2. i. Chapter Schemes:

Applicable to both Summer Internship Project & Final Dissertation Project.

This project has to be presented in a number of chapters. Each of the other chapters will have a precise title reflecting the contents of the chapter. A chapter can be subdivided into sections, sub-sections and sub-sub-section so as to present the content discretely and with due emphasis. Following Chapter requirements explained.

### II. INTRODUCTION:

The purpose of the introduction is to introduce the research project to the readers. History/ Facts build-up is necessary & story telling approach must be used.

- **Need for the study/ Problem Statement definition-** enough background should be given to make clear to the reader why the problem was considered worth investigating by the researcher.
- **Objectives of Study-** It should contain a clear statement of the Project
- **Scope of the study** – relevance/applicability at work & to people

### II. PROFILE OF THE ORGANIZATION:

The objective is to describe the organization in brief to form the frame of reference and scope of study. Points like formation, employees, structure, turnover, milestones, products and services offered etc., SWOT analysis of the organization should be covered.

### III. LITERATURE REVIEW:

This shall normally present a critical appraisal of the previous work published in the literature pertaining to the topic of the investigation. The extent and emphasis of the chapter depends on the nature of the investigation/research design of the subject matter. A Brief theoretical backdrop & literature review about the project is required to be given referring to some standard textbooks, journals, magazines & newspapers etc. Attempts should be made to collect latest information by scanning articles published in periodicals, journals etc. Please note that latest authentic data adds to the quality of the project and gives good impression to viva- voce.

### IV. RESEARCH METHODOLOGY:

The **Methodology** adopted in conducting the Research/study must be fully explained. How was the study carried out? What was its basic design? If the data were collected

by means of questionnaires or interviews, then exactly what questions were asked..? If measurements were based on observation, then what instructions were given to the observers? Regarding the sample used in the study the reader should be told: Who were the subjects? How many were there? How were they selected? The statistical analysis adopted must also be clearly stated. In addition to all this, the scope of study should be stated and the boundary lines be demarcated. The various limitations, under which the research project was completed, must also be narrated.

In this section you are required to furnish:

- **Research Design, Population, Sample, Primary and Secondary Data**
- **Use of Statistical techniques for data analysis**
- **Limitations to the Study**

## **V. DATA ANALYSIS & INTERPRETATION:**

A detailed presentation of the findings of the study, with supporting data in the form of tables and charts together with a validation of results, is the next step in writing the main text of the report. This generally comprises the main body of the report, extending over several chapters. The result section of the report should contain statistical summaries and reductions of the data rather than the raw data. All the results should be presented in logical sequence and split into readily identifiable sections. All relevant results must find a place in the report. But one is to decide about what is relevant in the basic question. Statistical tools are to be used for analyzing the data, which is mandatory.

## **VI. FINDINGS:**

Based on data analysis presented in earlier chapter relevant observations/findings are to be made.

## **VII. RECOMMENDATIONS:**

A statement of recommendations is required to be made in non-technical language and is expected to be given to the organization

## **VIII. CONCLUSION:**

A Page write-up to conclude the study in brief manner.

## **IX. BIBLIOGRAPHY**

Mention Reference Books, Journals, Newspapers, Web Sites, Reports, etc. are to be listed, out here.

**ANNEXURES (No Chapter No. to be given)**

It should be indexed. Attach those annexures which have its reference in the main text of the report. Here sample Questionnaires and any other relevant documents may be included.

- Plagiarism Allowed – **Less than or equal to 15%.**
- Add - Plagiarism report's '**first 15 pages**' as annexure in project (***\*starting from introduction page***)



## 2. ii. Printing & Formatting Instructions:

### 1. Dissertation book/ project report submission – **1 black book copy**

- The report shall be prepared on **A-4 white bond paper**.
- The report shall be printed on **one side of the paper** only.
- Report shall be **hard bound with golden embossing** on the cover page.
- Book cover should be **black** in colour.
- Must have **Corner Clips**.
- **Embossing at the Book Spine** stating (e.g. Specialization Name, Sem III SIP\_A.Y. 202X-2X)
- Pages required – Min.**50 pages**; Max. - **100 pages**

### 2. Text details

- Font - **Times New Roman**
- All content text - **Font size 12 pts**
- Titles & Chapter Heading – **Bold & Font size 14 pt.**
- The typed text should be in black colour and
- Graphs and Charts must be coloured

### 3. Page Margins - **1.5” left & 1” Right sides.**

### 4. Line spacing - **1.5”**

### 5. **No Page Borders** in project report.

### 6. **Page numbering** - Starting as page no. 1 after the index

### 2.iii. Internship Project - Front Pages & Index FORMATS:



## **RAJEEV GANDHI COLLEGE OF MANAGEMENT STUDIES**

**Plot No. 01, Sector-08, Ghansoli, Navi Mumbai - 400701.**

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### **Vision:**

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### **Mission:**

**M1:** To provide a platform for academic delivery in coherence with defined teaching process.

**M2:** To encourage our faculty and students for Industry Academia Interaction.

**M3:** To expose and inculcate social ethical values in students.

## **TITLE OF THE PROJECT**

**A SUMMER INTERNSHIP PROJECT  
SUBMITTED IN THE PARTIAL FULFILLMENT OF THE DEGREE IN  
MASTER OF MANAGEMENT STUDIES (M.M.S.)**

**UNDER GUIDANCE OF:**

**Prof. Full Name**

**SUBMITTED BY:**

**Ms./Mr. FIRSTNAME SURNAME**

**ROLL NO.**

**XXXXXXX**

**M.M.S. (Specialization) – SEM III A.Y. 20XX-20XX**

**BATCH: 20XX- 20XX**

## **DECLARATION**

I, Mr. /Ms. **(name of the student)** have completed the Summer Internship Project entitled “**Title of the Study project**” at **company Name** under the guidance of **Guide’s Name** in the partial fulfilment of the requirement for the awarding the degree of Master of Management Studies (M.M.S.) from University of Mumbai.

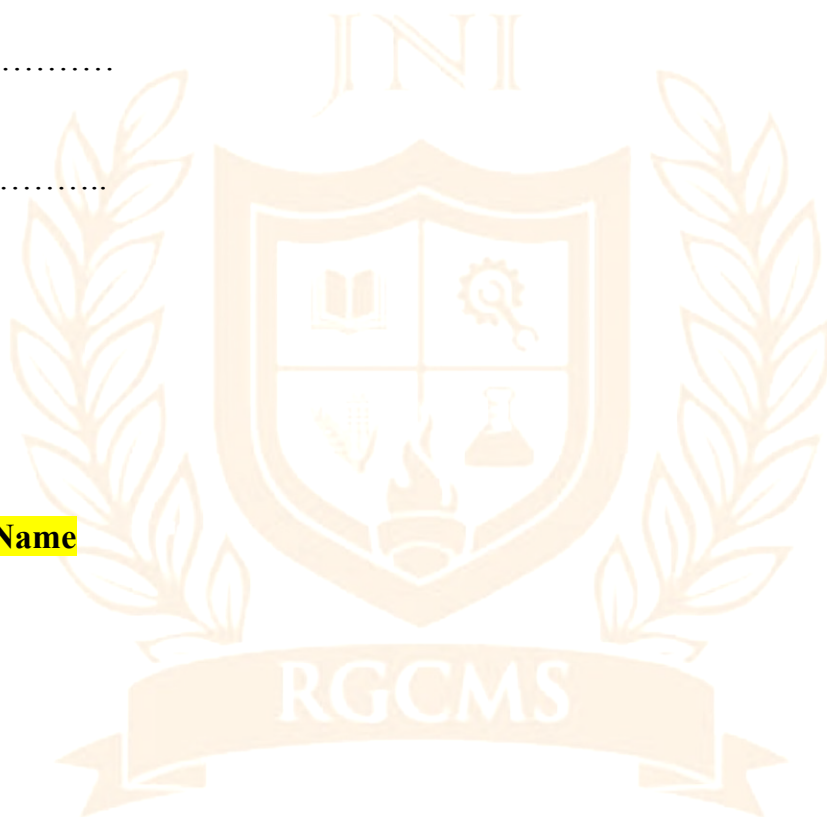
I declare, this project is an original piece of work & neither copied and nor published elsewhere.

Date.....

Place.....

**Signature**

**Student’s Name**





## **CERTIFICATE**

This is to certify that **Mr./Ms.....** is a bonafide student of Rajeev Gandhi College of Management Studies, Ghansoli, Navi Mumbai. As a part of the curriculum, the student has undergone summer internship of two months & prepared a study project entitled

“.....  
.....  
.....”

in the partial fulfillment of the requirement for the award of the Degree of Master of Management Studies (MMS) University of Mumbai.

**Signature**

**Guide Name**

**(Faculty Guide)**

**Signature**

**HOI's Name**

**(Director)**

**Signature**

**(Industry Guide)**

**Signature**

**(External Examiner)**

**College Seal**

## **ACKNOWLEDGEMENT**

This project has been a great learning experience for me. I take this opportunity to thank **(Guide name)**, my internal project guide, whose valuable guidance & suggestions made this project possible. I am extremely thankful to **him/her** for all the support. **He/ She** has encouraged me and channelized my enthusiasm effectively.

I express my heart-felt gratitude towards my parents, siblings and all those friends who have willingly and with utmost commitment helped me during the course of my project work.

I also express my profound gratitude to **HOI's Name**, Director of Rajeev Gandhi College of Management Studies, Navi Mumbai for giving me the opportunity to work on the projects and broaden my knowledge and experience.

I would like to thank all the faculty members and administrative staff of Rajeev Gandhi College of Management Studies, especially the library staff who were very helpful in providing books and articles I needed for my project.

Last but not least, I am thankful to all those who indirectly extended their cooperation and invaluable support to me.

## **PREFACE**

**Write 1- 2 paragraphs related to the motive of the study & discuss major findings of the same.** (TO BE WRITTEN ON FRESH PAGE)

## **TABLE OF CONTENTS**

Chapters	Contents	Page Nos.
1	Introduction	
	Need for the study/ Problem Statement definition	
	Objectives of Study	
	Scope of the study	
2	Profile of the Organization (*if applicable)	
3	Literature Review	
4	Research Methodology	
	Research Design, Population, Sample, Primary and Secondary Data	
	Use of Statistical techniques for data analysis	
	Limitations of the Study	
5	Data Analysis & Interpretation	
6	Findings	
7	Recommendations	
8	Conclusion	
9	Bibliography	
	Annexures	