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) (As per NEP 2020)**

**for**

**Master of Management Studies (MMS)**

**Semester II & IV**

**2 Years full-time**

**Master's Degree Program in Management**

**A.Y. 2025-26**

JNI
RGCMS

## Document Control

### a. Document History

| Version | Date | Compiled by | Description |
|---|---|---|---|
| 1.1 | 13/11/2025 | Dr. Farheen Ahmad | Academic Planning & Review Committee |
| | | | |
| | | | |

### b. Document Approvals/Key Contacts

| Approved by | Date of Meeting |
|---|---|
| Board of Studies | 15th November 2025 |
| Academic Council | 22nd November 2025 |
| Governing Body | 28th November 2025 |

Director
Rajeev Gandhi College Of Management Studies
Plot No.1, Sector -8, Ghansoli,
Navi Mumbai - 400 701

**Dr. Dinesh Gabhane**
**Director/ Member Secretary (Governing Body)**

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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<br>(As per the directives of the Directorate of Technical Education, Government of Maharashtra)<br>50% or equivalent marks in any degree |
| 3 | Program Academic 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 Standard | 50% in CIE & SEE respectively |
| 7 | Degree | P.G. Diploma ( 6 level) – Passing FYMMS<br>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.<br>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. |

## 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 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Learning/ Course category** | | **PG** | **PS** | | **OE** | **SK** | **RP** | **VO** | **IN** | **IK** | **GE** | **VE** | **CS** | **Total no. of credits/ semester** | **Degree / Diploma** |
| **Year** | **Sem** | | **M** | **E** | | | | | | | | | | | |
| **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*1 + 2*1) **6** | (2*4) **8** | (4*1) **4** | - | (4*1) **4** | - | | - | - | - | (4*1) **4** | - | **26** | |
| | **II*** | | | | | | | (4*1) **4** | | | | | | **4** | |
| | **Exit Option: PG Diploma with additional 4 credits of OJT** | | | | | | | | | | | | | | |
| **SYMMS** | **III**** | | | | | | | | (8*1) **8** | | | | | **8** | **PG Degree after 3 years UG Degree** |
| | **III** | (4*1) **4** | (4*1) **4** | (2*3) **6** | (2*1) **2** | (4*1) **4** | - | - | | - | - | (2*1) **2** | - | **22** | |
| | **IV***** | | | | | | | | (8*1) **8** | | | | | **8** | |
| | **IV** | (4*1) **4** | (2*1) **2** | - | - | (2*1) **2** | (2*1) **2** | - | | - | - | - | - | **10** | |
| **Total no. of credits** | | 26 | 14 | 10 | 2 | 18 | 2 | 4 | 16 | 2 | 2 | 6 | 2 | **104** | |
| **Total Nos. of courses offered** | | **9** | **6** | **4** | **1** | **5** | **1** | **1** | **2** | **1** | **1** | **2** | **1** | **34** | |
| **% of credits** | | **25%** | **13%** | **10%** | **2%** | **17%** | **2%** | **4%** | **15%** | **2%** | **2%** | **6%** | **2%** | | |
| **Summary % of credits** | | **50%** | | | | **38%** | | | | **4%** | | **8%** | | | |

**Key: (credit*no.of course) ; II* - On the Job Training; III** - Summer Internship & IV* - Winter Internship**
**Program Related: PG: Program General, PS: Program Specialisation, OE: Open Elective**
**Skill enhancement: SK: Skill enhancement course, RP: Research Paper, VO: Vocational & Skill Enhancement Course, IN: Internship**
**Humanities & Social Sciences: IK: Indian Knowledge System, GE: Generic Elective**
**Value/ Ability Enhancement courses: VE: Value education course, CS: Community Engagement & Service**
**M: Mandatory, E: Elective**

## 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 | 2 | 30 |
| 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 - Marketing | C2PM416 | Fundamentals of Marketing | 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 | Data Analytics & Visualisation | | |
| 8 | VO: Vocational & Skill Enhancement Course | Mandatory | C2VO420 | On the Job training | 4 | 60 |
| 9 | VE: Value education course | Mandatory | C2VE421 | Universal Human Values | 4 | 60 |
| 10 | SK: Skill enhancement course | Mandatory | C2SK503 | Business Communication -II | 4 | 60 |

## Syllabus Outline of Semester IV

| Semester IV | | | | | | |
|---|---|---|---|---|---|---|
| **Sr. No.** | **Learning Category** | **Course Type** | **Course Code** | **Course** | **Number of Credits** | **Total learning hours** |
| **COMMON** | | | | | | |
| 1 | PG: Program General | Mandatory - General management | C4PM529 | International Business | 4 | 60 |
| 2 | SK: Skill enhancement course | Elective | C4SK530 | Project Management | 2 | 30 |
| | | | C4SK530 | Fundamentals of SAP in Business | | |
| 3 | IN: Internship | Mandatory | C4IN532 | Winter Internship | 8 | - |
| 4 | RP: Research Paper | Mandatory | C4RP533 | Academic Research Writing | 2 | - |
| | | | | | | |
| **MARKETING** | | | | | | |
| 5 | PS: Program Specialisation (Any 1) | Elective | M4PE534 | Business to Business Marketing | 2 | 30 |
| | | Elective | M4PE535 | Global Marketing | 2 | 30 |
| | | Elective | M4PE536 | Technology Strategy | 2 | 30 |
| | | Elective | M4PE537 | Social Marketing | 2 | 30 |
| | | Elective | M4PE538 | SWAYAM Course | 2 | 30 |
| | | | | | | |
| **FINANCE** | | | | | | |
| 5 | PS: Program Specialisation (Any 1) | Elective | F4PE534 | Fixed Income Securities | 2 | 30 |
| | | Elective | F4PE535 | Behavioural Finance | 2 | 30 |
| | | Elective | F4PE536 | Investment Banking and Alternate Investment Funds | 2 | 30 |
| | | Elective | F4PE537 | Financial Market Regulations | 2 | 30 |
| | | Elective | F4PE538 | Wealth Management | 2 | 30 |
| | | Elective | F4PE539 | SWAYAM Course | 2 | 30 |

| SYSTEM & DIGITAL BUSINESS | | | | | | |
|---|---|---|---|---|---|---|
| 5 | PS: Program Specialisation (Any 1) | Elective | S4PE534 | Information System Security and Audit | 2 | 30 |
| | | Elective | S4PE535 | IT Governance, Compliance and Cyber Laws | 2 | 30 |
| | | Elective | S4PE536 | IT Consulting & Managing for Business | 2 | 30 |
| | | Elective | S4PE537 | System Applications and Negotiations- Case Study | 2 | 30 |
| | | Elective | S4PE538 | SWAYAM Course | 2 | 30 |

| HUMAN RESOURCES | | | | | | |
|---|---|---|---|---|---|---|
| 5 | PS: Program Specialisation (Any 1) | Elective | H4PE534 | Strategic Human Resource Management | 2 | 30 |
| | | Elective | H4PE535 | Human Resource Capital, Accounting and Audit | 2 | 30 |
| | | Elective | H4PE536 | Industrial Relations and Alternate Dispute Resolution | 2 | 30 |
| | | Elective | H4PE537 | OD and Change Management | 2 | 30 |
| | | Elective | H4PE538 | SWAYAM Course | 2 | 30 |

| OPERATIONS & SUPPLY CHAIN | | | | | | |
|---|---|---|---|---|---|---|
| 5 | PS: Program Specialisation (Any 1) | Elective | O4PE534 | Operations Applications and Cases | 2 | 30 |
| | | Elective | O4PE535 | Operations Strategies | 2 | 30 |
| | | Elective | O4PE536 | Lean Management | 2 | 30 |
| | | Elective | O4PE537 | Demand Forecasting and Inventory Management | 2 | 30 |
| | | Elective | O4PE538 | Productivity Enhancement in Operations Management | 2 | 30 |
| | | Elective | O4PE539 | SWAYAM Course | 2 | 30 |

## Curriculum Content: SEMESTER – II

## Mandatory Course 1: Business Research Methods & Publication Ethics

| | | | |
|---|---|---|---|
| Course Type: | PG: Program General | Course Credits: | 4 |
| Course Code: | C2PM412 | Course Duration: | 60 Hours |

**Course Objectives:**

- To enable students to understand the concepts, tools, and techniques of business research and to develop the ability to design, conduct, analyze, and interpret research for effective managerial decision-making.

**Course Outcomes:**

- CO1: Identify research problem and develop research hypothesis on the basis of review of literature and research design.
- CO2: Construct the research process which includes research flow charts and various attitude & measurement scales, Questionnaire design, and various sampling techniques.
- CO3: Understand the methods of data collection with application in different research designs and demonstrate knowledge for proper sampling design and data processing methods.
- CO4: Apply modern statistical tools as univariate & bivariate analysis, Chi-square, and ANOVA to analyze the data applying critical thinking abilities for given research problems/questions.
- CO5: Prepare and evaluate various research reports maintaining ethical practices to solve business problems.

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | **Introduction to Research:** objectives of research, types of research, difference between basic and applied research, research approaches, criteria for good research, research methods vs research methodology, social research approaches. Research Process and in social and business sciences. | CO1 | 3 |

| | | | |
|---|---|---|---|
| 2 | **Research Problem, Literature review and Formulation of Research Hypotheses:** What is research problem, Management Decision Problem vs Management Research Problem; Problem identification process; Objectives of literature review, Sources of literature, literature review gaps, Types of Research hypothesis, Writing research proposal- Contents of a research proposal. | CO1 | 5 |
| 3 | **Research Design:** Nature and Classification of Research Designs, features of a good design, research design frame work, Dependent and independent variables. Exploratory, descriptive, diagnostic research design, Experimental research design. | CO1 | 5 |
| 4 | **Sampling:** Sampling design process, Types of sampling, sampling and non-sampling errors, sample vs census, sampling errors, Determination of Sample size | CO2, CO3 | 6 |
| 5 | **Attitude Measurement and Scaling:** quantitative and qualitative data, classification of measurement scale, goodness of measurement scale, types of scale, scale classification base, scaling techniques (comparative vs non comparative scaling techniques), and criteria for good measurement | CO2, CO3 | 4 |
| 6 | **Data collection and Data processing:** **Data collection:** Primary Data-Observation methods, Survey methods, questionnaire, Types of Questionnaires, Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method. Pilot survey, Interviews: types of interviews. Secondary data; classification of data( internal | CO2, CO3 | 7 |

| | | | |
|---|---|---|---|
| | and external data), research authentication( Methodology check and accuracy check) **Data processing:** Field Editing, Coding- Coding of Closed ended structured Questions, Coding of open ended structured Questions; Classification and Tabulation of data. Data cleaning, data adjusting. [Use of SPSS/EXCEL/JASP in Activity Based Learning is encouraged] | | |
| 7 | **Univariate and Bivariate Analysis of Data:** Descriptive vs inferential analysis, descriptive analysis of univariate data, descriptive analysis of bivariate data (cross-tabulation). Microsoft EXCEL: Working in the spreadsheet, creating a worksheet Reliability test- Cronbach alpha [Use of SPSS/EXCEL/JASP in Activity Based Learning is encouraged] | CO4 | 7 |
| 8 | **Testing of Hypothesis:** Steps in testing of hypothesis, Tests concerning Means- the case of single population; Tests for Difference between two population means; Use of SPSS in testing Hypothesis. Parametric and non-parametric test Z-test, t-test, f-test, One sample test, Two independent sample test, two related samples test. [Use of SPSS/EXCEL/JASP in Activity Based Learning is encouraged] | CO4 | 5 |
| 9 | **Analysis of variance:** The ANOVA techniques, basic principles, one way ANOVA, Two way ANOVA,ANOCOVA, MANCOVA [Use of SPSS/EXCEL/JASP in Activity Based Learning is encouraged] | CO4 | 3 |
| 10 | **Chi-Square Tests:** Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two | CO4 | 3 |

| | | | |
|---|---|---|---|
| | population proportions [Use of SPSS/EXCEL/JASP in Activity Based Learning is encouraged] | | |
| 11 | **Data analysis:** Statistical analysis, multivariate analysis, correlation analysis, regression analysis, Cluster Analysis [Use of SPSS/EXCEL/JASP in Activity Based Learning is encouraged] | CO4 | 6 |
| 12 | Research Report Writing and Ethics in research: Need for effective documentation, types of research report, report preparation and presentation, report structure, presentation of data, bibliography and references. Guidelines for presenting tabular data, Guidelines for visual Representations. Meaning of Research Ethics: Clients Ethical code; Researchers Ethical code; Ethical Codes related to respondents; Responsibility of ethics in research Plagiarism check and understanding consequences of unethical practices [Suggested Activity Research paper writing; Use of Plagiarism software] | CO5 | 6 |

**Text Books:**

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R. Kothari
3. Statistics for Management – Richard L Levin
4. Research Methods for Business: A Skill Building Approach - Uma Sekaran, Roger Bougie

**Reference Books:**

1. D. K. Bhattacharya: Research Methodology (Excel)
2. P. C. Tripathy: A text book of Research Methodology in Social Science
3. Saunder: Research Methods for business students (Pearson)
4. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
5. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
6. Business Research Methods – Naval Bajpai – Pearson Publications

7. Business Research Methods- S N Murthy and U Bhojanna, Excel books
8. .Research Methodology Methods & Techniques – C.R.Kothari and Gaurav Garg, New age international limited
9. Research Methodology- S.S.Vinod Chandra, S.Anand Hareendran,-Pearson

## Mandatory Course 2: Decision Models in Management

| | | | |
|---|---|---|---|
| Course Type: | PG: Program General | Course Credits: | 2 |
| Course Code: | C2PM413 | Course Duration: | 30 Hours |

**Course Objective:**

- Understand the fundamental concepts, methodology, and scope of Operations Research in management decision-making.
- Formulate real-life business problems into mathematical models for optimization and analysis.
- Apply various Operations Research techniques such as Linear Programming, Assignment, and Transportation models for resource allocation and optimization.
- Analyze strategic and operational decisions using Game Theory, Decision Theory, and Queuing models.
- Develop logical, data-driven, and systematic approaches to managerial problem-solving and improve decision-making efficiency.

**Pre-requisites:**

- Basic knowledge of mathematics and statistics (e.g., algebra, equations, and probability).
- Understanding of business functions such as operations, logistics, and resource management.
- Analytical reasoning skills and familiarity with data interpretation.
- Proficiency in Excel or analytical tools (helpful but not mandatory).

**Course Outcomes:**

- CO1: RELATE basic concepts of operations research
- CO2: TRANSLATE the concepts of operations research and connect with business scenarios
- CO3: APPLY optimization techniques for decision making in business
- CO4: EVALUATE various scenarios of management and business using decision models
- CO5: PRIORITIZE solutions to the business problems related to operations

research

- CO6: FORMULATE innovative solutions related to decision models

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Introduction to Operations Research: Definition of OR, Characteristics of OR, Scope of OR, Application of Operations Research, Phases of Operations Research | CO1; CO2 | 2 |
| 2 | Linear Programming: Formulation, Structure and assumptions of LP model, Application areas of LP, Graphical LP model (maximization and minimization), Duality and Sensitivity Analysis | CO3; CO6 | 6 |
| 3 | Assignment Problem: Mathematical Representation of Assignment Problem, Solution to Assignment Problem (Hungarian Method), Travelling Salesman Problem and special cases | CO3; CO6 | 4 |
| 4 | Transportation Problem: Methods for finding initial solution: Vogel's Approximation Method (VAM), Northwest Corner Method, Least cost methods (LCM), Application areas of TP Optimal Solution: The Stepping Stone Method, Modified Distribution (MODI) Method and special cases | CO3; CO6 | 4 |
| 5 | Game Theory: Introduction to Game Theory, 2-person zero sum game, Pure Strategies (Games with Saddle points), Limitation and Application of Game Theory, Rule of dominance | CO2 | 3 |
| 6 | Decision Theory: | CO4 | 5 |

| | | | |
|---|---|---|---|
| | Introduction, Steps in decision making process, Decision making environments (Under certainty, under uncertainty, under risk) , Decision making under uncertainty (optimism (maximax or minimin), pessimism (maximin or minimax), equal probabilities (laplace), coefficient of optimism (hurwicz), regret (savage)), Decision tree | | |
| 7 | Queuing Theory:<br>Introduction, structure of queuing system, Kendall's Notation for representing queuing models, Probabilistic queuing model ((M/M/1):(FCFS/∞/∞) | CO1; CO2 | 3 |
| 8 | Sequencing Problem:<br>Sequencing Techniques using Johnsons' Rule (processing n jobs through 2 machine, 3 machines and m machines) | CO3; CO6 | 3 |

**Textbooks:**


1. Operation Research – An introduction- Hamdy Taha, Prentice Hall of India
2. Quantitative Techniques in Management –N. D. Vohra, Tata McGraw Hill
3. Operations Research Theory and Applications- J. K. Sharma, Macmillan


**Reference Books:**


1. Principles of Operations Research –Wagner, Prentice Hall of India
2. Operations Research- Hilier, Liberman, Tata McGraw Hill
3. An introduction to Management Science – Anderson Sweeney Williams, Cengage Learning

## Mandatory Course 3: Corporate Finance

| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
|---|---|---|---|
| Course Code: | C2PM414 | Course Duration: | 30 Hours |

**Course Objective:**

- Comprehensive understanding of corporate finance fundamentals, financial systems, and working capital management.
- It develops analytical and decision-making skills in financial planning, capital structure, investment appraisal, and dividend policy.
- Students gain practical insights into financial performance analysis and the evolving role of technology in banking and finance.

**Pre-requisites:**

- Understand the relationship between organization vision, mission, values and objectives

**Course Outcomes:**

- CO1: Recall basic terminologies in relation to financial system, sources of finance, Leverages, Ratio, capital structure, investment decisions, dividends, financial planning, inventory and working capital management.
- CO2: Explain the concepts & formulas pertaining to corporate finance, financial system, functions of financial management and financial practices to understand its relevance in current scenario.
- CO3: Make use of different models, formulas and frameworks related to ratios, Leverage Analysis, Capital structure, Capital budgeting, Working Capital and Dividend models.
- CO4: Examine and analyse various corporate financial statements of companies based on ratios, capital structure, capital budgeting, working capital management and dividend policies of companies and study its implications on the profits and valuation of firms
- CO5: Evaluate financial results to take managerial decisions related to financial planning, capital investments, dividend distribution, choice of capital structure and working capital decisions.
- CO6: Create an analytical report on capital structure, working capital

management and dividend policy of a public listed company.

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | **Corporate Finance:** Objectives of Corporate Finance Role and responsibilities of the financial manager, corporate finance decisions, Functions of corporate finance, Sources of Finance - Short Term and Long-Term Goals of firm-profit maximisation v/s Shareholder's wealth concepts of Economic value addition market value addition (EVA/MVA) | CO1, CO2 | 2 |
| 2 | **Indian Financial system Financial Markets:** Capital Market (Equity and Debt market), Money market Financial Intermediaries Financial Assets, Regulatory system | CO1, CO2 | 2 |
| 3 | **Working Capital Management and Short-Term Planning:** Components of working capital, working capital cycle, Inventory Management, Receivables Management, Cash Management | CO3 | 2 |
| 4 | **Financial Planning and Forecasting:** Meaning and importance of financial planning, Preparation of Pro-forma Income Statement and Balance Sheet, Computation of external financing requirements | CO3, CO4 | 2 |
| 5 | **Banking and Financial Institutions types:** Commercial banks, Investment Banks Understanding banking Finances: Sources, Deposits, Loans, Advances, NPA, gross net, Basic overview of BASEL Norms, use of AI in Banking sector | CO2, CO3 | 3 |
| 6 | **Leverage Analysis:** Operating, financial and total leverage, Business risk, Operating and financial Risk and other types of risks | CO2, CO3, CO4 | 4 |

| | | | |
|---|---|---|---|
| 7 | **Capital Structure:**<br>Cost of Capital, WACC, Determination of optimal capital structure, Decision making based on parameters PE, ROI, EBIT and EPS/MPS approach | CO2, CO3, CO4 | 2 |
| 8 | **Valuation Concepts:**<br>Future values and compound interest; present values; level cash flows: perpetuities and annuities financial needs and suggestions for various investment options | CO2, CO3, CO4 | 5 |
| 9 | **Investment in Capital Assets:**<br>Capital budgeting and estimating cash flows; capital budgeting techniques; multiple internal rates of return Decision making about best alternative project for investment use various evaluation techniques like NPV, IRR, PI, ARR, Modified IRR payback period etc | CO2, CO3, CO4 | 2 |
| 10 | **Dividend policy:**<br>Factors affecting dividend decision; theories of relevance and irrelevance of dividend policy Dividend decision models; Walter model; Gordon model; Walter model MM approach | CO3, CO4, CO5 | 3 |
| 11 | **Ratio Analysis:**<br>Financial performance analysis using Ratios of few companies and banks | CO3, CO4, CO5 | 3 |

**Textbooks:**

1. Financial Management – M.Y. Khan and P.K. Jain
2. Financial Management – Prasanna Chandra
3. Financial Management – I. M. Pandey

**Reference Books:**

1. Principles of Corporate Finance – Myers and Brealey
2. Fundamentals of Financial Management – James Van Horne
3. Fundamentals of Financial Management by Eugene F. Brigham, Joel F. Houston (2011), South Western (Cengage Learning)

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

## Mandatory Course 4: Human Resource Management

| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
|---|---|---|---|
| Course Code: | C2PM415 | Course Duration: | 30 Hours |

**Course Objective:**

- To equip students with essential concepts, functions, and contemporary practices of Human Resource Management for enhancing organizational effectiveness.

**Course Outcomes:**

- CO1: Understanding the importance of the most crucial asset of any business, i.e. Human Resource and to show how different modern concepts, techniques and practices in the management of human resources are important in the organizational set-up.
- CO2: Analysing different functions of Human Resource Management which are important for the organizational effectiveness and to develop an awareness among the students about the influence of HRM on the business and its' strategies.
- CO3: Using the latest theoretical concepts and techniques to examine the problems with respect to the human resource in an organizational set-up and solve such problems to build and improve organizational effectiveness.

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1. | Introduction to HRM: Definition, Importance, Challenges, Models of HRM, Structure and Functions of HR department. | CO1, CO2 | 4 |
| 2. | HR Policies:<br>Human Resource Planning: Importance and the process of Human Resource Planning, Succession Planning & Job Analysis. | CO2 | 4 |
| 3. | Talent Acquisition: Definition, Characteristics, Talent Acquisition process and methods. | CO2, CO3 | 6 |

| | | | |
|---|---|---|---|
| 4. | Learning and Development: Definition, Importance, Methods of Learning and Development & Evaluation. | CO2, CO3 | 6 |
| 5. | Performance Management System: Definition, Methods of Performance Management System | CO2, CO3 | 4 |
| 6. | Strategic HRM, HR Balance Scorecard & Workforce Diversity | CO3 | 2 |
| 7. | Trends in HRM: Definition, Importance and Applications of HR Analytics. Definition, Importance, and benefits of AI in HRM. Green HRM and Sustainability Definition, Introduction, Benefits of Green HRM and Sustainability practices, Flexible Work Strategies, International HRM | CO3 | 4 |

**Text Books:**

1. Human Resource Management Garry Dessler & Biju Varkkey: Pearson Publication
2. Human Resource Management: K. Aswathappa; Mac Graw Hill Publication
3. Human Resource Management P. Subba Rao

**Reference Books:**

1. Human Resource Management by V S P Rao
2. Personnel Management C.B. Mammoria
3. AI in HRM: Concepts and Applications by Dr. S. Ganesh and Dr. M. Anandhavalli
4. Green HRM: A Sustainable Approach to People Management by K. Aswathappa and M.S. Premavathy.
5. Analytics for HR: A Practical Approach by Somnath Baishya and Sourav Sengupta
6. Human Resource Management – A South Asian Perspective by Snell, Bohlander & Vora Fourth Edition 2011

## Mandatory Course 5: Fundamentals of Marketing

| | | | |
|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | C2PM416 | Course Duration: | 30 Hours |

**Course Objective:**

- To understand fundamental marketing concepts and their alignment with organizational vision, mission, and strategy.

**Pre-requisites:**

- Basic knowledge of business management and organizational objectives.

**Course Outcomes:**

- CO1: Understand fundamental concepts of marketing management.
- CO2: Apply the frameworks and models to marketing situations.
- CO3: Analyse the marketing environment and its impact on business
- CO4:Evaluate marketing decisions and choose appropriate solutions keeping in mind organizational opportunities, competition, resources and constraints
- CO5: Create a marketing strategy applying the theories and frameworks

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | **Introduction to Marketing:** Concept, Need–Want–Demand, Product vs Brand, Transfer vs Transaction, Evolution of Marketing (Production to Sustainability & Customer Orientation) | CO1, CO2 | 6 |
| 2 | **4C framework**, DMU, Product – Company Fit, Capabilities in R&D, Finance, Manufacturing; Collaborators, and Competitors; Context<br>**New 4 Cs' Framework:** Co-creation, Currency, Communal Activation, Customer Conversation<br>**5A Framework –** Aware, Appeal, Ask, Act, Advocate; Omni channel. | CO1, CO2, CO3,CO4 | 6 |
| 3 | **Experience Economy:** Time as currency, theme from history, religion, politics, psychology, art and pop culture; | CO1, CO2,CO3 | 2 |

| | | | |
|---|---|---|---|
| | Types of experiences – educational, entertainment, aesthetic, escapist. in Management | | |
| 4 | **Marketing Environment:** External Environment & Internal Environment – Components and Characteristics, Need for Analysing the Marketing Environment. Analyzing the Demographic, Economic, Sociocultural, Natural, Technological, and Political-Legal Environment (PESTLE, SWOT) | CO2, CO3,CO4 | 2 |
| 5 | **Managing Marketing Information to gain customer insights:** Market Research, Analysing and Using Marketing Information, Demand Forecasting and Market Potential Analysis | CO2, CO3, CO4 | 4 |
| 6 | **Marketing Mix – 4P's:** Product: Definition, classification based on consumer buying behaviour, levels of involvement in the buying process, types of benefits; Product Mix-Definition, Product Line and Dimensions, Line Stretching Decisions **Product Life Cycle –** Market Potential and Marketing Strategy – Resources commitment as drivers of PLC; Stages in the PLC; Diffusion of Innovation, Entry strategies at different stages of the PLC – Pioneers, follow the leader, segmenters, Me-too; New Product Development Process | CO3, CO4 | 4 |
| 7 | **Market Segmentation –** Objectives, Need for Segmentation, Assumptions underline Segmentations, Criteria for Segmentation; Segmentation variables – Geographic, Psychographic, Demographic, Benefits; Segmentation Analysis – Data Collection, Profiling the segment, evaluating the segment, selecting target segment. **Targeting:** Long term objectives, Segment wise Competitor Capability Matrix – Ability to | CO3, CO4, CO5 | 6 |

| | | | |
|---|---|---|---|
| | conceive and design, ability to produce, ability to market, ability finance, ability to execute.<br>**Positioning:** Target Customers, need for the product; Elements of the positioning statements –<br>Target market, frame of reference, point of parity,<br>point of difference, reason to believe your claims;<br>Criteria for evaluating the positioning statement –<br>Relevance, clarity, uniqueness, attainability, sustainability; Marketing Mix linkage to the positioning statement | | |

**Textbooks:**

1. Marketing Management, 15/16e by Kotler, Keller, Chernev, Sheth, Shainesh, Pearson Education
2. Fundamentals of Marketing – William Stanton et.al.
3. Essentials of Marketing - Charles W. Lamb, Jr., Joseph F. Hair, Carl McDaniel
4. Business to Business Marketing - Zimmerman

**Reference Books:**

1. Marketing Management, 4e, Russel Winer
2. Essentials of Marketing – William Perrault Jr, Joseph Cannon et al
3. Marketing Management: Text and Cases, SIE – Kasturi Rangan, Rajiv Lal, John Quelch

## Mandatory Course 6: Operation Management

| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
|---|---|---|---|
| Course Code: | C2PM417 | Course Duration: | 30 Hours |

**Course Objective:**

- Introduce students to the fundamental concepts, scope, and functions of Operations Management.
- To understand and analyze processes, capacity, and inventory decisions in manufacturing and service settings.
- To examine quality, lean, and supply chain principles that drive operational excellence.
- To apply key operations tools and techniques for improving productivity and efficiency.

**Course Outcomes:**

- CO1: Understand the nature, scope, and strategic role of operations management in organizations.
- CO2: Apply process layout and operation management concepts to improve operational performance.
- CO3: Evaluate the supply chain management, emerging operations technologies and sustainability
- CO4: Create operation planning report of any Company.

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Meaning, evolution and importance in management,<br>Understanding goods and services, Transformation<br>Process and its types, OM functions, Role of Operations Manager | CO1 | 5 |

| | | | |
|---|---|---|---|
| 2 | Inventory Management :Nature of Inventory (RM, MRO, WIP, FG, GIT), Types and Function of Inventory (Seasonal, Decoupling, Cyclic, Pipeline, Safety Stock), Inventory Cost (Inventory Carrying, Cost of Ordering, Cost of Shortages) Inventory Classification (ABC, HML, XYZ, VED, FSN, SDE, GOLF and SOS), Inventory Ordering Policies (EOQ, EPQ, ROP and Quantity Discounts), EOQ and Reorder Point concepts. | CO1,CO2 | 6 |
| 3 | Facility Layout Types of layout (Product, Process, Cellular Technology, Fixed Position and hybrid) Performance measures for layout design, Economies of Scale, Analysing Capacity Planning Decisions (Make or Buy Decisions), Materials Requirement Planning (Master Production Schedule, Product structure, BOM, Lot Sizing Rule (Lot for lot, Fixed Order Quantity, Periodic Order Quantity) | CO1,CO2 | 6 |
| 4 | Logistics and Warehouse Management Mode of logistics, Vendor Managed Inventory (VMI), software's for warehouse management (Warehouse Management System- WMS), tools and equipment for material handling, Automating ware-houses | CO2,CO4 | 5 |
| 5 | Sequencing and Scheduling : Scheduling Rules (Shortest Processing Time, Longest, Processing Time, Earliest Due Date), Gantt Chart, Johnson's Rule (N Jobs on Two machine/<br><br>Three machine), PDCA Cycle (Plan Do Check Act) | CO2,CO4 | 3 |
| 6 | Introduction to Supply Chain Management Information and Material Flows, Supply Chain Components (In-house and out-bound), Supply Chain Structure, Measures of Supply Chain Performance, Design of Supply Chain | CO3,CO4 | 3 |

| | | | |
|---|---|---|---|
| 7 | Emerging Operations Technologies: Automation, Industry 4.0, digital transformation in operations, sustainability and Types of manufacturing automations, Automated Production Systems, Automation Issues, Business Applications | CO3,CO4 | 2 |

**Textbooks:**

1. Operations Management, 9e by Norman Gaither, Cengage Learning
2. Operations management, 13e by William J Stevenson, McGrawHill
3. Operations Management: Theory and Practice, 3e, B. Mahadevan, Pearson

**Reference Books:**

Business to Business Marketing Management.

1. Production and Operations Management-S N Chary, Tata McGraw Hill
2. Production and Operations Management- Chunawalla & Patel, Himalaya Publishing
3. Operations Management for Competitive Advantage-Chase & Jacob, McGraw-Hill

## Mandatory Course 7: On the Job training (OJT)

| Course Type: | VO: Vocational & Skill Enhancement Course | Course Credits: | 4 |
|---|---|---|---|
| Course Code: | C2VO420 | Course Duration: | 60 Hours |

**Course Objective:**

- To provide students with practical exposure through On-the-Job Training (OJT) and Field Projects that bridge classroom learning with real-world professional applications.
- To develop essential employability skills such as communication, teamwork, adaptability, and problem-solving through hands-on experience in professional settings.
- To enable students to gain first-hand industry exposure, helping them understand organizational structures, workplace responsibilities, and professional conduct.
- To foster independence, confidence, and self-awareness through experiential learning and real-time decision-making in authentic work environments.
- To help students explore various industries and career paths, understand industry trends, and identify their areas of professional interest.
- To provide opportunities for students to apply academic knowledge and practical skills under realistic job conditions, enhancing their overall career readiness.

**Course Outcomes:**

- CO1: Apply concepts learned in classrooms to real-world work environments, enhancing their understanding and skills.
- CO2: show insights into the challenges, opportunities, and culture of different workplaces, preparing them for future employment.
- CO3: Use and appreciate the use of emerging technologies and their applications, enhancing their technological literacy and adaptability.
- CO4: Display problem-solving abilities in making informed decisions in complex scenarios through practical situations.
- CO5: Build ability to work in teams and collaborate to achieve common goals in diverse work environments through collaborative projects.

**Introduction:**

On-the-job training course / Field Projects offer students the chance to develop essential skills that employers highly value. These include communication skills,

problem- solving abilities, teamwork, and adaptability. By working in a professional environment, students gain valuable experience that enhances their employability. They also learn to navigate professional environments, manage responsibilities, and overcome challenges. This experiential learning fosters independence, confidence, and self- awareness, which are essential for success in both career and life. Furthermore, students get a first-hand look at various industries and career paths. This exposure allows them to explore different fields, understand industry trends, and identify areas of interest. OJT / Field Projects provide the students opportunities to practice skills and apply their knowledge under the most realistic conditions possible, which are the actual job conditions. The OJT work conducted in direct connect with industry should be ***minimum of 60 hours spread over 15 days allotted during the Semester***.

**OJT Conduction:**

| Sr. No. | Task / Activity | Details / Instructions for Students |
|---|---|---|
| **1** | **Attend OJT Orientation (Mandatory)** | All students must attend the OJT orientation session organized by the institute before beginning their internship. |
| **2** | **Share Organization Outreach Letter** | Students must send the official *Organization Outreach Letter* (provided by the college) to companies/organizations where they wish to apply for OJT. |
| **3** | **Submit Joining Letter** | After receiving confirmation from the organization, submit a copy of the *Joining Letter* to the OJT Coordinator. |
| **4** | **Maintain Daily Attendance Sheet** | Fill in the *OJT Attendance Sheet* daily, get it signed by the company supervisor, and submit it to the OJT Coordinator at the end of the training. |
| **5** | **Obtain OJT Evaluation Report** | Collect the *Evaluation Report* from your company supervisor upon completion of training and submit it to the OJT Coordinator. |
| **6** | **Collect OJT Completion Certificate** | Obtain the official *Completion Certificate* from the organization (on company letterhead) after finishing your internship. |
| **7** | **Prepare & Get OJT Report Approved** | Prepare your *OJT Report*, get it reviewed and approved by your assigned faculty mentor, and submit the final report to the college. |

| | | |
|---|---|---|
| **8** | **Appear for Viva-Voce** | Attend the *Viva-Voce* evaluation conducted by the institute as part of your final OJT assessment. |
| **9** | **Submit OJT Feedback Form** | Fill and submit the *OJT Feedback Form* issued by the college after completing all OJT requirements. |

**Mode of Evaluation of OJT:**

- If the performance of a student is to be evaluated through an On-the-Job training, then End Term Examination (written) may not be suitable method of evaluation. The project evaluation to be done as per the following guidelines keeping the ratio of Internal and External Viva Examination and presentation in ratio of 50:50
- The learner will work on on-the-job project which will be supervised or guided through regular interaction (at least once a week) with the mentor/guide.
- Learner will submit a OJT project report and defend it in front of a panel of examiners. Panel of examiners for Project evaluation will be appointed by Head of Department/Institute.
- The project report will not be accepted if learner does not complete the project successfully and submit report on or before the deadline given for the project submission.
- The grade for Project can be awarded only after successful completion of Term Work and Oral Presentation / viva-voce as per the schedule.

**Evaluation rubric/ grid for the assessment**:

| | | | | |
|---|---|---|---|---|
| External (OJT Supervisor/ Industry Mentor) | **Completion of Hours** | **Quality/ Performance** | **Punctuality/ Regularity** | Total |
| | 20 | 20 | 10 | 50 |
| Internal (Department - Faculty Mentor) | **Weekly Reporting** | **Written Report** | **Viva-Voce/ Presentation** | |
| | 15 | 20 | 15 | 50 |
| **Total** | | | | **100** |

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## Mandatory Course 8: Universal Human Values

| | | | |
|---|---|---|---|
| Course Type: | VE: Value education course | Course Credits: | 4 |
| Course Code: | C2VE421 | Course Duration: | 60 Hours |

**Course Objective:**

- To understand the need and importance of Value Education for a happy and prosperous life.
- To develop right understanding of self, human relationships, and harmony with nature.
- To cultivate ethical human conduct and holistic living through self-exploration.
- To apply universal human values and professional ethics in real-life situations.

**Pre-requisites:**

- Basic understanding of human behavior and social interaction.
- Awareness of ethical principles and moral reasoning.
- Openness to self-reflection and personal development.
- Interest in exploring relationships between individuals, society, and nature.

**Course Outcomes:**

- CO1: Identify and describe the need, importance, and objectives of Value Education in fostering ethical awareness, human values, and social harmony.
- CO2: Explain the concept of right understanding, self-exploration, and human aspirations to achieve inner harmony and balanced living.
- CO3: Analyze the interconnectedness between human beings, nature, and existence to develop a holistic and sustainable worldview.
- CO4: Evaluate issues related to professional ethics, human conduct, and value-based decision-making in contemporary contexts.
- CO5: Apply the principles of universal human values and ethical reasoning through case studies to promote responsible citizenship and value-based professional behavior.

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|

| | | | |
|---|---|---|---|
| 1 | **Introduction to Value Education :-** Need for Value Education, Guidelines for Value Education and Importance of Value Education Concept of Values and Skills. | CO1 CO2 | 5 |
| 2 | **Introduction -Basic Human Aspiration, its fulfilment through All-encompassing Resolution:** The basic human aspirations and their fulfilment through Right understanding and Resolution, Right understanding and Resolution as the activities of the Self, Self being central to Human Existence; All-encompassing Resolution for a Human Being, its details and solution of problems in the light of Resolution | CO1 CO2 CO3 | 9 |
| 3 | **Right Understanding (Knowing)- Knower, Known & the Process** The domain of right understanding starting from understanding the human being (the knower, the experiencer and the doer) and extending up to understanding nature/existence its interconnectedness and co-existence; and finally understanding the role of human being in existence (human conduct). | CO2 CO3 | 9 |
| 4 | **Understanding Human Being** Understanding the human being comprehensively as the first step and the core theme of this course; human being as co- existence of the self and the body; the activities and potentialities of the self; Basis for harmony/contradiction in the self | CO2 CO3 | 8 |
| 5 | **Understanding Nature and Existence** A comprehensive understanding (knowledge) about the existence, Nature being included; the need and process of inner evolution (through self-exploration, self-awareness and self- evaluation), particularly awakening to activities of the Self: Realization, Understanding and Contemplation in the Self (Realization of Co- Existence, Understanding of Harmony in Nature and | CO2 CO3 | 9 |

| | | | |
|---|---|---|---|
| | Contemplation of Participation of Human in this harmony/ order leading to comprehensive knowledge about the existence). | | |
| 6 | **Understanding Human Conduct, All-encompassing Resolution & Holistic Way of Living** Understanding Human Conduct, different aspects of All- Encompassing Resolution (understanding, wisdom, science etc.), Holistic way of living for Human Being with All-encompassing Resolution covering all four dimensions of human endeavor viz., realization, thought, behavior and work (participation in the larger order) leading to harmony at all levels from Self to Nature and entire Existence | CO1 CO2 CO3 | 9 |
| 7 | **Value based Life and Profession.** Professional Ethics and Right Understanding, Competence in Professional Ethics, Issues in Professional Ethics- The Current Scenario. | CO3 CO4 CO5 | 7 |
| 8 | Case Studies on Universal Human Values | CO4 CO5 | 4 |

**Textbooks:**

4. A Foundation Course in Human Values and Professional Ethics, by R R Gaur, R Asthana, G P, 2019, Excel Books, New Delhi.
5. Human Values, by A.N Tripathy, 2003, New Age International.
6. *Education and Human Values***, M.G. Chitkara**, APH Publishing Corporation, New Delhi.

**Reference Books:**

1. Science and Humanism, P.L Dhar, R,R Gaur 1990, Common wealth Publishers
2. Fundamentals of Ethics for Scientists & Engineers, E.G. Seebauer & Robert L. Berry, 2000, Oxford University Press
3. *Values and Ethics for Organizations: Theory and Practice*, S.K. Chakraborty, Oxford University Press, New Delhi.

**Suggested Pedagogy -** Lectures and discussions, Case studies, Roleplay

## Mandatory Course 9: Business Communication -II

| | | | |
|---|---|---|---|
| Course Type: | SK: Skill enhancement course | Course Credits: | 4 |
| Course Code: | C2SK503 | Course Duration: | 60 Hours |

**Course Objective:**

- This course builds upon the foundational concepts from Business Communication – I and focuses on the application of communication skills in managerial, leadership, and strategic contexts. Students will learn to handle high-stakes communication scenarios such as negotiations, conflict management, crisis response, and corporate storytelling while integrating AI-based tools and digital platforms into professional communication.

**Course Outcomes:**

- CO1: Demonstrate advanced oral, written, and visual communication for managerial and leadership contexts.
- CO2: Create persuasive business messages using storytelling and data visualization techniques
- CO3: Analyze effective respond to negotiation, conflict, and crisis situations.
- CO4: Evaluate communication strategies for internal, external, and intercultural business settings.
- CO5: Employ AI and emerging digital tools to enhance communication impact and efficiency.

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | **Managerial & Leadership Communication:** Internal communication, communicating vision and change, motivational messaging, empathetic leadership. | CO1, CO4 | 7 |
| 2 | **Persuasion, Negotiation & Conflict Resolution:** Persuasion models (Cialdini), conflict management styles, role-plays, feedback techniques. | CO1, CO2, CO3 | 7 |

| | | | |
|---|---|---|---|
| 3 | **Crisis Communication & Reputation Management:** Crisis response plans, stakeholder communication, media statements, ethical messaging. | CO3, CO4 | 7 |
| 4 | **Storytelling & Data Visualization for Business Impact:** Narrative arcs, storyboarding, data-driven presentations, visual analytics. | CO2 | 7 |
| 5 | **Corporate & Intercultural Communication:** Managing communication across diverse and remote teams, inclusion and bias, diplomacy in communication. | CO1, CO4 | 7 |
| 6 | **Advanced Business Writing and Meetings:** Analytical & feasibility reports, executive summaries, proposal writing, hybrid meeting etiquette. | CO1, CO5 | 7 |
| 7 | **AI-Enabled Communication Tools:** Using ChatGPT, Grammarly, Jasper, Tome, and data tools ethically; content automation; digital storytelling. | CO5 | 7 |
| 8 | **Simulation Project:** Mock board meeting, investor pitch, or crisis press conference; reflective learning report. | CO1–CO5 | 11 |

**Textbooks:**

- Hynes, G. (2023). **Managerial Communication: Strategies and Applications**. McGraw Hill.
- Patterson, K., Grenny, J., et al. (2012). **Crucial Conversations: Tools for Talking When Stakes Are High.** McGraw Hill.
- Knaflic, C. N. (2015). **Storytelling with Data: A Data Visualization Guide for Business Professionals**. Wiley.
- Penrose, Rasberry & Myers. **Business Communication for Managers**. Cengage Learning.
- Harvard Business Review Press. **HBR on Effective Communication and Crisis Leadership**.

**Reference & Online Resources:**

- **TED Talks:** Amy Cuddy (Presence), Simon Sinek (Start with Why), Nancy Duarte (The Secret Structure of Great Talks).
- **MOOCs:** Coursera – *Successful Negotiation*, *High-Impact Business Writing*, *Data Storytelling for Business.*
- **AI Tools:** ChatGPT, Grammarly, Jasper, Tome.ai for business communication applications.

## Elective Course 1: Generative AI

| Course Type: | PS: Program Specialisation | Course Credits: | 4 |
|---|---|---|---|
| Course Code: | C2PE418 | Course Duration: | 60 Hours |

**Course Objective:**

- Understand the basic concepts and uses of Generative AI in business.
- Develop practical skills using GenAI tools for real business tasks.
- Use AI to think creatively and support better strategies and decisions.
- Learn the importance of ethical and responsible use of AI in organizations.
- Apply prompt engineering and AI tools to create business stories, forecasts, and automated solutions.

**Pre-requisites:**

- Basic knowledge of cloud computing and networking fundamentals.
- Familiarity with Windows Server administration and virtualization concepts.
- Ability to use command-line tools (PowerShell) and perform basic system administration tasks.

**Course Outcomes:**

- CO1: Understand the role of GenAI in modern digital marketing.
- CO2: Create compelling content using GenAI (text, images, videos).
- CO3: Use AI tools for customer segmentation and personalization.
- CO4: Analyze campaign data using AI-powered analytics tools.
- CO5: Integrate AI into SEO, email marketing, and social media.
- CO6: Apply prompt engineering techniques for marketing use-cases.

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|

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|---|---|---|---|
| 1 | **enAI Foundations & Business Relevance –** Intro to GenAI, LLMs, Diffusion Models, Applications across Business, Prompt Engineering<br>Activities & Tools: Icebreaker with ChatGPT, Google Gemini, and Claude. Use ChatGPT to auto-summarize case studies. | CO1<br>CO6 | 6 |
| 2 | **enAI in Marketing & Branding –** Content generation, customer segmentation, prompt engineering for campaigns<br>Activities & Tools: Generate product ad copies, blogs, customer personas using GenAI tools. | CO2<br>CO3<br>CO5 | 6 |
| 3 | **enAI in Finance –** Financial forecasting, risk analysis, GenAI in fintech, RAG for reports<br>Activities & Tools: Use GPT to generate financial reports from raw data; build a simple financial Q&A bot. | CO1<br>CO4 | 6 |
| 4 | **enAI in Strategy & Innovation –** Competitive intelligence, market trend analysis, decision-making tools<br>Activities & Tools: Generate SWOT, PESTEL, and business model canvases with AI tools like Notion AI or Canva Magic Write | CO2<br>CO4<br>CO6 | 6 |
| 5 | **I-Powered Business Storytelling –** Storytelling with GenAI, pitch deck creation, data visualization prompts<br>Activities & Tools: Create AI-generated investor pitch decks using Tome.app / Beautiful.ai | CO2<br>CO5 | 6 |
| 6 | **enAI in HR & Talent Management –** Resume screening, JD generation, employee sentiment analysis<br>Activities & Tools: Automate JD writing, simulate performance reviews with AI, role-play interviews | CO2<br>CO6 | 6 |

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| 7 | **enAI in Operations & SCM –** Demand planning, inventory predictions, LLMs in ERP workflows<br>Activities & Tools: Simulate a demand forecast using GPT on structured data; AI chat-based dashboards | CO1<br>CO4 | 6 |
| 8 | **Prompt Engineering for MBAs** – Crafting effective prompts, roles, chaining, templates<br>Activities & Tools: Group activity: Prompt battle – best prompt wins based on outcome relevance | CO2<br>CO6 | 6 |
| 9 | **I Ethics, IP, and Responsible Use –** Bias, hallucination, deepfake risks, legal & IP concerns<br>Activities & Tools: Case discussion: OpenAI copyright debate, AI in hiring discrimination | CO1<br>CO4 | 6 |
| 10 | **apstone Mini Projects & Pitch Day –** Solve a real-world business problem using GenAI tools | CO2<br>CO5<br>CO6 | 6 |

**Textbooks:**

1. **Artificial Intelligence: A Modern Approach,** Stuart Russell & Peter Norvig, Latest Edition, Pearson.
2. **Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow,** Aurélien Géron, 2019, O'Reilly.
3. **Generative Deep Learning**, David Foster, 2020, O'Reilly**.**

**Reference Books:**

1. **Deep Learning,** Ian Goodfellow, Yoshua Bengio & Aaron Courville, 2016, MIT Press.
2. **Architects of Intelligence,** Martin Ford, 2018, Packt Publishing.

3. **Practical Deep Learning with Python,** N.D. Lewis, 2021, Independently Published.

## Elective Course 2: Data Analytics and visualization

| | | | |
|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 4 |
| Course Code: | C2PE419 | Course Duration: | 60 Hours |

**Course Objective:**

- To equip students with foundational data analytics skills—from data preparation and exploration to visualization, SQL querying, and insight-driven business decision-making.

**Pre-requisites:**

- Basic understanding of computers and spread sheets (Excel/Google Sheets) is required to follow analytical concepts and exercises.

**Course Outcomes:**

- CO1: Explain fundamental concepts of data analytics, data types, data lifecycle, and data quality to build foundational understanding of analytical processes.
- CO2: Apply data cleaning, preparation, exploratory analysis, and basic statistical techniques (central tendency, dispersion, and correlation, probability) to analyse datasets.
- CO3: Analyse business data using KPI design, funnel analysis, cohort analysis, RFM framework, and time-series methods to identify trends, patterns, and insights.
- CO4: Design effective data visualizations and dashboards using visualization principles, storytelling approaches, and insight-structuring techniques.
- CO5: Apply SQL commands (SELECT, WHERE, ORDER BY, GROUP BY, HAVING, JOINS) to retrieve, filter, aggregate, and interpret data for analytical decision-making.

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Introduction to Data Analytics<br>• Types of Analytics<br>• Data → Information → Insights<br>• Business applications of analytics | CO1 | 6 |

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|---|---|---|---|
| 2 | Data Types (Nominal, Ordinal, Interval, Ratio)<br>• Structured vs Unstructured Data<br>• Data Lifecycle<br>• Data Quality Dimensions | CO1 | 6 |
| 3 | Data Cleaning Fundamentals<br>• Missing data, outliers, duplicates<br>• Introduction to transformations | CO2 | 4 |
| 4 | Exploratory Data Analysis<br>• Summary statistics<br>• Identifying patterns & anomalies | CO2 | 4 |
| 5 | • Central tendency (mean, median, mode)<br>• Dispersion (range, variance, SD) | CO2 | 4 |
| 6 | Correlation & covariance<br>• Probability basics<br>• Outlier detection using Z-score | CO2 | 4 |
| 7 | • KPI design<br>• Leading vs lagging indicators | CO3 | 4 |
| 8 | • Funnel analysis<br>• Cohort concepts<br>• RFM framework | CO3 | 4 |
| 9 | • Time-series basics<br>• Trends & seasonality<br>• Moving averages | CO3 | 4 |
| 10 | • Principles of visualization<br>• Pre-attentive attributes<br>• Chart selection & avoiding misleading visuals | CO4 | 4 |
| 11 | • Dashboard design concepts (F-pattern, Z-pattern)<br>• Storytelling with data<br>• Insight structuring | CO4 | 4 |
| 12 | • SELECT, WHERE, ORDER BY<br>• Basic filtering & sorting | CO5 | 4 |
| 13 | • GROUP BY, HAVING<br>• Joins for analytics (INNER, LEFT) | CO5 | 4 |
| 14 | • Internal Assessment (2 Hours) | CO1,CO2, CO3,CO4, CO5 | 4 |

**Textbooks:**

1. *Data Analytics Made Accessible* – Anil Maheshwari

**Reference Books:**

1. *Data Analytics with Python* – Ramesh Bangia & Deepti Chopra
2. Fundamentals of Business Analytics – *S. Ponnusamy*
3. *Data Visualization and Communication* – K. Sankaran

## Curriculum Content: SEMESTER – IV

# SEMESTER – IV: COMMON

## Mandatory Course 1: International Business

| | | | |
|---|---|---|---|
| Course Type: | PG: Program General | Course Credits: | 4 |
| Course Code: | C4PM529 | Course Duration: | 60 Hours |

**Course Objective:**

- This course aims to build foundational understanding of international business concepts and global dynamics, develop skills to manage cross-border operations and market entry, analyze global opportunities and risks, and foster strategic, ethical, and competitive decision-making across cultures.

**Course Outcomes:**

- CO1: Understand key concepts and global contexts driving international business strategies.
- CO2: Apply analytical frameworks to evaluate countries, markets, and global value chains.
- CO3: Formulate strategic decisions on entry modes, market selection, and subsidiary structuring.
- CO4: Assess financial, legal, cultural, and operational challenges in cross-border operations.
- CO5: Design comprehensive country entry strategies considering institutional, cultural, and competitive factors.

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | **Global Business Landscape:** Globalization, political-economic dynamics, Thucydides' Trap, and the Clash of Civilizations; implications of geopolitical tension and civilizational conflict for firms operating internationally. | CO1 | 5 |
| 2 | **Theories of International Trade:** Mercantilism; Absolute and Comparative Advantage; Heckscher- | CO1 | 5 |

| | | | |
|---|---|---|---|
| | Ohlin; Product Lifecycle Theory — foundations of why nations trade and specialize. | | |
| 3 | **Drivers and Process of Internationalization:** Strategic intent, global competitive pressures, and common pitfalls firms face while expanding beyond home markets. | CO1, CO2 | 4 |
| 4 | **Country Analysis Frameworks:** PESTEL, CAGE distance framework, and the Economic Complexity Atlas; use of quantitative and qualitative techniques to assess market attractiveness. | CO2 | 6 |
| 5 | **Market Entry Strategy Design:** Ghemawat's AAA (Adaptation–Aggregation–Arbitrage) framework; crafting entry strategy based on institutional and cultural differences across countries. | CO2, CO5 | 7 |
| 6 | **Modes of Entry:** Exporting, Licensing, Franchising, Joint Ventures, Strategic Alliances, and Mergers & Acquisitions; evaluating strategic fit, risk, and degree of control in each mode. | CO3, CO5 | 5 |
| 7 | **Subsidiary Management and MNE Structures:** Types of subsidiaries; autonomy levels; performance evaluation; mandate assignment within multinational enterprise (MNE) networks. | CO3 | 4 |
| 8 | **Competitive Advantage of Nations:** Porter's Diamond model; national and regional industry clusters; how location choices shape innovation and competitiveness. | CO3 | 4 |
| 9 | **Bottom-of-the-Pyramid Markets:** Institutional voids; product and service innovation for emerging markets; non-traditional and alternative operating models in low-income segments. | CO3, CO4 | 4 |
| 10 | **Cross-Cultural Management and HRM:** Hofstede's cultural dimensions; Erin Meyer's culture map; expatriate management; the EPRG (Ethnocentric, Polycentric, Regiocentric, Geocentric) framework for staffing and control. | CO4 | 5 |

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|---|---|---|---|
| 11 | **International Trade Mechanics:** INCOTERMS, trade documentation, letters of credit, and global logistics processes involved in international trade. | CO4 | 3 |
| 12 | **Global Finance and Risk Management:** Currency structures; sourcing capital internationally; intra-firm fund transfers; multilateral netting; exposure and risk management in cross-border operations. | CO4 | 4 |

**Textbooks:**

- **International Business: Strategy, Management, and the New Realities** – S. Tamer Cavusgil, Gary Knight, John Riesenberger. Pearson.
- **Transnational Management: Text, Cases, and Readings in Cross-Border Management** – Christopher Bartlett, Sumantra Ghoshal, Paul Beamish. McGraw Hill International Edition.
- **International Management** – Arvind V. Phatak, Rabi S. Bhagat, Roger J. Kashlak. Tata McGraw Hill.

**Reference & Online Resources:**

- The Future of the Multinational Company – Julian Birkinshaw, Sumantra Ghoshal, Constantinos Markides, John Stopford, George Yip (Eds.). John Wiley & Sons.
- Multinational Management: A Strategic Approach – John Cullen. South-Western / Thomson Learning.
- Global Business Strategy – Cornelis A. de Kluyver and John Pearce II. Business Expert Press.

## Elective Course 1: Project Management

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|---|---|---|---|
| Course Type: | SK: Skill enhancement course | Course Credits: | 2 |
| Course Code: | C4SK530 | Course Duration: | 30 Hours |

**Course Objective:**

- To familiarize students with fundamental project management concepts, frameworks, and terminologies.
- To explain the stages of the project lifecycle and stakeholder responsibilities.
- To apply essential project management tools for planning, scheduling, cost estimation, and risk management.
- To develop analytical skills for managing project constraints such as scope, time, cost, and quality.
- To evaluate project performance using key metrics and emerging digital project management tools.

**Course Outcomes:**

- CO1: Define key project management concepts, frameworks, and terminologies used in modern organizations.
- CO2: Explain the project lifecycle and stakeholder roles in initiation, planning, execution, monitoring, and closure stages.
- CO3: Apply essential project management tools such as WBS, CPM, and EVM for effective project planning and control.
- CO4: Analyze project constraints (scope, time, cost, quality, and risk) and propose optimization strategies.
- CO5: Evaluate project performance and closure using success metrics, case studies, and digital project management tools.

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Introduction to Project Management : Definition, Importance, Evolution; Project Lifecycle Overview; | CO1 | 3 |

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|---|---|---|---|
| | Project Environment; PMBOK Framework; Role of Project Manager | | |
| 2 | Project Initiation and Planning : Project Charter, Stakeholder Identification, Project Scope, Work Breakdown Structure (WBS), Project Objectives | CO1, CO2 | 3 |
| 3 | Project Scheduling and Time Management : Gantt Charts, Critical Path Method (CPM), PERT Analysis, Milestone Tracking, Resource Allocation | CO2, CO3 | 3 |
| 4 | Cost and Risk Management : Cost Estimation and Budgeting, Earned Value Management (EVM), Risk Identification, Risk Assessment Matrix, Mitigation Strategies | CO3, CO4 | 3 |
| 5 | Agile and Contemporary Project Approaches : Traditional vs. Agile Project Management, Scrum and Kanban Basics, AI-Driven Project Tools (ClickUp, Jira, Asana) | CO3, CO4 | 3 |
| 6 | Quality and Stakeholder Management : Quality Planning, TQM & Six Sigma Basics, Communication Plan, Leadership in Project Teams | CO2, CO4 | 3 |
| 7 | Project Monitoring and Control : Project Tracking, Performance Evaluation, Change Management, Project Dashboard Tools | CO4, CO5 | 3 |
| 8 | Project Closure and Case Studies : Project Completion Criteria; Administrative and Contract Closure; Documentation and Reporting; Post-Implementation Review; Performance Evaluation Metrics (Time, Cost, Quality, Stakeholder Satisfaction); Lessons Learned and Knowledge | CO5 | 3 |

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|---|---|---|---|
| | Management; Case Studies on Successful and Failed Projects | | |

**Textbooks:**


1. Highsmith, J. (2009). Agile project management: Creating innovative products (2nd ed.). Addison-Wesley
2. Hillson, D. (2016). Risk management in projects (3rd ed.). Routledge.
3. Kerzner, H. (2017). Project management: A systems approach to planning, scheduling, and controlling (12th ed.). Wiley
4. Larson, E. W., & Gray, C. F. (2020). Project management: The managerial process (8th ed.). McGraw-Hill Education

## Elective Course 2: Fundamentals of SAP in Business

| Course Type: | SK: Skill enhancement course | Course Credits: | 2 |
|---|---|---|---|
| Course Code: | C4SK530 | Course Duration: | 30 Hours |

**Course Objective:**

- To provide participants with a foundational understanding of SAP ERP architecture, navigation, business processes, and integration between core modules — preparing them for further specialization in SAP functional or technical domains.

**Pre-requisites:**

- Basic understanding of business processes such as finance, sales, procurement, and operations.
- Fundamental computer skills, including working with operating systems, spreadsheets, and basic software navigation.
- Introductory knowledge of enterprise concepts like organizational structure, departments, and data flow in a business environment.

**Course Outcomes:**

- CO1: Explain the core concepts of ERP and SAP, including evolution, system architecture, navigation, and key module functionalities.
- CO2 Apply SAP organizational structures and master data to execute major business processes such as procure-to-pay, order-to-cash, financial postings, and production planning.
- CO3: Demonstrate the integration of multiple SAP modules (FI, MM, SD, PP, HCM) to simulate end-to-end business operations within an enterprise system.

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | **Introduction to ERP & SAP Overview –** What is ERP, Evolution of SAP, SAP Modules Overview (Functional & Technical), SAP Ecosystem, SAP S/4HANA vs ECC | CO1 CO3 | 3 |

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|---|---|---|---|
| 2 | **AP Navigation & GUI –**<br>ystem login, User Interface, Navigation in SAP Easy Access Menu, Transaction Codes (T-Codes), User Personalization | CO1<br>CO2<br>CO5 | 3 |
| 3 | **rganizational Structure in SAP –**<br>nterprise Structure Overview, Company Code, Plant, Sales Organization, Purchasing Organization, Controlling Area | CO1<br>CO3 | 3 |
| 4 | **AP Financial Accounting (FI) Overview –**<br>eneral Ledger, Accounts Payable, Accounts Receivable, Asset Accounting, Document Posting & Reports | CO3<br>CO4<br>CO5 | 4 |
| 5 | **AP Controlling (CO) Overview –**<br>ost Elements, Cost Centers, Internal Orders, Profit Centers, Integration with FI | CO3<br>CO4<br>CO5 | 3 |
| 6 | **AP Materials Management (MM) Overview –**<br>ocurement Process, Purchase Requisition to Invoice Verification, Master Data (Material, Vendor), Stock Overview | CO3<br>CO4<br>CO5 | 4 |
| 7 | **AP Sales & Distribution (SD) Overview –**<br>rder-to-Cash Process, Sales Order, Delivery, Billing, Customer Master Data | CO3<br>CO4<br>CO5 | 4 |
| 8 | **AP Production Planning (PP) Basics –**<br>ll of Material, Work Center, Routing, Production Order Cycle | CO3<br>CO4<br>CO5 | 3 |
| 9 | **AP Human Capital Management (HCM) Overview –**<br>ersonnel Administration, Organizational Management, Time Management, Payroll | CO1<br>CO3<br>CO5 | 2 |

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|---|---|---|---|
| 10 | **AP Integration & Reporting –** oss-module integration (FI-MM-SD), Standard Reports, SAP Query, Introduction to Fiori & Analytics | CO3<br>CO4<br>CO5 | 2 |

**Textbooks:**

1. Discover SAP, Venki Krishnamoorthy & Alexandra Carvalho, Latest Edition, SAP Press.
2. Using SAP: An Introduction to Learning SAP for Beginners and Business Users, Olaf Schulz, Latest Edition, SAP Press.

**Reference Books:**

1. **Configuring SAP ERP: Sales and Distribution,** Ricardo Lopez, 2019, SAP Press.
2. **Production Planning and Control with SAP ERP**, Jawad Akhtar, 2016, SAP Press.

## Mandatory Course 2: Winter Internship

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|---|---|---|---|
| Course Type: | IN: Internship | Course Credits: | 8 |
| Course Code: | C4IN532 | Course Duration: | 2 months |

**Course Objectives:**

- Enable winter 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 winter 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 winter internship.

**Introduction:**

Winter Internship course offer students the chance to deliver essential skills that employers highly value at work. These include communication skills, problem-solving abilities, teamwork, and adaptability. By working in a professional environment, students gain valuable experience that enhances their employability. This experiential learning is essential for success in both research & career. The internship work conducted in direct connect with industry should be ***minimum of 240 hours spread over 2 months allotted during the Semester***. During the internship learner needs to ***create a research project of 100 marks (having plagiarism less than 15%)*** guided by Industry Guide in collaboration with Faculty Guides. Inclusion of Winter Internship during the last semester in the curriculum is done with a thoughtful intention for which efforts need to be put by the students during the internship which may get converted into the Pre-placement Offer thus fetching for them a Final Placement opportunity.

**Mode of Evaluation of WIP:**

- If the performance of a student is to be evaluated through an On-the-Job training, then End Term Examination (written) may not be suitable method of evaluation. The project evaluation to be done as per the following guidelines keeping the ratio of Internal and External Viva Examination and presentation in ratio of 50:50
- The learner will work on on-the-job project which will be supervised or guided through regular interaction (at least once a week) with the mentor/guide.
- Learner will submit a OJT project report and defend it in front of a panel of examiners. Panel of examiners for Project evaluation will be appointed by Head of Department/Institute.
- The project report will not be accepted if learner does not complete the project successfully and submit report on or before the deadline given for the project submission.
- The grade for Project can be awarded only after successful completion of Term Work and Oral Presentation / viva-voce as per the schedule.

**Evaluation rubric/ grid for the assessment:**

| Sr. No. | Criteria (10 Marks Each) | Marks |
|---|---|---|
| 1 | Learning & Adaptability | 10 |
| 2 | Task Completion & Quality of Work | 10 |
| 3 | Professional Behaviour & Work Discipline | 10 |
| 4 | Communication & Reporting Skills | 10 |
| 5 | Team Participation & Initiative | 10 |
| | **EXTERNAL - TOTAL** | **50** |
| 6 | Conceptual Understanding | 10 |
| 7 | Application & Problem-Solving Skills | 10 |
| 8 | Communication & Presentation Skills | 10 |
| 9 | Confidence & Attitude | 10 |
| 10 | Subject Knowledge Depth | 10 |
| | **INTERNAL - TOTAL** | **50** |

## Mandatory Course 3: Academic Research Writing

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|---|---|---|---|
| Course Type: | RP: Research Paper | Course Credits: | 2 |
| Course Code: | C4RP533 | Course Duration: | - |

**Course Objectives:**

- To equip students with the ability to identify relevant business research topics, conduct ethical and analytical research, and effectively present their findings with academic rigor and professionalism.

**Course Outcomes:**

- CO1: Identify and define relevant research problems within chosen functional areas, supported by critical review of existing literature and theoretical frameworks.
- CO2: Apply appropriate research methodologies and analytical techniques to collect, interpret, and synthesize primary and secondary data effectively.
- CO3: Create and communicate well-structured research reports and presentations that demonstrate academic writing proficiency, critical thinking, and ethical research practices.

**Guidelines:**

- A Academic Research Writing of sufficient quality that meets standard publication requirement must be prepared of ***50 marks (having plagiarism less than 15%)***. As part of the submission process, students will be required to warrant that they are submitting their original work, that they have the rights in the work, that they are submitting the work for first publication in the Journal and that it is not being considered for publication elsewhere.
- The Research work should be undertaken in the selected functional area (Finance / Marketing / Human Resource / Operations & SC / Systems & DB)
- Based on the quality standards of a paper, it will be further sent for publication in RGCMS/other peer reviewed/ reputed journals.
- The topic selected and research work conducted for the Academic Research Writing should incorporate both primary and secondary data components.
- Academic Research Writing should preferably not exceed 8 – 13 pages in all.
- The Academic Research Writing completed by students should be submitted as a written report of minimum 6000 words, Times New Roman, Text Font:12, Title

Font: 14, Line Spacing: 1.5 with 1" margin on all sides on standard A4 size paper & should be organized in the following order:

- Title, name(s) of author(s) and his/her (their) complete affiliation(s) including zip code(s), Abstract (not exceeding 350 words), Introduction, Main body of paper, Conclusion and References.
- The title of the paper should be in capital letters, bold, size 16" and centered at the top of the first page.
- The author(s) and affiliations(s) should be centered, bold, size 14 and single spaced, beginning from the second line below the title.
- Figures and tables should be centered, separately numbered, self-explained.
- Please note that table titles must be above the table and sources of data should be mentioned below the table.
- The authors should ensure that tables and figures are referred to from the main text
- Structure of the Paper to include following components:
    - Introduction
    - Literature review
    - Theoretical / conceptual framework of Research and Research Methodology
    - Data analysis and interpretation
    - Result discussions, findings, managerial implications and recommendations.

**Mode of Evaluation:**

- Marking will be done based on evaluation by the external evaluator.
- The evaluation of the Academic Research Writing to be based on following parameters.

**Evaluation rubric/ grid for the assessment:**

| Sr. No. | Criteria (10 Marks Each) | Marks |
|---|---|---|
| 1 | Understanding of Organization, Problem Statement & Literature Review | 10 |

| | | |
|---|---|---|
| 2 | Research Methodology | 10 |
| 3 | Analysis and interpretation | 10 |
| 4 | Writing Quality & Presentation | 10 |
| 5 | Originality & Conclusion | 10 |
| | **TOTAL** | **50** |

# SEMESTER – IV: MARKETING

## Elective Course 1: Business to Business Marketing

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|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | M4PE534 | Course Duration: | 30 Hours |

**Course Objective:**

- To introduce the fundamentals of B2B marketing and its distinction from consumer marketing and strategies of business-to- business (B2B) marketing.
- To develop understanding and capabilities for assessing industrial buying behaviour and decision-making processes.
- To apply key concepts of segmentation, value proposition, pricing and supply chain dynamics in B2B contexts.
- To cultivate insights into contemporary trends, digital innovations and examine the role of digital technologies and relationship management in B2B contexts.

**Course Outcomes:**

- CO1: Understand the unique nature and characteristics of B2B markets and organizational buying behaviour process.
- CO2: Apply segmentation and targeting, Buyer value system concepts to design value propositions and opportunities for business customers.
- CO3: Evaluate Business eco system, competitor's strategies, pricing, communication strategies, Logistics Channel including the use of digital tools in B2B marketing.
- CO4: Create a B2B business plan for launch of a product/solution from theories learnt in the course.

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Nature and scope of B2B markets; Differences between B2B and B2C; Types of business customers; Overview of B2B ecosystems. Decision-Making Units (DMUs); Buying process stages; Factors influencing organizational buying; Role of relationships and trust. | CO1 | 6 |

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|---|---|---|---|
| 2 | Assessing market opportunities, industrial market segmentation, targeting, and positioning; segmentation and hyper- focused targeting on high- value accounts; refining B2B segmentation and positioning; Value Proposition in B2B markets – resonating focus, deep understanding of customer and priorities; B2B branding, sustainability and ESG as emerging consideration in purchase decisions | CO1,CO2 | 5 |
| 3 | New Product Development Process, Types of products – straight rebuy, modified rebuy, new tasks, B2B benefits typology – economic, tangible benefits; non-economic, tangible benefits; economic, intangible benefits, non-economic intangible benefits; Industrial Product Lifecycle Analysis; solutions marketing v/s product marketing; product/service bundling | CO1,CO2 | 4 |
| 3 | Process, impact of technology, diffusion of innovation; AI role in product/solutions innovation, predictive analytics, personalization, big data analytics, Business ecosystems – network of independent niches, Platform Business Model – network effects, | CO2,CO3 | 4 |
| 4 | Pricing strategies – determinants of price, competitive bidding, price negotiations; value-based pricing and subscription models; linking price to ROI and outcome metrics | CO3,CO4 | 2 |
| 5 | Managing Logistics, channels of distribution, channel design decisions, channel design decisions, identification of cost centres; digital channels and e-commerce, B2B procurement online portals | CO3,CO4 | 3 |
| 6 | Role of digital platforms, social media, and AI in B2B marketing; Use of CRM, marketing automation, and online procurement portals. Promotions – trade fairs and exhibitions; social media in B2B markets, use in various stages of the sales cycle, use in customer service to create positive feedback loops, sales funnel and social media tactics | CO3,CO4 | 3 |

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|---|---|---|---|
| 7 | B2B business Plan for product launch | CO4 | 3 |

**Textbooks:**

1. Industrial Marketing: Analysis, Planning and Control. Robert Reeder, Edward Brierty, Betty Reeder. 2e. Prentice- Hall India Edition
2. Business to Business Marketing. Ross Brennan, Louise Canning. 3e, Sage

**Reference Book:**

1. Business to Business Marketing Management. A Global Perspective. Alan Zimmerman, Jim Blythe. Routledge

## Elective Course 2 : Global Marketing

| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
|---|---|---|---|
| Course Code: | M4PE535 | Course Duration: | 30 Hours |

**Course Objective:**

- 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 glocal 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 | 5 |

| | | | |
|---|---|---|---|
| | **Competing in Global Markets** – company influences – economies of scale, demand in other countries, differences in consumer behaviour | | |
| 2 | **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<br><br>**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 | 5 |
| 3 | **Global Market Research** – primary and secondary data sources, estimate market size – chain ratio method<br><br>**Global Segmentation**- bases for segmentation; approaches to segmentation in international markets, positioning - Global Consumer Culture Positioning (GCCP), Global branding<br><br>**Marketing strategy** – cross-subsidization of markets, lead market concept, strategies in Emerging Markets | CO2, CO3, CO4, CO5 | 4 |
| 4 | **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 | 4 |
| 5 | **Product Policy** – adaptation v/s standardization; diffusion of innovation, Global Product Platforms, packaging and labelling norms; managing multinational product lines; counterfeit and piracy; global services | CO2, CO3, CO4 | 4 |

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|---|---|---|---|
| | **Pricing Policy** – impact of currency movements on price, transfer pricing, role of gray channels, pricing corridor, consideration of anti- dumping duties, counter-vailing duties; price harmonization, counter trade; ethnocentric, polycentric, geo-centric pricing | | |
| 6 | **Logistics** – 3rd party logistics, theatre warehousing, free trade zones, distribution agreements. | CO3, CO4 | 4 |
| 7 | **Promotion** – advertising, personal selling, trade fairs and exhibitions<br><br>**Internet and marketing** – structural barriers to e-commerce, integrated v/s locally responsive web marketing strategies, mass customization | CO3, CO4 | 4 |

**Textbooks:**


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 3: Technology Strategy

| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
|---|---|---|---|
| Course Code: | M4PE536 | Course Duration: | 30 Hours |

**Course Objective:**

- To familiarize students with foundational concepts and strategic management of technology within business.
- To equip students with practical skills for assessing technological innovations and their strategic implications.
- To develop analytical capabilities to formulate and execute effective technology-driven strategies.
- To foster understanding of intellectual property management, technology transfer, and innovation management.
- To cultivate insights into emerging technology trends, digital transformation, and competitive technology positioning.

**Course Outcomes:**

- CO1: Understand issues in using new technology to compete successfully
- CO2: Develop strategies to manage technology risks, identify market needs, commercialize new technologies, and compete successfully in the market
- CO3: Analyze timing of entry of new technology, issues in collaboration v/s Competition
- CO4: Evaluate different positions to exploit new technologies
- CO5: Create a business plan for a hypothetical start-up targeting an unmet need.

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | **Technology:** definition; impact of technological change on strategy; the Technology Life Cycle; Schumpeterian competition; **Technology Strategy** – enables firms to create new value by targeting unmet needs; achieve lower costs than previously possible, possibility of new competitive positions and sources of competitive advantage | CO1, CO2 | 5 |

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|---|---|---|---|
| | **Factors impacting technology strategy** – risks and uncertainty; choices to commercialize new technology; approaches to driving technology growth and adoption; potential threats with maturing of technology | | |
| 2 | **Importance of complementary assets and ecosystems;** choice of collaborating with competitors or fighting competitors for introducing new technology; importance of timing and question of first mover advantage; Network effects and switching costs; multi-homing costs | CO1, CO2, CO3 | 4 |
| 3 | **Technology Strategy for Innovators** – managing across the technology S-curve; alternative strategies to commercialize innovation; role of licensing, JV, strategic alliances, M&A; Joshua Gans & Scott Stern Framework – strength of intellectual property protection and relevance of complementary assets; alternative revenue model development and testing for innovators; | CO2, CO3, CO4 | 5 |
| 4 | **Growth and Adoption of new innovation** – challenges in the technology adoption life cycle; sustaining competitive advantage and bargaining power as technology evolves; methods of shaping the competitive environment<br>**Managing technological maturity** – decision on transitioning to a new industry or exit the business | CO2, CO3, CO4 | 4 |
| 5 | **Leader v/s Follower Strategy**- first mover or wait and follow - role of customer lock-in, pre-empting scarce assets, sustaining technology advantage, achieving scale, rate of change of technology, control of valuable complementary assets | CO2, CO3, CO4 | 4 |
| 6 | **Strategy for Existing Markets:** strategies for incumbent and new entrants affected by new technology; role of incumbents - develop strategy road map, assess strategic implications of new technology, awareness of disruptive technologies, build entry barriers, develop complementary assets, respond to industry convergence; role of new entrants – create technological gap, build an installed | CO2, CO3, CO4 | 4 |

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|---|---|---|---|
| | base, sell complementary goods, shape customer perceptions about future installed base | | |
| 7 | **Riding the new technology base** – be ready for uncertainties, establish dominant design, commoditize elements of the ecosystem, create tech platforms | CO2, CO3, CO4 | 4 |

**Text Books:**

1. Winning at New Product: Accelerating the Process from idea to Launch. 3e. Robert G. Cooper
2. Harvard Business Review on Aligning Technology with Strategy. Harvard Business School Publishing Corporation.

**Reference Books:**

1. Everyday Chaos. Technology, Complexity, and How we're Thriving in a New World of Possibility. David Weinberger. Harvard Business Review Press
2. The Keystone Advantage: What New Dynamics of Business Ecosystems Mean for Strategy, Innovation, and Sustainability. Marco Iansiti, Rod Levien. Harvard Business Review Press

## Elective Course 4 : Social Marketing

| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
|---|---|---|---|
| Course Code: | M4PE537 | Course Duration: | 30 Hours |

**Course Objective:**

- To introduce foundational concepts, principles, and strategies specific to social marketing.
- To equip students with practical skills in designing and implementing social marketing campaigns.
- To develop analytical capabilities for evaluating societal needs, behaviour change strategies, and campaign effectiveness.
- To foster understanding of ethical considerations, stakeholder engagement, and social responsibility.
- To cultivate strategic insights into contemporary challenges and opportunities in social marketing initiatives.

**Course Outcomes:**

- CO1: Understand the importance of social marketing in influencing Behaviours
- CO2: Apply concepts learnt to real life plans
- CO3: Analyse social marketing campaigns
- CO4: Evaluate the plan on Objectives, behaviours, cost, and ethical aspects
- CO5: Create a social marketing campaign based on concepts learnt

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | **Definition, difference from commercial marketing**, non-profit marketing, value proposition of social marketing, impact on social issues<br>**Steps in developing a social marketing plan**, marketing mix strategies, monetary and non-monetary costs<br>**Analysing the social marketing environment**, purpose and focus of the plan, situations audit | CO1, CO2, CO3 | 5 |

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| 2 | **Segmentation, evaluation and selecting target audiences**, variables for segmentation, criteria for evaluating segments, ethical issues in selecting target audiences<br>**Behavioural objectives,** knowledge and belief objectives, campaign evaluation<br>**Target audience barriers**, revision of target audiences, researching target audiences | CO2, CO3, CO2, CO3 | 4 |
| 3 | **Developing a positioning statement**, positioning focused on behaviour, barriers, benefits, competition; repositioning, branding | CO3, CO4 | 5 |
| 4 | **Product platform**, branding issues<br>**Pricing** – monetary and non-monetary incentives and dis-incentives, pricing of tangible objects and services | CO2, CO3 | 4 |
| 5 | **Managing distribution channels** | CO2, CO3 | 4 |
| 6 | **Promotion** – creative brief, pretesting, messenger strategy | CO3 | 4 |
| 7 | **Plan for monitoring and implementation**, metrics to measure, cost, ethical evaluation of the plan; budgets and funding sources | CO3, CO4, CO5 | 4 |

**Text Books:**


1. Nancy Lee, Philip Kotler. Social Marketing: Influencing Behaviours for Good. 4e. Sage Publications
2. Philip Kotler, Ned Roberto, Nancy Lee. Social Marketing: Improving the Quality of Life.2e. Sage Publications

JNI
RGCMS

## Elective Course 5: SWAYAM Course

| | | | |
|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | M4PE538 | 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 – IV: FINANCE

## Elective Course 1: Fixed Income Securities

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|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | F4PE534 | Course Duration: | 30 Hours |

**Course Objectives::**

- To introduce foundational concepts, instruments, and markets related to fixed income securities.
- To equip students with practical skills for analyzing, pricing, and managing fixed income investments.
- To develop analytical capabilities for assessing interest rate risk, credit risk, and yield management.
- To foster understanding of fixed income portfolio construction and risk mitigation strategies.
- To cultivate strategic insights into current market trends, regulatory changes, and investment strategies.

**Course Outcomes:**

- CO1: Explain the structure, role, and importance of the Indian debt and bond markets.
- CO2: Identify and describe different types of fixed income securities and their features.
- CO3: Calculate bond prices, yields, and returns using basic valuation concepts.
- CO4: Analyze the major risks in bond and money markets and suggest simple risk management tools.
- CO5: Discuss the role of regulators and rating agencies in ensuring stability of the debt market.

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Overview of The Indian Debt Market<br>• Role of the Debt Market | CO1 | 4 |

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|---|---|---|---|
| | • Importance of Debt Markets<br>• The Bond Market Ecosystem<br>• Role of Regulators<br>• Role of Monetary Policy in Debt Markets<br>• Evolution of Debt Markets<br>• Market Dynamics | | |
| 2 | Types of Fixed Income Securities<br>• Classification of fixed income securities based on the Type of Issuer<br>• Classification of fixed income securities based on Maturity<br>• Classification of fixed income securities based on Coupon<br>• Classification of fixed income securities based on Currencies<br>• Classification of fixed income securities based on Embedded Options<br>• Classification of fixed income securities based on Security | CO2 | 4 |
| 3 | Pricing of Bonds<br>• Concept of “Par Value”<br>• Time Value of Money<br>• Determining Cash Flow, Yield and Price of Bonds<br>• Pricing of Different Bonds<br>• Price-Yield Relationship<br>• Price Time Path of a Bond<br>• Pricing of a Floating Rate Bond | CO3 | 5 |
| 4 | Risks Associated with Investing in Fixed Income Securities<br>• Risks associated with fixed income securities<br>• Risk Mitigation Tools | CO4 | 3 |
| 5 | Indian Money Market<br>• Introduction to Money Market<br>• Types of Instruments in Money Market<br>• Trends in the Indian Money Market<br>• Importance of the Call Money Market | CO4 CO4 | 3 |

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|---|---|---|---|
| | Important Rates in the Indian Interbank Call Market -MIBOR/LIBOR | | |
| 6 | Government Debt Market<br>• Introduction to Government Debt Market<br>• Types of Instruments in Government Debt Market<br>• Trends in the Indian G-Sec Market<br>• The Issuance Mechanism<br>• Secondary Market Infrastructure for G-Secs in India | CO1 CO2 CO5 | 4 |
| 7 | Corporate Debt Market<br>• The Indian Corporate Debt Market<br>• Types of Instruments in Corporate Debt Market<br>• Trends in Indian Corporate Debt Market<br>• Issuance Mechanism<br>• Secondary Market Mechanism<br>• Key Regulatory Guidelines for Corporate Debt Market | CO1 CO2 CO5 | 4 |
| 8 | Role of Regulatory and Rating Agencies: Credit rating process, CIBIL Score, CRISIL, CARE, ICRA etc. | CO5 | 3 |

**Textbooks:**


1. Sunil Parameswaran, Sankarshan Basu, Fixed Income Securities: Wiley
2. NISM-Series-XXII: Fixed Income Securities, e-book, NISM Website
3. Gupta S L, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.
4. M. Kannadhasan: Fixed Income Securities: Valuation and Risk Management, Cengage
5. Sundaresan, Suresh: Fixed Income Markets and Their Derivatives
6. Fabozzi, Frankj, Mann, Steven V., The Handbook of Fixed Income Securities: New York, McGraw-Hill Companies


**Reference Books:**


1. Frank J Fabozzi, Fixed Income Securities, Wiley
2. John C Hull: Options, Futures and Other Derivatives, Prentice Hall of India.
3. Redhead: Financial Derivatives: An Introduction to Futures, Forwards, Options,

Prentice Hall of India

## Elective Course 2: Behavioural Finance

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|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | F4PE535 | Course Duration: | 30 Hours |

**Course Objectives::**

- To introduce students to foundational concepts and theories of behavioural finance.
- To equip students with analytical skills for understanding psychological biases affecting financial decisions.
- To develop capabilities for applying behavioural finance insights to investment and financial management practices.
- To foster understanding of investor psychology, market anomalies, and behavioural biases.
- To cultivate strategic insights into leveraging behavioural finance for improved decision-making and market predictions.

**Course Outcomes:**

- CO1: Recall key psychological principles and biases influencing financial decisions.
- CO2: Explain common psychological obstacles that hinder rational financial decision making.
- CO3: Analyze risks and outcomes associated with biased decision-making in financial contexts.
- CO4: Apply behavioural finance theories, including Expected Utility Theory, to real world financial scenarios
- CO5: Evaluate the Efficient Market Hypothesis and construct reasoned arguments using behavioural case studies.

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Introduction to Behavioural Finance: Meaning, Nature, and Scope of Behavioural Finance | CO1 | 4 |

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|---|---|---|---|
| | ● Difference between Traditional and Behavioural Finance<br>● Relevance to Investment Decisions | | |
| 2 | Investor Psychology and Decision Making: Investment Decision Cycle<br>• Cognitive Information Processing<br>• Emotions and Financial Choices<br>• Role of Heuristics in Decision-Making | CO1<br>CO2 | 5 |
| 3 | Common Behavioural Biases: Representativeness, Anchoring, Overconfidence, Loss Aversion, Mental Accounting, Framing<br>• Impact of Biases on Individual and Institutional Investors | CO2<br>CO3 | 5 |
| 4 | Expected Utility and Risk Perception: Expected Utility Theory (EUT) and Decision-Making under Risk<br>• Prospect Theory – Key Concepts and Comparison with EUT<br>• Perception of Risk and Uncertainty | CO3<br>CO4 | 5 |
| 5 | Market Anomalies and Behavioural Factors: Market Inefficiencies and Investor Behaviour<br>• Behavioural Explanation of Market Bubbles and Crashes<br>• Overview of Efficient Market Hypothesis (EMH) | CO4<br>CO5 | 6 |
| 6 | Applications and Case Studies: Behavioural Corporate Finance – Capital Structure and Market Timing<br>• Neurofinance Overview (basic concepts only)<br>• Case Discussions: *The Big Short*, *When Genius Failed*, *Manias, Panics and Crashes* | CO4<br>CO5 | 5 |

**Text Books:**

1. Chandra, P. (2020), Behavioural Finance, Tata Mc Graw Hill Education, Chennai

(India).7th Edition
2. Ketan Vira (2024), Behavioural Finance, AG Publishing House (AGPH Books), India

**Reference Books**

1. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press
2. Kahneman, D. and Tversky, A. (2000). Choices, values and frames. New York : Cambridge Univ. Press
3. Forbes, William (2009), Behavioural Finance, Wiley.
4. Ackert, Lucy, Richard Deaves (2010), Behavioural Finance; Psychology, Decision Making and Markets, Cengage Learning
5. Thaler, R. (1993). Advances in Behavioral Finance. Vol. I. New York, Russell Sage Foundation.

## Elective Course 3: Investment Banking and Alternate Investment Funds

| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
|---|---|---|---|
| Course Code: | F4PE536 | Course Duration: | 30 Hours |

**Course Objectives:**

- To provide a basic understanding of investment banking structure, functions, and services.
- To introduce the processes of capital raising, issue management, and due diligence.
- To familiarize students with project finance and structured financial instruments.
- To explain the concepts and categories of Alternative Investment Funds (AIFs) in India.
- To develop an understanding of regulatory aspects and the role of investment banks and AIFs in financial markets.

**Course Outcomes:**

- **CO1:** Explain the structure, roles, and functions of investment banking within the Indian financial system.
- **CO2:** Describe the process of capital raising, issue management, and due diligence in investment banking.
- **CO3:** Summarize basic concepts of project finance and structured financial products.
- **CO4:** Explain the key features, types, and strategies of Alternative Investment Funds.
- **CO5:** Discuss the regulatory framework and role of AIFs and investment banks in portfolio diversification.

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Overview of Investment Banking and Financial System: Overview of Indian Financial System and role of Investment Banks<br>- Institutional structure and functions of Merchant / Investment Banking | CO1 | 5 |

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|---|---|---|---|
| | - SEBI guidelines and regulatory framework for Merchant Bankers<br>- Recent developments, challenges, and emerging trends in Indian investment banking | | |
| 2 | Capital Raising and Issue Management : Role of investment banks in primary markets (equity & debt)<br>- Public issue process: eligibility, pricing, book building, prospectus, Green Shoe Option<br>- Private placement, rights issue, and post-issue obligations<br>- Investor protection and SEBI compliance requirements | CO2 | 6 |
| 3 | Due Diligence and Project Finance Basics : Concept and need for due diligence (esp. in M&A transactions)<br>- Key steps in due diligence and legal compliance<br>- Introduction to project finance: large-scale and infrastructure projects<br>- Risk assessment and financing structures in project finance | CO3 | 5 |
| 4 | Structured Finance – Concepts and Instruments : Basics of structured products: CDOs, ABS, CDS<br>- Securitization: asset pooling, trenching, and issuance of securities<br>- Application of structured finance in risk management and liquidity enhancement | CO3 | 4 |
| 5 | Introduction to Alternative Investment Funds (AIFs) : Concept and role of Alternative Investments in portfolio diversification<br>- Categories I, II, and III AIFs under SEBI (AIF) Regulations, 2012<br>- Category III AIFs: structure, investment | CO4 | 6 |

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| | strategies, comparison with PMS and Mutual Funds<br>- Regulatory framework and suitability for investors | | |
| 6 | - Integrated case study on Investment Banking operations or AIF structure in India<br>- Evaluation of a recent IPO / private placement or AIF investment strategy<br>- Short analytical presentation on SEBI updates or market developments<br>- Reflection on regulatory compliance, investor protection, and portfolio diversification aspects | CO5 | 4 |

**Textbooks**

1. Investment Banking- Concept, Analysis and Cases by Pratap Giri, 4th Edition, McGraw Hill; Forth edition (29 October 2021), New Delhi
2. Workbook for NISM-Series-XIX-B: Alternative Investment Funds (Category III) Distributors Certification Examination - Taxmann Publication

**Reference Books**

1. Investment Banking: Valuation, LBOs, M&A, And IPOs by Joshua Rosenbaum and Joshua Pearl, John Wiley & Sons Inc; Updated edition (23 February 2022)
2. NISM's Alternative Investment Funds (Category I and II) Distributors, by NISM (An Educational Initiative of SEBI), 3 November 2022

## Elective Course 4 : Financial Market Regulations

| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
|---|---|---|---|
| Course Code: | F4PE537 | Course Duration: | 30 Hours |

**Course Objectives:**

- To familiarize students with the regulatory framework governing Indian financial markets and institutions.
- To develop understanding of key financial regulators such as SEBI, RBI, IRDAI, and CCI.
- To equip students with basic compliance, reporting, and ethical regulatory practices.
- To explain legal and procedural aspects of capital market and foreign investment regulations.
- To analyze the impact of regulatory policies on market functioning and investor protection.

**Course Outcomes:**

- CO1: Explain the structure and significance of financial regulations in India within a global context.
- CO2: Analyze the roles, powers, and regulatory functions of Indian financial authorities including RBI, SEBI, and IRDAI.
- CO3: Interpret key SEBI regulations governing capital markets, mutual funds, and investor protection.
- CO4: Examine the legal and compliance framework for foreign investments, money laundering, and credit rating activities in India.

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Overview of Financial Market Regulations: Importance and structure of financial regulations in India<br>- Role of regulation in maintaining market stability and investor confidence<br>- Impact of global financial crises on Indian regulatory evolution | CO1 | 4 |

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|---|---|---|---|
| 2 | Regulatory Authorities in India :<br>Overview of financial regulators: RBI, SEBI, IRDAI, and CCI<br>- Key functions and powers under respective Acts<br>- Interrelationship among regulatory bodies and financial institutions<br>- Recent regulatory reforms for financial inclusion and market transparency | CO2 | 5 |
| 3 | SEBI Regulations and Capital Market Compliance: - Key SEBI Regulations: Issue of Capital & Disclosure (ICDR), Insider Trading, and Fraudulent Trade Practices<br>- Mutual Fund and Takeover Regulations – overview and implications<br>- Investor protection mechanisms and disclosure norms | CO3 | 6 |
| 4 | Insurance and Competition Regulatory Framework : IRDAI Act 1999: powers, duties, and policyholder protection<br>- Competition Act 2002: anti-competitive agreements, abuse of dominance, regulation of combinations<br>- Role of CCI in promoting fair competition | CO2 | 4 |
| 5 | Foreign Exchange and Money Laundering Regulations : FEMA 1999: current and capital account transactions, branch/office establishment, penalties<br>- Prevention of Money Laundering Act (PMLA) 2002: obligations of banks, KYC norms, compliance reporting<br>- Role of regulatory oversight in curbing financial crimes | CO4 | 5 |
| 6 | Foreign Investments and Credit Rating Regulations : - FDI policy and SEBI (Foreign Portfolio Investors) Regulations | CO3<br>CO4 | 6 |

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|---|---|---|---|
| | 2014<br>- Overview of External Commercial Borrowings and AIF Regulations 2012<br>- SEBI (Credit Rating Agencies) Regulations 1999 and their market role<br>- Case discussion on regulatory compliance and investor trust | | |

**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 5 : Wealth Management

| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
|---|---|---|---|
| Course Code: | F4PE538 | Course Duration: | 30 Hours |

**Course Objectives:**

- To familiarize students with key concepts, principles, and practices of wealth management.
- To develop understanding of asset classes, portfolio construction, and diversification strategies.
- To equip students with analytical tools for risk assessment, financial planning, and investment decisions.
- To introduce taxation, estate, and retirement planning concepts for effective wealth preservation.
- To expose students to current trends, behavioral aspects, and digital innovations in wealth management.

**Course Outcomes:**

- CO1: Explain the fundamental concepts, scope, and process of wealth management.
- CO2: Analyze various asset classes and their role in portfolio management and risk–return trade-off.
- CO3: Apply principles of financial planning, goal setting, and portfolio design for clients.
- CO4: Examine taxation, estate planning, and retirement strategies in wealth preservation.
- CO5: Evaluate the influence of behavioral finance, ethical practices, and technological innovations in wealth management.

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Introduction to Wealth Management: Concept, importance, and process of wealth management; evolution of the industry; functions and ethics of a wealth manager; | CO1 | 5 |

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|---|---|---|---|
| | client segmentation and advisory approaches. | | |
| 2 | Investment Avenues and Portfolio Strategies: Overview of equity, debt, mutual funds, ETFs, and alternative investments; risk-return characteristics; asset allocation and diversification strategies. | CO2 | 5 |
| 3 | Financial Planning and Risk Management: Financial planning process, goal setting, and budgeting; risk profiling and behavioural finance; hedging and portfolio risk management techniques. | CO3 | 5 |
| 4 | Taxation, Estate, and Retirement Planning : Taxation of investment products; tax-efficient investment strategies; estate and succession planning; retirement fund management and intergenerational wealth transfer. | CO4 | 5 |
| 5 | Technology, Regulation, and Ethics in Wealth Management : Role of fintech, robo-advisors, AI, and blockchain; SEBI, RBI, and global compliance norms; KYC and AML guidelines; ethical and fiduciary responsibilities of wealth managers. | CO5 | 5 |
| 6 | Practical application of wealth management concepts through case studies | CO5 | 5 |

**Textbooks**


1. Kapoor, J. R., Dlabay, L. R., & Hughes, R. J. – Personal Finance (McGraw Hill)
2. Hallman, G. V., & Rosenbloom, J. S. – Personal Financial Planning (McGraw Hill)
4. Hiriyappa, B. – Wealth Management (New Age International)
5. Suyash Bhatt – Wealth Management – Excel Books
6. S.K.Bagchi, Wealth Management- Jaico Publishing House


**Reference Books**


1. Prasanna Chandra – Investment Analysis and Portfolio Management

(McGraw Hill)
2. Kevin, S. – Security Analysis and Portfolio Management (PHI)
3. Bodie, Kane, & Marcus – Investments (McGraw Hill)

## Elective Course 6: SWAYAM Course

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|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | F4PE539 | 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 – IV: SYSTEM & DIGITAL BUSINESS

## Elective Course 1: Information System Security and Audit

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|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | S4PE534 | Course Duration: | 30 Hours |

**Course Objective:**

- To introduce foundational concepts, standards, and frameworks in information system security and auditing.
- To equip students with practical skills for identifying, assessing, and mitigating security threats.
- To develop analytical capabilities in planning and conducting IT audits and compliance checks.
- To foster understanding of security governance, risk assessment, and incident response planning.
- To cultivate strategic insights into evolving cybersecurity threats, tools, and regulatory frameworks

**Course Outcomes:**

- CO1: Identify the need for information security and audit, and classify organizational information assets.
- CO2: Explain systems audit concepts and apply knowledge of auditor roles and ERP integration.
- CO3: Analyse system maintenance processes, including data flow, access control, and confidentiality.
- CO4: Evaluate security threats, disaster recovery plans, and internal controls.
- CO5: Compare audit certifications and assess the impact of systems audit on organizational integrity.
- CO6: Design audit approaches using emerging technologies and evaluate their effectiveness.

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Introduction to Information Security and Audit Need and importance of Information Security in organizations, Role and significance of Information Audit, Identification and classification of Information Assets, Overview of Information Security Risks, Strategies for managing Information Security risks | CO1 | 10 |
| 2 | Systems Audit – Concepts and Practices Concept and objectives of Systems Audit, Emerging trends in Systems Audit, Time and cost effectiveness of audit processes, Competent authorities and legal framework, Roles and responsibilities of Systems Auditors viz Internal Systems Auditor and External Systems Auditor. Prerequisites and planning for Systems Audit, Role of ERP systems in enabling Systems Audit | CO2 | 12 |
| 3 | System and Infrastructure Maintenance Review of information flow: inputs, processing, validation, and outputs, Review and management of systems in the organization, Change and modification controls, Authorization and approval mechanisms, Maintenance and disposal processes, Master file review and update procedures, Logical vs physical access controls, ensuring confidentiality and data protection, Differentiating physical records vs system records | CO3 | 10 |
| 4 | Security Administration and Operations Audit Types of information security threats, Physical threats, System-based threats. Disaster Recovery Planning (DRP) and Business Continuity, Information integrity and validation controls, Role of management in Information Security Operations, Ensuring secure and compliant information processing, Internal checks and controls within Information | CO4, C05 | 10 |

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|---|---|---|---|
| | Systems, Auditing of system operations and administration | | |
| 5 | Global and Indian Perspectives on Systems Audit Overview of global and Indian certifications in Systems Audit, CISA, DISA, ISO 27001, CISSP, CIA, etc. Institutions and organizations providing certifications, Linkages between traditional and systems audits, Adoption of systems audits across industries, Case studies: Successful audits and failure stories, the role of systems audit in improving transparency. | CO4, CO5 | 8 |
| 6 | Emerging Trends and Professional Opportunities Growing demand and skill gaps in systems auditing, Link between systems audit and fraud reduction, Use of advanced IT (AI, Blockchain, Cloud) in audits, Automation in audit and continuous auditing techniques, Future trends in Information Systems Security and Audit, Career pathways in Information Security and Auditing | CO5, CO6 | 5 |
| 7 | Emerging Trends in Information System Security and Audit with related case studies | CO4, CO5, CO6 | 5 |

**Textbooks**


1. Auditing in a Computerized Environment by Mohan Bhatia. Tata McGraw-Hill.
2. Contemporary Auditing by Kamal Gupta. Tata McGraw-Hill.
3. Analysis and Design of Information Systems by V. Rajaraman. Prentice Hall of India

JNI
RGCMS

## Elective Course 2: IT Governance, Compliance and Cyber Law

| | | | |
|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | S4PE535 | Course Duration: | 30 Hours |

**Course Objective:**

- To familiarize students with principles of IT governance, compliance standards, and cybersecurity regulations.
- To equip students with practical skills in implementing governance frameworks such as COBIT and ISO standards.
- To develop analytical capabilities for aligning IT governance with business strategy and legal compliance.
- To foster understanding of Indian and global cyber laws, data privacy, and intellectual property rights.
- To cultivate strategic insights into risk management, accountability, and ethical IT practices.

**Course Outcomes:**

- CO1: Explain the purpose and structure of IT Governance frameworks like COBIT and ITIL
- CO2: Analyze and compare different governance standards and compliance frameworks.
- CO3: Apply IT governance principles to organizational scenarios.
- CO4: Evaluate legal and regulatory compliance requirements, including SOX and IT Act
- CO5: Interpret key components of cyber laws including data privacy, IPR, and cybersecurity.
- CO6: Develop IT governance and compliance strategies that align with cyber laws.

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Introduction to IT Governance and COBIT Framework- Need for IT Governance- COBIT as an umbrella framework- COBIT Domains and KPAs- Implementing COBIT- COBIT from an audit perspective | CO1, CO3 | 8 |
| 2 | Governance Frameworks and Standards- Importance of IT governance and compliance- Overview of standards: COBIT, ISO 27000, ITIL/ITSM- Comparison of frameworks | CO1, CO2 | 8 |
| 3 | Compliance Regulations and Acts- Indian IT Act- Sarbanes-Oxley (SOX)- Graham-Leach- Bliley Act (GLBA)-RBI & Banking regulations- Basel III (for banks) | CO2, CO4 | 8 |
| 4 | Cybersecurity Standards and Best Practices- BS 7799 / ISO 27001- ITIL/ITSM revisited- NIST Framework- Industry-specific regulations and guidelines | CO2, CO3 | 8 |
| 5 | Cyber Laws – Key Areas- Cybercrime Laws (Hacking, Identity Theft)- Data Protection and Privacy (GDPR, CCPA)- Intellectual Property Laws- Electronic Transaction Laws with case studies | CO4, CO5, CO6 | 8 |
| 6 | Cyber Laws – Important Global Regulations- GDPR (EU)- CCPA (California)- CFAA & DMCA (USA)- EU Cybersecurity Act-Compliance strategy development | CO4, CO5, CO6 | 8 |

**Textbooks**


1. Enterprise Governance of Information Technology: Achieving Alignment and Value, Featuring COBIT 5 by Steven De Haes and Wim Van Grembergen. Springer, 2015.
2. Strategies for Information Technology Governance by Wim Van Grembergen. IGI Publishing, 2003
3. “COBIT 2019 Framework: Introduction and Methodology” ISACA, Core textbook

for understanding COBIT Framework

4. “Information Security Governance: Guidance for Information Security Managers” by W. Krag Brotby, Auerbach Publications
5. “IT Governance: How Top Performers Manage IT Decision Rights for Superior Results” by Peter Weill & Jeanne W. Ross, Harvard Business Review Press
6. “Cyber Law: The Indian Perspective” by Pavan Duggal, Universal Law Publishing
7. “Information Technology Law and Practice” by Vakul Sharma, Universal Law Publishing.

**Reference Books**

1. “The Law of Cyber Crimes and Information Technology Law” by S.V. Joga Rao, Wadhwa & Co.
2. “Managing Information Security” by John R. Vacca, Syngress
3. “The Complete Guide to IT Service Management” by Addie Schwartz, IT Governance Publishing
4. “Understanding SOX and Internal Controls for the IT Professional” by Chris Davis & Mike Schiller, Syngress
5. “GDPR: A Practical Guide” by Suzanne Dibble, Suzanne Dibble Publishing.

## Elective Course 3: IT Consulting & Managing for Business

| | | | |
|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | S4PE536 | Course Duration: | 30 Hours |

**Course Objective:**

- To introduce the role and scope of IT consulting in business transformation and value creation.
- To equip students with practical tools and methodologies used in IT consulting engagements.
- To develop capabilities for managing client relationships, project scoping, and technology adoption.
- To foster understanding of IT-business alignment, ROI evaluation, and solution architecture design.
- To cultivate insights into consulting ethics, client dynamics, and success factors in IT advisory services

**Course Outcomes:**

- CO1: To Understand the role, scope, and fundamental principles of IT consulting in business.
- CO2: To Analyse and apply IT consulting frameworks, methodologies, and best practices.
- CO3: To Develop strategies for managing and scaling a technology business effectively.
- CO4: To assess governance, risk, compliance, and ethical considerations in IT consulting.
- CO5: To Explore emerging technologies and their impact on IT consulting and digital business transformation.

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Fundamentals of IT Consulting – Overview, engagement models, skills, challenges withvexamples and case studies. | CO1, CO2 | 8 |

| | | | |
|---|---|---|---|
| 2 | IT Consulting Frameworks and Methodologies ITIL, Agile, project management, software advisory. | CO2, CO3 | 8 |
| 3 | Managing and Scaling Technology Business- Business models, finance, innovation, CRM. | CO3 | 8 |
| 4 | Governance, Risk, and Compliance in IT Consulting- IT governance, risk management, legal compliance. | CO4, CO5 | 8 |
| 5 | Emerging Technologies and Digital Business Transformation – AI, Block chain, cloud computing, digital transformation with case studies | CO4, CO5 | 8 |
| 6 | IT Consulting Project and Strategy Execution – Proposal development, execution, success measurement. | CO2, CO3, CO4 | 8 |
| 7 | Emerging Trends in IT Consulting & Managing for Business with related case studies | CO4, CO5, CO6 | 12 |

**Textbooks:**


1. R. P. S. Sengar, IT Consulting and Management, Laxmi Publications
2. V. K. Jain, Managing Information Technology in Business, PHI Learning
3. Amit Bhatnagar, IT Consulting: Managing IT for Business Success, Pearson Education India
4. M. K. Gupta, Information Technology for Managers, McGraw-Hill Education India

## Elective Course 4: System Application and Negotiations- Case study

| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
|---|---|---|---|
| Course Code: | S4PE537 | Course Duration: | 30 Hours |

**Course Objective:**

- To provide practical exposure to real-world system application and negotiation scenarios through case-based learning.
- To equip students with critical thinking and problem-solving skills in system implementation and vendor negotiations.
- To develop capabilities to analyze, design, and evaluate system application strategies in complex business environments.
- To foster understanding of conflict resolution, stakeholder management, and communication in tech projects.
- To cultivate strategic insights into decision-making processes and negotiation outcomes in enterprise systems.

**Course Outcomes:**

- CO1: Understand the importance, scope and applications areas of information systems for business
- CO2: Explore the applications areas of information technology/information system for business
- CO3: Analyze the applications areas of information system across the functions and sector
- CO4: Assess the various techniques of negotiations for successful technology implementation.
- CO5: Evaluate the practical applications areas of information technology & information system across the various functions and sectors of the industry

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Importance, scope and need of case study and applications areas of information technology and information systems for business | CO1, CO2, CO3 | 8 |

| | | | |
|---|---|---|---|
| 2 | Applications areas of System across the various functions of management: Marketing, Finance, Human Resource, Manufacturing and Operations, Supply Chain Management, Logistic, Customer Relationship Management and also as per various different functions of the organizations. | CO2, CO3 | 8 |
| 3 | Significance, need, scope, techniques of negotiations | CO4 | 8 |
| 4 | Applications areas of Systems across the various sectors of the industry: Manufacturing, Pharmaceuticals and Fine Chemicals, Chemicals & Petro – chemicals, FMCG – home appliances, Food processing, Dairy and dairy products, Mills - paper, pulp, board, textile, Leather - Tanning of leather to making of finished goods, Agricultural Products – grains, jute, cotton, oil seeds, plantation of vegetables, fruits, Heavy industries - automobiles, aircraft, ship building & maintenance, cranes, Constructions – bridges, dams, roads, Power industries – thermal, nuclear, hydro power stations, Merchandising, stockiest, Trading, etc. Insurance, Banking and Finance, Service industry – Hospitals, hotels, Travel and Tourism, transport, Film – manufacturing, distribution, production units, laboratories, editing, exhibitors, Gem and Jewellery– Import of raw export of finished diamond, Artificial diamonds, gems and stones. | CO3, CO4, CO5 | 16 |
| 5 | Application areas of systems in Government Sector - Ministries, Departments like defence, police, RTO, passport, visa, customs, central excise, railways, health and other sectors and the IT industry with case studies. | CO4, CO5 | 8 |
| 6 | Emerging Trends of System Applications and Negotiations -with related Case Study | CO4, CO5 | 12 |

**Textbooks:**

1. Strategic Management of Information Systems by Keri Pearlson and Carol Saunders.

## Elective Course 5: SWAYAM Course

| | | | |
|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | S3PE538 | 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 – IV: HUMAN RESOURCES

## Elective Course 1: Strategic Human Resource Management

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|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | H4PE534 | Course Duration: | 30 Hours |

**Course Objective:**

- To develop strategic thinking and decision-making skills for aligning human resource practices with organizational goals and competitive advantage.

**Course Outcomes:**

- CO1: To understand concepts, principles, and frameworks of Strategic HRM.
- CO2: To apply HR strategies, models and techniques to solve business and workforce challenges
- CO3: To analyze and differentiate various SHRM approaches in diverse business environments.
- CO4: To evaluate the HR policies and practices in alignment with corporate strategies.
- CO5: To design and create strategic HR plans and innovative solutions to contemporary HR issues.

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Introduction to Strategic HRM<br>- Concept and Evolution of SHRM<br>- Traditional HRM vs. Strategic HRM<br>- Aligning HRM with Business Strategy<br>- Models of SHRM<br>- Challenges faced in implementation of SHRM | CO1 | 4 |
| 2 | - HR Strategy and Business Performance<br>- Linkage Between HR Strategy and Organizational Goal<br>- Workforce Planning and Talent Management Strategies | CO2 | 4 |

| | | | |
|---|---|---|---|
| 3 | Talent Acquisition & Retention Strategies<br>- Strategic Recruitment and Selection<br>- Employer Branding and Employee Value Proposition<br>- Retention Strategies and Employee Engagement.<br>- Succession Planning and Leadership Development | CO1, CO2, CO3 | 4 |
| 4 | Performance and Reward Strategies<br>- Strategic Performance Management Systems<br>- Compensation and Benefits Strategies<br>- Pay for Performance and Incentive System<br>- Non-monetary Rewards and Employee Motivation | CO4, CO5 | 4 |
| 5 | Learning, Development & Change Management<br>- Strategic Learning and Development<br>- Training ROI and Impact Assessment<br>- Change Management and HR's Role in Organisational Transformation<br>- Organisational Culture and HR Strategies | CO4, CO5 | 4 |
| 6 | Employee Relations & Legal Aspects in SHRM<br>- Diversity, Equity, Inclusion and Belongingness (DEIB) Strategies<br>- Ethical Issues in SHRM | CO1, CO2 | 4 |
| 7 | Strategic HRM Culture and Climate<br>- Understanding Organization Culture and Climate<br>- Role of AI and HR Technology in shaping Culture | CO3, CO4, CO5 | 4 |
| 8 | Global SHRM & Future Trends<br>- Global HR Strategies and Cross-Cultural Challenges<br>- Digital Transformation in HR (AI, HR | CO4, CO5 | 2 |

| | | | |
|---|---|---|---|
| | Tech, Remote Work)<br>- Social Responsibility (CSR) in HRM | | |

**Textbooks:**


1. Strategic Human Resource Management – Jeffrey A. Mell
2. HR Strategy: Creating Business Strategy with Human Capital – Paul Kear
3. Human Resource Management – Aswathaa
4. Human Resources Management A South Asian Perspective, Scott Snell, George
5. Bohlander, Veena Vohra, Cengage Learning India Pvt Ltd (Publisher)


**Reference Books:**


1. The New HR Leader's First 100 Days – Alan Collins
2. HBR's 10 Must Reads on Strategic HRM – Harvard Business Review

## Elective Course 2: Human Resource Capital, Accounting and Audit

| | | | |
|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | H4PE535 | Course Duration: | 30 Hours |

**Course Objective:**

- To introduce students to foundational concepts of human resource capital valuation, accounting, and audit.
- To equip students with practical skills for quantifying, reporting, and auditing human resource capital.
- To develop analytical capabilities for evaluating the strategic value and impact of human capital.
- To foster understanding of accounting standards and regulatory compliance related to human resources.
- To cultivate insights into ethical considerations, transparency, and reporting practices in human resource accounting.

**Course Outcomes:**

- CO1: To understand HR Accounting & Audit and its importance.
- CO2: To analyse the HR Accounting and Auditing methods.
- CO3: To apply HR Accounting methods.
- CO4: To evaluate the effectiveness of HR Accounting and Audit practices in organisations.
- CO5: To create Human Accounting Systems in organisations.

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | **Introduction to HR Capital and HR Accounting:**<br>- HR Accounting and HR as an Asset<br>- Definition of Human Resource Accounting<br>- HRA – concepts, methods and applications<br>- Human Resource Accounting vs. Other Accounting | CO1 | 4 |
| 2 | **HR Audit** | CO1 | 4 |

| | | | |
|---|---|---|---|
| | - Objectives, Concepts, Components, Need, Benefits, Importance<br>- Methodology and instruments of HR Audit<br>- HR Audit Process and Issues in HR Audit | | |
| 3 | **Human Resource Costs / Investment**<br>- Human Resource Costs – the Monetary Value Approach, Non-Monetary value Based Approaches<br>- Investment in employees -HRD | CO2, CO3 | 4 |
| 4 | **Return on Investments**<br>- HR Budget<br>- Development of HR<br>- ROI through High Performance Employees<br>- Measurement of Group Value – The Likert and Bowers Model, Herman son's Unpurchased Goodwill Model | CO2, CO3 | 4 |
| 5 | **Human Resource Accounting System**<br>- Developing Human Resource Accounting System<br>- Implementation of Human resource Accounting system<br>- Integration with other accounting system | CO3, CO4 | 4 |
| 6 | **Human Resource Scorecard**<br>- HR Scorecard, Constituents of HR Scorecard<br>- HR Scorecard as an instrument in HR Audit | CO4 | 4 |
| 7 | **Human Resource Audit Report**<br>- HR Audit Report – purpose<br>- Report Design – Preparation of report<br>- Use of HR Audit report for business improvement | CO4 CO5 | 6 |

**Textbooks:**

1. Human Resource Management Text and Cases by K. Aswathappa
2. Personnel & Human Resource Management – P. Subba Rao
3. Human Resource Audit T.V. Rao

**Suggested Pedagogy -** Lectures and discussions, Case studies, Role Play, Workshops

## Elective Course 3: Industrial Relations and Alternate Dispute Resolution

| | | | |
|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | H4PE536 | Course Duration: | 30 Hours |

**Course Objective:**

- To provide comprehensive knowledge of industrial relations frameworks, theories, and practices.
- To equip students with practical skills in negotiating, mediating, and resolving labour disputes.
- To develop analytical capabilities to manage and improve employer-employee relationships.
- To foster understanding of legal, ethical, and regulatory considerations in dispute resolution.
- To cultivate strategic insights into contemporary challenges, negotiation strategies, and best practices in industrial relations.

**Course Outcomes:**

- CO1: To understand Evolution and Approaches of IR.
- CO2: To analyse the social security legislations laws cases relevant in the given scenario
- CO3: To understand and apply conflict prevention & resolution methods under IR
- CO4: To evaluate various methods to solve the conflict and to draft settlement agreements.
- CO5: To create models of adapting to changes in the dynamics of IR in changing Industry Employee Relations

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | **IR Issues in Organizations:**<br>- IR Evolution and Definitions<br>- Different approaches to IR:<br>- Functional approach<br>- Systems Approach & Dunlop's Contribution | CO1 | 9 |

| | | | |
|---|---|---|---|
| | - Oxford Model<br>- HR Approach<br>- Comprehensive IR Model of Internalist & Externalist Approach | | |
| 2 | **Prevention, Machinery of Conflict in IR:**<br>-Issues & Levels of Conflict in IR, The State & Industrial Relations Policy, Tripartite & Bipartite Bodies, Ethical Codes & IR<br>-Industrial Employment (Standing Orders) Act,1946, Model Grievance Procedure & Disciplinary Proceedings<br>-Overview of Trade Union Movement, Union Politics, Difference between Trade union registration & recognition. Trade Union Registration Act 1926. Union recognition under MRTUP & PULP & Code of Discipline<br>-Conditions for effective Collective Bargaining and its process | CO3 | 12 |
| 3 | **Alternate Dispute Resolution (ADR):**<br>-Meaning and Importance of ADR<br>-Discuss cases using ADR to settle cross cultural, environment, healthcare business disputes<br>-ADR Clause Drafting | CO2,<br>CO3 | 9 |
| 4 | **Industrial Disputes:**<br>-Meaning of Industrial Dispute, Causes,Forms/Types, Consequences/Effects, Methods of Settling Industrial Disputes (Arbitration, Joint Consultations, Works Committee, Conciliation, Adjudication, etc.)<br>-Concepts Related to Industrial Disputes (Relevant Examples): Strike, Layoff, Lockout, Retrenchment | CO2,<br>CO3,<br>CO4 | 12 |
| 5 | **Labour Welfare:**<br>-Concept of Labour Welfare, Approaches to Labour Welfare, Statutory and Non-Statutory Welfare, Occupational Safety, Health and Working Conditions in the organisations, Workers Participation in Management Practiced in Germany, France & Britain.<br>-Indian Cases, Suggestion Schemes, Kaizen, Quality Circles, TQM, ISO, Productivity Bargaining | CO1,<br>CO3,<br>CO4 | 9 |

| | | | |
|---|---|---|---|
| 6 | **New Trends in IR & Future of IR in India:**<br>-The changing demographics of Indian Industry, manufacturing to service sector, from formal to informal, digitisation, etc.<br>-Expected changes in the dynamics of IR in this changing Industrial Scenario<br>-Ways to cope up with IR Issues<br>-Collaboration - A new Perspective to IR | CO5 | 9 |

**Textbooks:**


1. Mamoria, C. B. & Mamoria, S., Dynamics of Industrial Relations in India, 16th Edition, 2019, Himalaya Publishing House
2. Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
3. Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
4. Venkata Ratnam, C. S. Industrial Relations. Oxford University Press
5. Industrial Relations – Late C.S Venkata Ratnam – Oxford Publications
6. Industrial Relations, Trade Unions and Labour Legislation – P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar – Pearson Publications
7. Alternative Methods of Dispute Resolution by Martin A. Frey
8. ADR principles and practice By Henry J. Brown
9. Human Resource Management Gary Dessler and Biju Varkkey


**Reference Books:**


1. Getting to Yes: Negotiating Agreement Without Giving in By Roger Fisher and William Ury
2. Dispute resolution: negotiation, mediation, arbitration, and other processes By Stephen B. Goldberg
3. Sharma, A. M. Industrial Relations: Industrial Jurisprudence and Labour Legislation. Himalaya Publishing House


**Suggested Pedagogy -** Lectures and discussions, Case studies, Law presentations with Industrial Application Examples

## Elective Course 4: OD and Change Management

| | | | |
|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | H4PE537 | Course Duration: | 30 Hours |

**Course Objective:**

- To introduce foundational concepts, methodologies, and practices of organizational development (OD).
- To equip students with practical skills to manage organizational change initiatives effectively.
- To develop analytical capabilities to diagnose organizational problems and implement OD interventions.
- To foster understanding of human factors, resistance management, and leadership roles in change processes.
- To cultivate strategic insights into sustaining organizational growth, innovation, and adaptation through change management.

**Course Outcomes:**

- CO1: To understand the fundamental concepts, theories, and importance of Organizational Development and Change Management.
- CO2: To apply the Concepts and Frameworks of OD Approaches, OD Interventions and Change Management Models.
- CO3: To analyze various diagnostic tools and assess the impact of OD and Change Management in Organizational Performance.
- CO4: To evaluate the role of Leadership and Culture in Implementing and Sustaining Change Initiatives.
- CO5: To create change strategies for Organizational Transformation using OD Approaches.

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | **Introduction to Change Management:**<br>- Definition, Nature and Types of Change: Individual, Group and Organizational Change<br>- Understanding Organization Development and | CO1 | 3 |

| | | | |
|---|---|---|---|
| | Change Management<br>- Need for Change<br>Process of Organizational Change | | |
| 2 | **Introduction to Organizational Development**:<br>- Overview of the field of OD<br>- Concept, Definitions and Importance of OD<br>- Underlying Assumptions, Values and Goals of Organization Development | CO1 | 3 |
| 3 | **Approaches to Organizational Development:**<br>- Action Research as a Process<br>- Action Research Model<br>- Action Research as an Approach<br>- History of Action Research<br>- Examples of Action Research in OD<br>- Systems Theory<br>- The Nature of Systems<br>- Systems Approach<br>- Socio-Technical Systems Theory and Open Systems Planning | CO2 | 6 |
| 4 | **Organizational Diagnosis and Diagnostic Models:**<br>- Managing the OD Process<br>- Diagnosing the System, its Subunits and Processes<br>- Organizational Diagnostic Models and their Relevance-<br>- A. Kurt Lewin Model<br>- B. Seven Stage Model<br>- C.Beyond the "Quick Fix"<br>- D.Force Field Analysis<br>- E.Open Systems Theory<br>- F.Weisbord's Six-Box Model<br>- G.The Congruence Model<br>- H.McKinsey 7S Framework<br>- I.The Burke-Litwin Model of Organizational Change<br>- Porras and Robertson Model of Organizational Change | CO3 | 9 |
| 5 | **Data Collection and Analysis using Climate Survey:**<br>- Methods of Data Collection<br>- Tools of Data Collection<br>- Climate Survey | CO3 | 3 |

| | | | |
|---|---|---|---|
| | - Research Design<br>- Research Process | | |
| 6 | **OD Interventions Theories & Methods:**<br>- Meaning and Definition<br>- Factors Required to Plan and Implement OD<br>- Goals of OD Intervention<br>- Types of OD Interventions<br>- Major "Families" of OD Interventions<br>- Interventions Designed to improve Effectiveness-<br>  - Individual Interventions-<br>  - Team Intervention<br>  - Large System Intervention<br>  - Inter group interventions<br>  - Measuring the Effectiveness of OD Interventions | CO3, CO4 | 9 |
| 7 | **Execution of Change:**<br>- Guidelines for Effective Implementation to Change<br>- Environment Factors for Organizational Change- Internal and External Factors<br>- Models of Planned Change<br>- Approaches to Planned Change<br>- Organizational Change and Process Consultation<br>- Work Redesign Model | CO3, CO4 | 6 |
| 8 | **Resistance to Change and Monitoring Change in Organizations:**<br>- Meaning and Definition<br>- Sources of Resistance to Change-<br>  - Individual Sources<br>  - Organizational Sources<br>- Impact of Change on Employees<br>- Dealing with Resistance to Change<br>- Role of Communication in Managing Change<br>- Effective Organizational Change Management<br>- Methodologies for Measuring Change<br>- Cummings and Worley's Model for Managing Change<br>- Managing Organizational Change<br>- Challenges in Managing Change | CO3, CO4 | 6 |

| | | | |
|---|---|---|---|
| 9 | **Leadership in Change Management:**<br>- Role of HR in Leading Change<br>- Emotional Intelligence in Change<br>- Leadership and Change Management<br>- Organizational Learning and Change-<br>  - Power<br>  - Politics<br>  - Organizational Conflicts | CO3,<br>CO4 | 6 |
| 10 | **Organizational Culture and Development**<br>- Understanding Organizational Culture<br>- Culture Change Initiatives<br>- Models of Culture in Organizations<br>- Values Alignment and Ethical Considerations | CO3 | 6 |
| 11 | **Implementation and Assessment of OD:**<br>- Implementation Conditions for Failure and Success in OD efforts<br>- Assessment of OD and Change in Organizational Performance<br>- The Impact of OD on Organization Performance<br>- Developing OD Strategies<br>- Role of OD Practitioners | CO4<br>CO5 | 3 |
| 12 | **Emerging Trends in OD and Change Management:**<br>- Systemic Approach towards OD and Change Management<br>- Galbraith Star Model of Organizational Design<br>- Mechanistic & Organic System and Contingency Approach<br>- Emerging Trends in OD and Change Management<br>- Learning Organization<br>- The Future of OD | CO3<br>CO4 | 3 |

**Textbooks:**


1. Organization Development and Change (11th ed.). Cummings, T. G., & Worley,C. G. (2019), Cengage Learning
2. Organization Development: Behavioral Science Interventions for Organization Improvement, French, W. L., & Bell, C. H., (6th ed.), Prentice-Hall
3. Organizational Change and Development, Dipak Kumar Bhattacharya, Oxford University Press

4. Organization Development: Principles, Processes, and Performance, Gary McLean, (1st Ed), Berrett-Koehler Publishers

**Reference Books:**

1. Management of Change and Organizational Development: Innovative Strategies and Approaches, S.K. Bhatia, Deep & Deep Publications
2. Organizational Change and Development, Kavitha Singh, Excel Books
3. Practicing Organization Development: Leading Transformation and Change, William J. Rothwell, Jacqueline M. Stavros, Roland L. Sullivan, (4th Ed.), Wiley's Publication

**Suggested Pedagogy -** Interactive Lectures, Case Studies, Role Plays

## Elective Course 5: SWAYAM Course

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|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | H4PE538 | 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 – IV: OPERATIONS & SUPPLY CHAIN

## Elective Course 1: Operations Applications & Cases

| | | | |
|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | O4PE534 | Course Duration: | 30 Hours |

**Course Objective:**

- To introduce students to practical applications and real-world cases in operations management.
- To equip students with analytical skills for identifying, diagnosing, and solving operational issues.
- To develop capabilities to apply operational frameworks and tools to case-based scenarios.
- To foster understanding of cross-functional integration and operational decision-making processes.
- To cultivate strategic insights into best practices and effective problem-solving techniques in operations management.

- **Pre-requisites:**
- Basic knowledge of operations management and supply chain concepts

**Course Outcomes:**

- CO1: Recall key concepts of Operations Management, including resource planning and process analysis
- CO2: Understand Manufacturing Resource Planning (MRP-I & II) and inventory management techniques using excel
- CO3: Apply workforce planning, aggregate planning, and scheduling techniques to optimize resource utilization
- CO4: Analyse investment decisions, plant operations, maintenance, and asset replacement strategies through financial modeling on Excel
- CO5: Evaluate cost estimation models for tendering, bidding, and financial feasibility in procurement and project management
- CO6: Design and create operations management frameworks for service industries (insurance, BPO/KPO, entertainment) to enhance efficiency and

reduce costs

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | **Operations Management in Complex Situations**<br>- Understanding Operations in VUCA contexts<br>- Resource Planning & Allocation<br>- Workforce Planning and Optimization<br>- Case: Workforce Planning in Manufacturing & Services | CO1, CO2, CO3, CO4 | 6 |
| 2 | **Aggregate Planning**:<br>- Aggregate Planning: Level & Chase Strategies<br>- Production smoothing, Backordering<br>- MRP I & II concepts and Excel Application<br>- Demand Forecasting, Lead Time Calculation<br>- Retail Inventory & SKU Optimization | CO3, CO4 | 4 |
| 3 | **Sustainable & Resilient Supply Chains:**<br>- Demand-driven and Circular Supply Chains<br>- Reuse, Recycling, and Remanufacturing<br>- Carbon Footprint Measurement & ESG compliance<br>- Sustainable Logistics & Reverse Logistics | CO3, CO4, CO5, CO6 | 4 |
| 4 | **Quality Management & Breakdown Analysis:**<br>- Risk Identification in various sectors<br>- Cloud-based QMS implementation<br>- Failure Trend Analysis & Breakdown Cost Analysis | CO2, CO3, CO4 | 4 |
| 5 | **Plant Operations & Tendering:**<br>- Investment Planning & Asset Replacement<br>- Maintenance & Robotic Process Automation (RPA)<br>- Cost-Benefit Analysis (Excel model)<br>- Tendering Process & E-Tendering Case | CO2, CO3, CO4, CO5 | 4 |
| 6 | **Bidding, Contract Management & Negotiation:**<br>- Bidding process & Bid evaluation criteria<br>- Case: Bid preparation using Excel<br>- Contract Lifecycle & Performance Metrics<br>- Negotiation Techniques for win-win procurement | CO2, CO3, CO4, CO5, CO6 | 4 |

| | | | |
|---|---|---|---|
| 7 | **Risk Management & Digital Transformation in Operations**<br>- Supplier & Contract Risk Management<br>- Contingency Planning for Supply Failures<br>- Operations in Services: Insurance, BPO/KPO, Entertainment<br>- AI, IoT, RPA, and Digital Twin in Smart Operations | CO3, CO4, CO5 | 4 |

**Textbooks:**

1. Operations Management" by Nigel Slack, Alistair Brandon-Jones, and Robert Johnston
2. Operations Management: Processes and Supply Chains" by Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Edition: 12th (Pearson)
3. Operations and Supply Chain Management" by F. Robert Jacobs and Richard B. Chase Edition: 15th (McGraw Hill)

**Reference Books:**

1. Production and Operations Analysis" by Steven Nahmias and Tava Lennon Olsen
2. Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl
3. Service Operations Management: Improving Service Delivery" by Robert Johnston and Graham Clark

## Elective Course 2: Operations Strategies

| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
|---|---|---|---|
| Course Code: | O4PE535 | Course Duration: | 30 Hours |

**Course Objectives:**

- To provide comprehensive knowledge of strategic frameworks and practices in operations management.
- To equip students with practical skills for aligning operational strategies with business objectives.
- To develop analytical capabilities to optimize operations performance, efficiency, and competitive advantage.
- To foster understanding of process improvement, resource allocation, and risk management in operations.
- To cultivate strategic insights into contemporary operational challenges and innovations.

**Course Outcomes:**

- CO1: Remember / Recall fundamental principles of operations strategy and competitive advantage
- CO2: Understand frameworks for formulating and implementing operations strategies
- CO3: Apply operations strategy tools in real-world business scenarios
- CO4: Analyse the impact of strategic decisions on operational performance
- CO5: Critically evaluate operations strategies for various industries
- CO6: Create new relevant strategies in evolving business environment

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Foundations of Operations Strategy Definition & Scope of Operations Strategy, | CO1, CO2 | 3 |

| | | | |
|---|---|---|---|
| | Competitive Priorities in Operations, Role of Operations in Corporate Strategy, Strategic Alignment & Value Chain Analysis (Suggested Case Study: Amul's Value Chain Excellence) | | |
| 2 | Capacity Strategy & Long-Term Planning Capacity Planning: Long-Term & Short-Term, Economies of Scale & Scope, Process Design & Continuous Improvement Process Choice & Layout Strategies, (Suggested Case Study: Reliance Jio's Telecom Expansion Strategy) | CO2, CO3, CO4 | 3 |
| 3 | Process Design & Continuous Improvement Lean Systems & Continuous Improvement (Suggested Case Study: Toyota Kirloskar's Lean Manufacturing in India); Manufacturing & Service Strategies Make-to-Stock vs. Make-to-Order, Agile & Flexible Manufacturing (Suggested Case Study: Tata Steel's Agile Manufacturing Approach) | CO3, CO4 | 3 |
| 4 | Customer Value Models, its components, concept, and strategy, Technology & Innovation in Operations Strategy Role of Technology in Operations Strategy, Industry 4.0 & Smart Manufacturing (Suggested Case Study: L&T's Digital Transformation in Manufacturing) | CO3, CO4 | 3 |
| 5 | Risk & Resilience in Operations Managing Disruptions in Operations Risk & Resilience in Operations Risk Mitigation Frameworks (Suggested Case Study: Tata Motors' Risk Management during Supply Chain | CO4, CO5 | 3 |

| | | | |
|---|---|---|---|
| | Disruptions) | | |
| 6 | Sustainable Operations Strategy Green Supply Chains, Circular Economy in Operations (Suggested Case Study: ITC's Sustainability Initiatives) Value Strategies and Value Operations | CO4, CO5 | 3 |
| 7 | Performance & Productivity Metrics in Operations Balanced Scorecard & Productivity KPIs, Overall Equipment Effectiveness (OEE) (Suggested Case Study: Infosys' Balanced Scorecard Approach)<br>Value Chain in Global Operations, Framework for Operations Measurement | CO4, CO5 | 3 |
| 8 | Industry-Specific Operations Strategies Strategies in Retail, Healthcare, and Manufacturing industries Case Studies from Leading Companies (Suggested Case Study: Apollo Hospitals' Healthcare Operations Strategy.)<br>Behavioural & Cultural Aspects of Operations Strategy Change Management in Operations | CO3, CO4 | 3 |
| 9 | Behavioural & Cultural Aspects of Operations Strategy Organizational Culture & Strategy (Suggested Case Study: Hindustan Unilever's Change Management Strategy.)<br>Global Operations Strategy Offshoring & Nearshoring Strategies, Global Sourcing & Expansion (Suggested Case Study: Mahindra's Global Sourcing Strategy) | CO3, CO4, CO5 | 3 |

| | | | |
|---|---|---|---|
| 10 | Implementing Operations Strategy Performance Metrics & KPIs, Balanced Scorecard & Strategy Execution (Suggested Case Study: Hindustan Unilever's Execution of Operations Strategy)<br><br>Project & Case Studies | CO4, CO5 | 3 |

**Textbooks:**

1. "Productivity Techniques" by Uday Salunkhe & Gondhalekar
2. "Production & Operations Management" by K. Aswathappa & Shridhara Bhat
3. "Smart Manufacturing & Industry 4.0" by Vikram Sharma

**Reference Books:**

1. "Operations Strategy & Business Performance" by *Rajesh Kumar*
2. "Global Supply Chain Strategies" by *P. Gopalakrishnan*
3. "Organizational Behavior & Performance" by *Udai Pareek*
4. "Retail Operations Management" by *Pradhan*
5. "Service Operations Management" by *Johnston & Clark*
6. Operations, Strategy and Technology: Pursuing competitive Edge: Robert Hayes, Gary Pisano, David Upton and Steven C (Wiely)
7. Operations Strategy: Nigel Slack and Micheal Lewis (Prentice Hall)
8. Operations Strategy and management: Jan A. Van Mieghe
9. Operations Strategy by David Wilters published by Palgrave Macmillan.

## Elective Course 3: Lean Management

| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
|---|---|---|---|
| Course Code: | O4PE536 | Course Duration: | 30 Hours |

**Course Objective:**

- To introduce foundational concepts, principles, and tools of lean management.
- To equip students with practical skills in implementing lean practices and continuous improvement initiatives.
- To develop analytical capabilities to identify waste, enhance efficiency, and streamline processes.
- To foster understanding of lean philosophy, methodologies, and organizational culture change.
- To cultivate strategic insights into contemporary trends, challenges, and successes in lean implementation.

**Course Outcomes:**

- CO1: Define and recall fundamental concepts of Lean Management.
- CO2: Explain key principles and philosophies of Lean.
- CO3: Utilize Lean tools and techniques in practical scenarios.
- CO4: Examine waste reduction strategies and process improvements.
- CO5: Assess Lean implementation effectiveness in organizations.
- CO6: Develop Lean-based solutions for operational efficiency.

| Unit / Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|
| 1 | Introduction to Lean Management: History, Principles, and Benefits<br>The Five Lean Principles: Value, Value Stream, Flow, Pull, Perfection | CO1, CO2, CO3 | 3 |
| 2 | The Toyota Production System (TPS)<br>Types of Waste (Muda, Mura, Muri) and Waste Elimination Techniques | CO1, CO2, CO3, | 3 |

| | | | |
|---|---|---|---|
| | | CO4 | |
| 3 | Lean Tools: 5S, Kaizen, Kanban, Andon, Heijunka Value Stream Mapping (VSM) and Process Flow Analysis | CO3, CO4 | 3 |
| 4 | Lean Metrics and Performance Measurement Lean in Manufacturing vs. Lean in Services | CO2, CO4, CO5 | 3 |
| 5 | Just-in-Time (JIT) Production and Inventory Management Lean and Six Sigma Integration | CO3, CO4, CO5 | 3 |
| 6 | Gemba Walks and Continuous Improvement (PDCA Cycle) Lean Leadership and Organizational Culture | CO3, CO4, CO5 | 3 |
| 7 | Lean Implementation Challenges and Case Studies Lean in Supply Chain and Logistics | CO3, CO4, CO5 | 3 |
| 8 | Lean Startups and Lean Thinking in Business Digital Transformation and Lean 4.0 | CO3, CO4, CO5 | 3 |
| 9 | Sustainability and Green Lean, Lean in Healthcare and Service Industries | CO4, CO5 | 3 |
| 10 | Lean Project Management Agile Methodologies, Future of Lean Management and Emerging Trends | CO3, CO5, CO6 | 3 |

**Textbooks:**

1. Liker, J. K. (2004). The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer (1st ed.). McGraw-Hill.
2. Womack, J. P., & Jones, D. T. (2003). Lean Thinking: Banish Waste and Create Wealth in Your Corporation (2nd ed.). Free Press.
3. Rother, M., & Shook, J. (1999). Learning to See: Value Stream Mapping to Add Value and Eliminate MUDA (1st ed.). Lean Enterprise Institute.

**Reference Books:**

1. Dennis, P. (2007). Lean Production Simplified: A Plain-Language Guide to the World's Most Powerful Production System (2nd ed.). CRC Press.
2. Modig, N., & Åhlström, P. (2012). This Is Lean: Resolving the Efficiency Paradox (1st ed.). Rheologica Publishing.

## Elective Course 4: Demand Forecasting and Inventory Management

| | | | |
|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | O4PE537 | Course Duration: | 30 Hours |

**Course Objective:**

- To familiarize students with concepts, methods, and techniques of demand forecasting.
- To equip students with practical skills for managing and optimizing inventory levels effectively.
- To develop analytical capabilities for evaluating forecasting accuracy, inventory costs, and service levels.
- To foster understanding of technology-driven inventory management systems and forecasting tools.
- To cultivate strategic insights into contemporary challenges and innovations in demand and inventory management.

**Course Outcomes:**

- CO1: Remember the importance of demand forecasting in businesses
- CO2: Understand key concepts and techniques of demand forecasting
- CO3: Apply forecasting models to real-world business scenarios
- CO4: Analyze different inventory management techniques and models
- CO5: Evaluate the impact of demand forecasting on supply chain efficiency
- CO6: Develop and implement inventory management strategies to optimize stock levels, minimize costs, and prevent stockouts or overstocking

| Unit/ Module | Content | CO Mapping | Hours Assigned |
|---|---|---|---|

| | | | |
|---|---|---|---|
| 1 | Introduction to Demand Forecasting:<br>Concept & Importance of Demand Forecasting, Qualitative vs. Quantitative Forecasting, Factors affecting forecasting accuracy<br>Case studies on demand planning | CO1, CO4, CO5 | 3 |
| 2 | Forecasting Techniques, Time Series Analysis, Moving Averages, weighted Averages, Exponential Smoothing<br>Regression Analysis & ARIMA Models | CO1, CO2 | 3 |
| 3 | Measurement of Forecasting Accuracy with different parameters like MAD, MSE, MAPE and Tracking signal<br>Inventory Management Basics, Types of Inventory, Functions & Costs of Inventory, Just-in-Time (JIT) and Lean Inventory Practices | CO1, CO2, CO3 | 3 |
| 4 | Inventory Control Techniques, ABC, VED, FSN, and HML Analysis, Numerical on ABC analysis,<br>Safety Stock & Service Level Determination Continuous vs. Periodic Review Systems | CO1, CO2, CO3, CO4 | 3 |
| 5 | Fixed order interval system, Inventory problem formulation and solution under constraints, Numerical problems.<br>Dynamic Inventory Problems under Certainty: Fixed Order Size System (EOQ and its variants) | CO1, CO3, CO4 | 3 |

| | | | |
|---|---|---|---|
| 6 | Economic Production Quantity (EPQ)<br>Dynamic Inventory Problems under Risk: Types of inventory control systems with known stock-out costs and service levels | CO2, CO3, CO4 | 3 |
| 7 | Approximate and exact methods for safety stock determination, Numerical problems<br>Probabilistic models and safety stock Numerical on the same | CO3, CO4, CO6 | 3 |
| 8 | Demand-Supply Coordination & Technology Demand-Supply Matching Strategies<br>Role of ERP and Supply Chain Analytics | CO2, CO4, CO5 | 3 |
| 9 | Technology Adoption: IoT, Blockchain, AI in Inventory & Forecasting<br>Industry Applications, Inventory Strategies in Retail, Manufacturing, and E- commerce | CO4, CO5 | 3 |
| 10 | Demand Forecasting Failures & Lessons Learned; Sustainability in Inventory Management, Case study on sustainable practices | CO5, CO6 | 3 |

**Textbooks:**

1. Operations management by B. Mahadevan
2. Production and Operations Management – Norman Gaither

**Reference Books:**

1. Tersine, R J, Principles of Inventory and Materials Management, PTR Prentice Hall.
2. Modern Production Management – William Smith McGrawHill
3. Starr, M K and Miller,D W, Inventory Control: Theory and Practice, Prentice Hall.
4. Silver, E A, Pyke, D F and Peterson, R, Inventory Management and Production Planning and Scheduling, John Wiley.

## Elective Course 5: Productivity Enhancement in Operations Management

| | | | |
|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | O4PE538 | Course Duration: | 30 Hours |

**Course Objectives:**

- To introduce foundational concepts, strategies, and techniques for productivity enhancement.
- To equip students with practical skills for identifying productivity bottlenecks and implementing improvements.
- To develop analytical capabilities for measuring productivity and assessing operational effectiveness.
- To foster understanding of productivity improvement methodologies such as TQM, Six Sigma, and Kaizen.
- To cultivate strategic insights into fostering a culture of continuous productivity improvement in operations.

**Course Outcomes:**

- CO1: Remember / Recall the fundamental concepts and principles of productivity in operations.
- CO2: Understand various frameworks and models for productivity enhancement.
- CO3: Apply productivity improvement techniques in real-world operational scenarios.
- CO4: Analyze the impact of different productivity enhancement strategies on operations.
- CO5: Critically evaluate productivity measurement tools and their effectiveness.
- CO6: Create new approaches towards improving processes, materials and overall productivity

| Unit/ Module | Content | CO Mapping | Assigned Hours |
|---|---|---|---|

| | | | |
|---|---|---|---|
| 1 | Introduction to Productivity & Measurement Definition, Scope & Importance of Productivity in Operations, Key Drivers of Productivity, Productivity Metrics & KPIs, Benchmarking Best Practices.<br>Lean Thinking, Waste Elimination & Process Improvement Principles of Lean Management & 7 Wastes, Tools for Process Improvement (Suggested Case Study: Lean Implementation at Tata Motors – Reducing Waste & Improving Efficiency) | CO1, CO2, CO3 | 3 |
| 2 | Six Sigma: DMAIC & DMADV Frameworks,<br>Total Quality Management (TQM) & Continuous Improvement<br>Principles of TQM & Kaizen,<br>PDCA Cycle (Suggested Case Study: TQM & Kaizen at Maruti Suzuki – Driving Quality Excellence) | CO2, CO3, CO4 | 3 |
| 3 | Statistical Process Control (SPC)<br>Industrial Engineering & Ergonomics<br>Role of Industrial Engineering in Productivity, Job & Work System Design,<br>Organizational structure and morphology Work Design & Ergonomic Considerations<br>(Suggested Case Study: Ergonomic Work System Design at Tata Steel – Enhancing Worker Productivity & Safety) | CO2, CO3, CO4, CO5 | 3 |
| 4 | Work Study and Time and Motion Study – Method Engineering and Process Flow<br>Smart Manufacturing, Automation & Industry 4.0 Automation & AI in Productivity Enhancement, Digital Twins & IoT in Manufacturing | CO3, CO4 | 3 |
| 5 | Smart Manufacturing, Automation & Industry 4.0,<br>(Suggested Case Study: Smart Manufacturing & Industry 4.0 at Mahindra & Mahindra – Enhancing Productivity through Automation & AI)<br>Sustainable Productivity & Green Manufacturing Green Manufacturing & Sustainable Operations, Carbon Footprint Reduction in Operations (Suggested Case Study: Green Manufacturing at Tata Motors – Reducing Carbon Footprint through Sustainable Operations) | CO3, CO4, CO5 | 3 |

| | | | |
|---|---|---|---|
| 6 | Supply Chain, Logistics & Productivity in Warehousing & Transportation,<br>Supply Chain, Logistics & Productivity Logistics Optimization Techniques<br>(Suggested Case Study: Logistics Optimization at Flipkart – Enhancing Warehouse & Transportation Productivity) | CO3, CO4 | 3 |
| 7 | IT, Digital Tools & Data-Driven Productivity ERP, MES & Other Digital Productivity Tools, Data-Driven Decision Making for Productivity (Suggested Case Study: IT-Driven Productivity Enhancement at Marico – Implementing ERP & Data Analytics for Operational Efficiency)<br>Operation Strategy and Competitiveness<br>Strategy Design Process, Productivity Measures | CO3, CO5 | 3 |
| 8 | Agile & Flexible Operations<br>Agile Manufacturing & Lean-Agnostic Approaches, Flexibility & Responsiveness in Operations<br>Behavioural Aspects & Organizational Productivity<br>Employee Motivation & Productivity,<br>Organizational Culture & Performance (Suggested Case Study: Employee Motivation & Productivity at Infosys) | CO2, CO3, CO4, CO5 | 3 |
| 9 | Productivity in Service Operations<br>Service Blueprinting & Efficiency Improvement, Productivity in Service Operations Strategies for Service Excellence (Suggested Case Study: Service Efficiency Improvement at Apollo Hospitals) | CO3, CO5 | 3 |
| 10 | Productivity & Performance Metrics Balanced Scorecard & Productivity KPIs, OEE (Overall Equipment Effectiveness)<br>Project & Case Studies<br>Projects to be prepared by students based on the modules discussed.<br>Presentations of Projects / Case Studies by Students | CO2, CO4, CO5, CO6 | 3 |

**Textbooks:**


1. “Production & Operations Management” by K. Aswathappa
2. “Productivity Techniques” by Uday Salunkhe & Gondhalekar

**Reference Books:**


1. “Performance Management Systems” by A. Sahay
2. “Agile Manufacturing” by Gunasekaran
3. “ERP Systems & Productivity” by Vinod Garg

## Elective Course 6: SWAYAM Course

| | | | |
|---|---|---|---|
| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
| Course Code: | O4PE539 | 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.

# APPENDICES

## APPENDIX 1: OJT Formats

**Appendix 1. i. OJT Undertaking**
**Appendix 1. ii. Resume Template**
**Appendix 1. iii. Organization Outreach Letter**
**Appendix 1. iv. Joining Letter of student**
**Appendix 1. v. Student Diary (Log) Recording**
**Appendix 1. vi. Attendance Sheet**
**Appendix 1. vii. Supervisor Evaluation of OJT Student**
**Appendix 1. viii. Evaluation of OJT by Institute**
**Appendix 1. ix. OJT Completion Certificate**
**Appendix 1. x. Guidelines for OJT Report & Front pages**
**Appendix 1. xi. Student Feedback of OJT**

## 1.i. OJT UNDERTAKING

| | |
|---|---|
| 1. Student Name: | |
| 2. Current Address: | |
| 3. Residence Address: | |
| 4. Email ID: | |
| 5. Mobile No. | |
| 6. Aadhar: | |
| 7. PAN: | |
| 8. CGPA (Graduation): | |
| 9. Mode of Internship: | Hybrid/Online/Offline |

I hereby confirm my agreement to the terms, conditions, and requirements outlined in the OJT Policy. (Copy Attached)

Student
Signature: Date:

I confirm that the student has attended the OJT orientation, and he/she has met all paperwork and process requirements to participate in the OJT programme and has received approval from his/her mentor.

**Name & Sign of**
**Mentor: Date:**

## 1.ii. RESUME Format

**Student Name:**
**Contact Number: Email ID:**

**QUALIFICATION:**

| | | |
|---|---|---|
| HEI Name (Post Graduation): **Rajeev Gandhi College of Management Studies, Ghansoli** | | |
| Batch: | Degree/ Specialization**: M.M.S./** | Semester: **II** |
| HEI Name (Graduation): | | |
| Year of Passing: | Degree/ Specialization: | CGPA: |

**WORK EXPERIENCE:**

| | |
|---|---|
| Organization: | |
| Duration: | Designation: |
| Roles: | |

**INDUSTRY BASED PROJECTS:**

| | |
|---|---|
| Project Title: | |
| Internship Duration: | Designation: |
| Organization: | |
| Graduation: | Year of Internship: |

| Languages | Level of Proficiency (Basic/ Intermediate/ Advanced) |
|---|---|
| English | |
| Hindi | |
| Marathi | |

**LANGUAGES KNOWN:**

| **Computer Proficiency** | **Additional Skills/Certifications:** |
|---|---|
| ● MS-Suite | ● Leadership Program |
| ● G-Suite | ● Power BI |
| ● Others:_____ | ● Advanced Excel |
| | ● Other:_____ |

**Student Signature & Date**

## 1.iii. ORGANIZATION OUTREACH LETTER

**To**

**Subject:** Request for 60 hours OJT of Students pursuing MMS Program.

**Dear Sir/Madam,**

Rajeev Gandhi College of Management Studies (RGCMS), Ghansoli, Navi Mumbai, established in 2009, is a rapidly growing institution that embodies the vision of prominent industrialists and educationists. The college is well-regarded for its academic excellence and state-of-the-art infrastructure.
In view of the above, I request your good self to allow our following (no. of students) students for practical training in your esteemed organization. Kindly accord your permission and give at least one week for students to join training after confirmation.

| Sr. No. | Name of Students | Roll No. | Batch | Specialization |
|---|---|---|---|---|
| | | | | |
| | | | | |

The resumes of the above list of students are attached with this letter. If vacancies exist, kindly plan for interviews for the students in the above specialization.
A line of confirmation will be highly appreciated. Yours sincerely,

**OJT Coordinator**

**College Seal**

## 1.iv. JOINING LETTER OF STUDENT

To

.....

.....

.....

Subject: Joining letter of student

Dear Sir,

Kindly refer to your letter/e-mail dated _____on the above-cited subject. As permitted by your good self the following students will undergo OJT in your esteemed organization under your sole guidance and direction

| Sr No. | Name of Students | Roll No. | Batch | Specialization |
|---|---|---|---|---|
| | | | | |
| | | | | |

This training is an essential part of the curriculum, and the following guidelines have been prescribed in the curriculum for the training. You are, therefore, requested to please issue the following guidelines to the concerned OJT supervisor.

- Each student is required to prepare an OJT diary and report.
- Kindly check the OJT diary of the student in a timely manner.
- Issue instructions regarding working hours during training and maintenance of the attendance record

You are requested to evaluate the student's performance based on the below-mentioned parameters (we will provide you with the evaluation sheet):

| Completion of Hours | Quality/Performance | Punctuality/Regularity |
|---|---|---|

The performance report may please be forwarded to the undersigned on completion of training in a sealed envelope or in an email. Your efforts in this regard will positively enhance the knowledge and practical skills of the students, your cooperation will be highly appreciated, and we shall feel obliged. The students will abide by the rules and regulations of the organization and will maintain proper discipline with keen interest during their OJT. The students will report to you on____(date) along with a copy of this letter. Yours sincerely,

**Internship Coordinator**

## 1.v. OJT ATTENDANCE SHEET

**Name & Address of Organization:**

| | |
|---|---|
| **Name of the Student:** | |
| **Roll Number:** | |
| **Name of Program:** | |
| **Date of Commencement of Training:** | |
| **Date of Completion of Training:** | |

Month and Year:

| Week | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|---|---|---|---|---|---|---|---|
| **1** | | | | | | | |
| **2** | | | | | | | |
| **3** | | | | | | | |
| **4** | | | | | | | |
| **5** | | | | | | | |
| **6** | | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **7** | | | | | | | |
| **8** | | | | | | | |
| **9** | | | | | | | |
| **10** | | | | | | | |
| **11** | | | | | | | |
| **12** | | | | | | | |

- The attendance sheet should remain affixed to the Daily Training Diary. Do not remove or tear it off.
- Holidays should be marked in Red Ink in the attendance column. Absent should be marked as 'A' in Red Ink.

Name and Signature of OJT Supervisor (with date)_____

**Note- (Even in the case of hybrid mode, a certificate of attendance duly signed by the OJT Supervisor needs to be submitted.)**

## 1.vi. STUDENT OJT RECORD

**Name of Student:**

**Batch & Specialization:** **Roll no:**

| Week | Task Assigned | Activities Performed | Key Learnings | Additional Remarks |
|---|---|---|---|---|
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**Signature of Industry/Organization Supervisor**

**< Organization Letterhead>**

Date:_____

## 1.vii. SUPERVISOR EVALUATION OF OJT STUDENT

Student Name:

OJT Supervisor:

Title:

Organization:

OJT Address:

Dates of OJT: From_____To_____

| Sr. No. | Particular | Marks |
|---|---|---|
| 1 | **Completing of Hours (out of 20)** | |
| 2 | **Quality/Performance (out of 20)** | |
| 3 | **Punctuality/Regularity (out of 10)** | |
| | Total **(out of 50)** | |

Overall performance of student intern (circle one): (Needs improvement / Satisfactory / Good / Excellent)

Additional comments, if any:

**Signature of Industry/organization supervisor & Stamp**

## 1.viii. OJT EVALUATION SHEET BY INSTITUTE

1. Name of Student:_____
2. Mob. No.:_____
3. Roll No.:_____
4. Branch/Semester:_____
5. Period of Training:_____
6. Address of Training Site/organization::_____
7. Type of Work:_____

Date of Evaluation: _____

Please rate the following:

| Sr No. | Particular | Marks |
|---|---|---|
| 1 | **Weekly Reporting (out of 15)** | |
| 2 | **Written Report (out of 20)** | |
| 3 | **Viva-Voce /Presentation (out of 15)** | |
| | Total **(out of 50)** | |

Additional Remarks (if any):

**Signature of Faculty Mentor**

**< Organization Letterhead>**

## 1.ix. CERTIFICATE

This is to certify that Ms./Mr. _____, has successfully completed the On-Job training in the _____, from _____ to_____ & completed_____ hours under the supervision of_____.

**Authorized Signature & Stamp**

## 1.x. Guidelines for OJT Report & Front pages

**CHAPTER SCHEMES:**

**INTRODUCTION:**

- Introduction of the project work: Name of the company, department, branch, Job description, role

**COMPANY OVERVIEW:**

- Describe the organization in brief.
- Mention content like vision, mission, objectives, organisation structure, future plan, turnover, milestones, products and services offered etc.
- Do a SWOT analysis of the organization should be covered.

**TRAINING OBJECTIVES:**

- Teamwork and Collaboration, Problem Solving, understanding work environment [Students can add/modify]

**TRAINING EXPERIENCE:**

- Write your experience in 150 words

**SKILLS DEVELOPED:**

- Technical Skills
- Soft/communication skills
- Analytical skills
- People Skills
- Time management

**ACHIEVEMENTS & CONTRIBUTION:**

- Task completed

**CHALLENGES FACED:**

- Till the time students understand the work culture the OJT is over.
- Articulation of thoughts
- Understanding of people

**LESSONS LEARNED:**

- Patience, regularity, punctuality, communication

**RECOMMENDATIONS:**

- Lack of unity of command
- Expected availability beyond office hours
- Ambiguous job role
- Inadequate guidance

**CONCLUSION:**

- Repeat the skills learnt
- A window to work life

**APPENDICES (IF ANY):**

- For the OJT component, students must include relevant documents such as daily reports, logs, photographs, feedback forms, or any other materials that were part of the practical training.
- Each item should be clearly labeled (e.g., Appendix A: OJT Dairy, Appendix B: Attendance Sheet) and referenced in the main report where applicable.

**REFERENCES:**

- Source (publisher, journal name, website, etc.
- Ensure each reference is listed alphabetically at the end of the report, including full details author(s), publication year, title, and source (publisher, journal name, website)

**DOCUMENTATION DETAILS:**

**1. Save front entries** of the project until index save it in **a word doc** & **the main content** has to be saved in **another doc with page numbering**.

**2. Pagination details**

- Pages required – Min.**12 pages**; Max. - **20 pages (excluding front page & index)**
- Font - **Times New Roman**
- All content text - **Font size 12 pt**
- Titles & Chapter Heading – **Bold & Font size 14 pt.**
- The typed text should be in black color and Graphs and Charts can be colored
- **Page Margins - 1.5'' left & 1"remaining sides; Line spacing - 1.5"**

- **Page numbering** - Starting as page no. 1 after the index

**3. Printing**

- Total No. of Copies need to be submitted - **1 (SPIRAL BINDING)**
- The report shall be prepared on **A-4 white bond paper**.
- The report shall be printed on one side of the paper only.

**RAJEEV GANDHI COLLEGE OF MANAGEMENT STUDIES**

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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.

**ON-THE-JOB TRAINING REPORT**

**Name of the organization:**

**Department/Division:**

**Duration of Training: 60 hours**

**Name of the Industry Supervisor:**

**Name of the Student:** **Roll No.:**

**Program: M.M.S.** **Semester: II**

**A.Y.:** **Batch:**

**Name of the Faculty Mentor:**

**Faculty Mentor Sign & Date of Submission:**

## TABLE OF CONTENTS

## 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 Winter Internship Project/ Academic Research Writing.

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.

### I. 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 IV WIP_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**

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# TITLE OF THE PROJECT

**A WINTER INTERNSHIP PROJECT**
**SUBMITTED IN THE PARTIAL FULFILLMENT OF THE DEGREE IN MASTER OF MANAGEMENT STUDIES (M.M.S.)**

**UNDER GUIDANCE OF:**
**Dr./ Prof. Full Name**

**SUBMITTED BY:**
**Ms./Mr. FIRSTNAME SURNAME**

**ROLL NO.**
**xxxxxxx**

**M.M.S. (Specialization) – SEM IV A.Y. 20XX-20XX**
**BATCH: 20XX- 20XX**

# DECLARATION

I, Mr**. /Ms. (name of the student**) have completed the Winter 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 award of 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 autonomous curriculum, the student has undergone winter internship of 240 hours & prepared a capstone project entitled **"……**

**……**

**……."**

in the partial fulfilment of the requirement for the award of the Degree of Master of Management Studies (MMS) University of Mumbai.

| | |
|---|---|
| **Signature** | **Signature** |
| **Guide Name** | **HOI's Name** |
| **(Faculty Guide)** | **(Director)** |

| | |
|---|---|
| **Signature** | **Signature** |
| **Guide Name** | **(External Examiner)** |
| **(Industry Guide)** | |

**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

**< Organization Letterhead>**

Date:___

## 2.iv. Supervisor Evaluation on Student's Winter Internship

Student Name:

Industry Guide/Supervisor:

Title:

Organization's Name:

Organization's Address:

Duration Completed:_____hours

Dates of Internship: From_____To_____

| Sr. No. | Particular | Marks |
|---|---|---|
| 1 | Learning & Adaptability | /10 |
| 2 | Task Completion & Quality of Work | /10 |
| 3 | Professional Behaviour & Work Discipline | /10 |
| 4 | Communication & Reporting Skills | /10 |
| 5 | Team Participation & Initiative | /10 |
| | Total **(out of 50)** | |

**Overall performance of student intern (circle one):** (Needs improvement / Satisfactory / Good / Excellent)

Additional comments, if any:

**Signature of Industry/organization supervisor & Stamp**