MMS Program Structure

Semester	Major		RM	OJT/FP	RP	Cummulative Credit
	Mandatory (Sub.* Cr.)	Elective (Sub.* Cr.)				
Semester I	22 (3*4+5*2)	4 (2*2)				26
Semester II	14 (2*4+3*2)	4 (2*2)	4	4		26
Cummulative Credits	**36**	**8**	**4**	**4**		**52**
Semester III	8 (1*4+2*2)	10 (5*2)		8		26
Semester IV	10 (2*4+1Seminar*2)	8 (2*4)			8	26
Cummulative Credits	**18**	**18**		**8**	**8**	**52**
Cummulative Credits First Year + Second Year	**54**	**26**	**4**	**12**	**8**	**104**

SEMESER I

S.No	Course Code	Course	Course Type	Number of Credits	Number of 90 minutes sessions
1	24C1.1	Fundamentals of Management Theory and Practice	Core Common	2	20
2	24C1.2	Business Statistics	Core Common	2	20
3	24C1.3	Managerial Economics	Core Common	2	20
4	24C1.4	Financial Accounting for Business	Core Common	2	20
5	24C1.5	Organizational Behavior	Core Common	2	20
6	24C1.6	Fundamentals of Marketing	Core Common	4	40
7	24C1.7	Operations Management	Core Common	4	40
8	24C1.8	Information Technology for Business	Core Common	4	40
9	24E1.9	Legal and Tax Aspects of Business	Elective - 1	2	20
Students have to select any one elective Course from the below:-					
10a	24E1.10	Principles of Social Psychology	Elective - 2	2	20
10b	24E1.11	Creativity and Design Thinking	Elective - 2	2	20

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SEMESTER II

S.No	Course Code	Course	Course Type	Number of Credits	Number of 90 minutes sessions
1	24C2.1	Business Research Methods	Core Common	4	40
2	24C2.2	Corporate Finance	Core Common	4	40
3	24C2.3	Human Resource Management	Core Common	4	40
4	24C2.4	Application of Marketing Theory and Practise	Core Common	2	20
5	24C2.5	Decision Models in Management	Core Common	2	20
6	24C2.6	Information Systems and Digital Transformation	Core Common	2	20
7	24OJT2.7	OJT / Field Project	Core Common	4	
8	24E2.8	Entrepreneurship Management	Elective - 1	2	20
Students have to select any one elective Course from the below:-					
9a	24E2.9	Cost and Management Accounting	Elective - 2	2	20
9b	24E2.10	ESG for Sustainable Business	Elective - 2	2	20



SEMESTER III

S.No	Course Code	Course	Course Type	Number of Credits	Number of 90 minutes sessions
1	24C3.1	Corporate Strategy	Core Common	4	40
2	24SI3.4	Summer Internship	Common to all specialisaitons	8	

FINANCE - SPECIALISATION SEMESTER III SUBJECTS

S.No	Course Code	Course	Course Type	Number of Credits	Number of 90 minutes sessions
1	24FC3.2	Emerging Technologies in Finance and Blockchain	Core Specialization - I	2	20
2	24FC3.3	Financial Markets and Institutions	Core Specialization - II	2	20
3	24FE3.5	Corporate Valuation and Financial Modelling	Elective - 1	2	20
4	24FE3.6	Derivatives and Risk Management	Elective - 2	2	20
5	24FE3.7	Security Analysis and Portfolio Management	Elective - 3	2	20
6	24FE3.8	Global Financial Management and Markets -	Elective - 4	2	20
Students have to select any one elective Course from the below:-					
7a	24FOE3.9	Marketing of Financial Products and Services	Open Elective	2	20
7b	24FOE3.10	Climate Risk and Sustainable Finance	Open Elective	2	20

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MARKETING - SPECIALISATION SEMESTER III SUBJECTS

S.No	Course Codes	Course	Course Type	Number of Credits	Number of 90 minutes sessions
1	24MC3.2	Emerging Technologies in Marketing	Core Specialization - I	2	20
2	24MC3.3	Marketing Strategy	Core Specialization - II	2	20
3	24ME3.5	Consumer Behavior	Elective - 1	2	20
4	24ME3.6	Distribution & Supply Chain Management	Elective - 2	2	20
5	24ME3.7	Sales Management	Elective - 3	2	20
6	24ME3.8	Marketing Research	Elective - 4	2	20
Students have to select any one elective Course from the below:-					
7a	24MOE3.9	Green Marketing and Sustainability	Open Elective	2	20
7b	24MOE3.10	Financial Aspects of Marketing	Open Elective	2	20

HUMAN RESOURCE MANAGEMENT - SPECIALISATION SEMESTER III SUBJECTS

S.No	Course Codes	Course	Course Type	Number of Credits	Number of 90 minutes sessions
1	24HC3.2	HRP and Application of Technology in HR	Core Specialization - I	2	20
2	24HC3.3	Global HRM	Core Specialization - II	2	20
3	24HE3.5	Competency based HRM and Performance Management	Elective - 1	2	20
4	24HE3.6	Labour Laws and its implications on Industrial Relations	Elective - 2	2	20
5	24HE3.7	Training and Development	Elective - 3	2	20
6	24HE3.8	Compensation and Benefits	Elective - 4	2	20
7	24HOE3.9	Personnel Finance	Open Elective	2	20

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INFORMATION TECHNOLOGY- SPECIALISATION SEMESTER III SUBJECTS

S.No	Course Codes	Course	Course Type	Number of Credits	Number of 90 minutes sessions
1	24IC3.2	Emerging Technologies in IT	Core Specialization - I	2	20
2	24IC3.3	Big Data and Business Analytics	Core Specialization - I	2	20
3	24IE3.5	Software Engineering	Elective	2	20
4	24IE3.6	Digital Business	Elective	2	20
5	24IE3.7	Cloud Computing and Virtualization	Elective	2	20
6	24IE3.8	Data Mining and Business Intelligence	Elective	2	20
7	24IOE3.9	Supply Chain Management and Blockchain Technologies	Open Elective	2	20

OPERATIONS - SPECIALISATION SEMESTER III SUBJECTS

S.No	Course Codes	Course	Course Type	Number of Credits	Number of 90 minutes sessions
1	24OC3.2	Emerging Technologies in Operations	Core Specialization - I	2	20
2	24OC3.3	Total Quality Management	Core Specialization - II	2	20
3	24OE3.4	Materials Management	Elective - 1	2	20
4	24OE3.5	Services Operations Management	Elective - 2	2	20
5	24OE3.6	Operations Analytics	Elective - 3	2	20
6	24OE3.7	Supply Chain Management & Distribution	Elective - 4	2	20
7	24OOE3.8	Green Sustainable Operations	Open Elective	2	20



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SEMESTER IV ((A.Y.2025-2026)

S.No	Course Codes	Course	Course Type	Number of Credits	Number of 90 minutes sessions
1	24C4.1	International Business	Core - Mandatory: General Management.	4	40
2	24C4.2	Business Ethics and Corporate Governance	Core- Mandatory:General	4	40
Seminar Research/Research Project					
3	24SP4.3	Seminar Paper	Mandatory for all Specialisation	2	
4	24RP14.4	Research Project - General Management	Mandatory for all Specialisation	4	
5	24RP24.4	Research Project - Social Relevance	Mandatory for all Specialisation	4	

Finance Specialization (A.Y.2025-2026)

S.No	Course Codes	Course	Course Type	Number of Credits	Number of 90 minutes sessions
1	24FE4.5	Investment Banking and Alternative Investment Funds	Elective-1	4	40
2	24FE4.7	Wealth Management	Elective-2	4	40

Marketing Specialization (A.Y.2025-2026)

S.No	Course Codes	Course	Course Type	Number of Credits	Number of 90 minutes sessions
1	24ME4.5	B2B Marketing	Elective-1	4	40
2	24ME4.6	Product and Brand Management	Elective-2	4	40

Human Resource Specialization (A.Y.2025-2026)

S.No	Course Codes	Course	Course Type	Number of Credits	Number of 90 minutes sessions
1	24HE4.5	OD and Change Management	Elective-1	4	40
2	25HE4.6	Personal Growth Laboratory	Elective-2	4	40

Operations Specialization (A.Y.2025-2026)

S.No	Course Codes	Course	Course Type	Number of Credits	Number of 90 minutes sessions
1	24OE4.5	Operations Strategies	Elective-1	4	40
2	24OE4.6	Operations, Applications, and Cases	Elective-2	4	40

Information Technology Specialization (A.Y.2025-2026)

S.No	Course Codes	Course	Course Type	Number of Credits	Number of 90 minutes sessions
1	24IE4.6	IT Consulting & Managing for Business	Elective-1	4	40
2	24IE4.5	IT Governance, Compliance, and Cyber Laws	Elective-2	4	40

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St. Francis Institute of Management and Research (SFIMAR)

Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 1

Course Code: 24C1.1 **Course Name: Fundamentals of Management Theories and Practices**

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course introduces students to the fundamentals of management theory and practice, focusing on the classical and modern approaches to planning, organizing, leading, and controlling. It emphasizes how organizations set aspirations (vision, mission, values), operate within dynamic business environments, and respond to ethical and social responsibilities. Indian business cases are used to contextualize global management principles.

Prerequisites: None

Course Objectives:

- Master essential management concepts and their applications for organizational success.
- Analyze how the business environment impacts organizational performance.
- Explore contemporary challenges and evolving practices in management.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the relationship between organization vision, mission, values and Objectives	Understand	2
CO2	Apply the concepts and frameworks to business contexts	Apply	3

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CO3	Analyze the impacts of internal and external environment of a firm on its responses	Analyze	4
CO4	Evaluate issues in planning, organizing, leading and controlling functions of management	Evaluate	5
CO5	Create a plan to address contemporary organizational issues based on the frameworks and theories covered.	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Personal aspirations: vision, mission, values	CO1	Discussion	1.5 hrs	Students relate personal goals to organizational vision/mission
2	Differences in vision & mission across organizations; Models of motivation	CO1	PPT	1.5 hrs	Compare organizational types and contexts
3	Framework of aspirations – Campbell & Yeung Model; Coherence and alignment	CO1, CO2	Case Study	1.5 hrs	Apply aspiration models to real cases
4	Business environment: Pluralistic society, technological and innovative contexts	CO2, CO3	PPT	1.5 hrs	Analyze environmental factors
5	Social responsibility & ethics: ecological environment; managers' role	CO2, CO3	Case Study, PPT	1.5 hrs	Apply CSR and ethics to Indian contexts
6	Ethics in Managing – An Integrative Approach	CO2, CO3	PPT	1.5 hrs	Evaluate ethical frameworks
7	Planning & decision making: Types, steps,	CO1,CO3	Class Discussion	1.5 hrs	Apply planning tools

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	objectives, evolving concepts				
8	Elements of organizing: Nature, entrepreneurship, reengineering, formal/informal orgs	CO2,CO4	PPT	1.5 hrs	Analyze structure & design
9	Organizational division: Departments, levels, span of management	CO2,CO4	PPT	1.5 hrs	Evaluate organizational design
10	Managing change: conflict, OD, learning organization	CO2,CO4	Lecture & PPT	1.5 hrs	Assess strategies for change
11	Leadership: Traits, ingredients, approaches	CO2,CO4	Lecture, Video, PPT	1.5 hrs	Evaluate leadership models
12	Mid-Term Test		Pen & Paper		Assess conceptual clarity and application across first 6 modules
13	Charismatic, situational, contingency leadership	CO2,CO4	Lecture, Video	1.5 hrs	Compare leadership approaches
14	Organization controls: Systems, processes, basic controls	CO2,CO4	Lecture, Case	1.5 hrs	Apply control systems
15	Business Analytics, critical control points, benchmarking	CO2,CO4	Group Discussion	1.5 hrs	Analyze data-driven control
16	Control as feedback, real-time information & control	CO2,CO4	Video & Lecture	1.5 hrs	Apply modern control tools
17	Contemporary issues in management	CO3,CO5	Video, PPT, Discussion	1.5 hrs	Evaluate emerging challenges
18	Case study discussions	CO3,CO4	Case Study	1.5 hrs	Apply integrated learnings
19–21	Class participation, presentations & revision	All Cos	PPT & Discussion	4.5 hrs	Consolidate learning outcomes

Textbooks

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Semester 1

Sr. No.	Book's Name	Author's Name
1.	Essentials of Management	Harold Koontz & Heinz Weihrich
2.	Management	Stephen P. Robbins & Mary Coulter

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Principles of Management	Peter Drucker
2.	Management Theory and Practice	G.A. Cole

Recommended Reading

- ICMR India Case Studies
- Harvard Business Review
- Management Study Guide

MOOCs:

- Principles of Management – IIT Kharagpur (NPTEL)
- Principles of Management – IIT Roorkee (NPTEL)
- Foundations of Management – IIM Bangalore (Swayam)

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St. Francis Institute of Management and Research (SFIMAR)

Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 1

Course Code: 24C1.2 **Course Name: Business Statistics**

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

Business statistics is the application of statistical methods to analyze data relevant to business operations, aiding in decision-making and performance evaluation. Business Statistics is the systematic practice of collecting, analysing, interpreting, and presenting data, relevant to business operations and decision-making. It serves as a critical tool for organisations to gain insights into their performance, market dynamics, and customer behaviour. By applying various statistical methods and techniques, businesses can uncover patterns, trends, and relationships within their data, enabling them to make informed decisions, set goals, and optimise processes.

Prerequisites:

Mathematics

Course Objectives:

Following are the objectives for the subject Business Statistics

(a) To know statistical Techniques

(b) To understand different statistical tools

(c) To understand importance of decision support provided by analysis techniques

(d) To appreciate and apply it in business using caselets, modelling, cases, projects

(e) To understand managerial applications of statistics in research & decision making

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

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Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25

Semester 1

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the basic terminologies related to the concepts of Business Statistics	Understand	2
CO2	Understand statistics as a crucial tool for data analysis and making justifiable business decisions	Understand	2
CO3	Use appropriate data to calculate statistical measures for solving business problem	Apply	3
CO4	Analyze the data and draw inferences from statistical findings for various business solutions	Analyze	4
CO5	Compare the results of statistical tests for taking informed business decisions	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction	CO24C1.2.1	Classroom Lecture + Interactive Discussion	1.5 hr	Explain the role of data-driven decision-making in management
2	Charts and Graphs	CO24C1.2.3	Demonstration + Hands-on Excel/Spreadsheet Exercise	1.5 hr	Create and interpret business charts and graphs effectively
3	Descriptive Statistics	CO1	Concept Lecture + Worked Examples	1.5 hr	Compute and interpret mean, median, and mode
4	Variability	CO3	Lecture + Numerical Problems + Practical	1.5 hr	Explain and calculate variance and standard deviation
5	Probability – Concepts & Types	CO2	Concept Lecture + Problem-solving Session	1.5 hr	Apply probability concepts to business decision problems

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Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25

Semester 1

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
6	Probability Rules	CO3	Lecture + Illustrations + Mini-Quiz	1.5 hr	Use addition and multiplication rules to solve problems
7	Bayes' Theorem	CO4	Caselet Discussion + Numerical Application	1.5 hr	Apply conditional probability using Bayesian approach
8	Binomial & Poisson Distributions	CO3	Lecture + Real-life Examples	1.5 hr	Use discrete probability distributions in decision making
9	Normal Distribution	CO4	Lecture + Visual Demonstration + Exercises	1.5 hr	Interpret and use normal distribution for managerial decisions
10	Point & Interval Estimation	CO3	Concept Lecture + Numerical Illustration	1.5 hr	Estimate population parameters from sample data
11	Hypothesis Testing	CO3	Lecture + Case Examples + Class Exercise	1.5 hr	Formulate and test statistical hypotheses for business data
12	Type I and Type II Errors	CO4	Concept Lecture + Example-based Discussion	1.5 hr	Differentiate between Type I and Type II errors in testing
13	T-test and Z-test	CO2	Problem Solving Session + Spreadsheet Practice	1.5 hr	Perform tests for differences in means and interpret results
14	Pearson Correlation	CO3	Demonstration + Hands-on Computation	1.5 hr	Measure and interpret linear relationships between variables
15	Spearman Rank & Mann–Whitney U Test	CO3	Lecture + Group Discussion + Mini-Case	1.5 hr	Use non-parametric tests for ranking and comparison
16	Wilcoxon & Chi-Square Tests	CO4	Concept Lecture + Practical Exercise	1.5 hr	Apply chi-square and Wilcoxon tests for categorical data
17	Correlation Analysis	CO4	Lecture + Hands-on Analysis (Excel/SPSS)	1.5 hr	Analyze association among multiple variables

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Semester 1

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
18	Simple Regression	CO4	Lecture + Numerical Illustration + Practical	1.5 hr	Build and interpret a simple linear regression model
19	Multiple Regression	CO4	Lecture + Case Study + Software Practice	1.5 hr	Apply multiple regression to business data analysis
20	Factor & Discriminant Analysis	CO5	Lecture + Case Discussion + Data Analysis Workshop	1.5 hr	Use multivariate techniques for data reduction and classification

Textbooks

Sr. No.	Book's Name	Author's Name
1.	*Statistics for Management*	*Richard I. Levin and David S. Rubin*
2.	*Business Statistics*	*S P Gupta*

Reference books:

Sr. No.	Book's Name	Author's Name
1.	***Business Statistics***	***Joseph Francis***

Recommended Reading

NPTEL :: Management - NOC:Business Statistics



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Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 1

Course Code: 24C1.3 **Course Name: Managerial Economics**

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

Managerial Economics equips MBA students with economic tools for effective decision-making. The course integrates micro and macroeconomic concepts with business applications, focusing on demand, costs, pricing, and competition. Through cases and applications, students learn to analyze markets, evaluate strategies, and apply economic reasoning to managerial challenges.

Prerequisites:

Principles of Microeconomics, Principles of Macroeconomics, Statistics

Course Objectives:

a) To enable the students to understand both the theory and practice of Managerial Economics
b) To ensure that the students are able to appreciate the finer nuances of the subject
c) To help students realize how to use this analysis in policy planning and managerial decision making

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the basic concepts of Managerial Economics	Understand	2

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CO2	Explain different concepts like consumer behavior, Utility analysis demand, supply, production, cost and revenue, etc.	Understand	2
CO3	Apply the principles of Managerial Economics in business decisions for attaining objectives of the firms	Apply	3
CO4	Analyze and Evaluate the competitiveness in the different markets economic environment, leading determinants of demand and decide on pricing and other policies	Evaluate	5
CO5	Analyse economic theories to **use** the right economic tools for business decision making	Analyse	4

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Concept of Economy, Economics, Microeconomics, Macroeconomics.	CO24C1.3.1	PPT	1.5 hrs	Explain the relevance of micro and macroeconomic concepts in managerial decision-making
2	Nature and Scope of Managerial Economics, Managerial Economics. The basic process of decision	CO24C1.3.1 CO24C1.3.3	PPT	1.5 hrs	Demonstrate how managerial economics integrates economic theory with business practice

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	making; Concept of Firm, Market				
3	Consumer Behaviour & Utility Analysis: Cardinal utility approach, Ordinal utility approach	CO24C1.3.2	PPT, Caselets	1.5 hrs	Undestand the economic decision-making process to analyze firm and market behavior
4	Consumer Behaviour & Utility Analysis: Equi- marginal utility principle,	CO24C1.3.2	PPT, Caselets	1.5 hrs	Explain consumer choice under the cardinal and ordinal utility approaches
5	Determinants of Demand / Supply, Law of Demand and Supply, Individual Demand / Supply and Market Demand /Supply, Exception to Law of Demand	CO24C1.3.2 CO24C1.3.4	PPT, Assignments	1.5 hrs	Apply the law of equi-marginal utility to optimize consumer and managerial decisions
6	Determinants of Supply, Change in Demand / Supply, market mechanism and price determination, Impact of Price Ceiling & Price Floor	CO24C1.3.2 CO24C1.3.4	PPT	1.5 hrs	Evaluate how changes in determinants of demand and supply influence equilibrium outcomes
7	Significance of demand forecasting, Various approaches to demand forecasting	CO24C1.3.4	PPT, Library Reading	1.5 hrs	Assess the role of market mechanism and government interventions in price determination
8	The concept of elasticity of demand, Types of elasticity of demand	CO24C1.3.4 CO24C1.3.5	PPT, Numerical Problem Assignments	1.5 hrs	Employ appropriate demand forecasting techniques to support business planning
9	Types of price and income elasticity of demand, factors affecting elasticity of demand	CO24C1.3.4 CO24C1.3.5	PPT, Caselets	1.5 hrs	Apply elasticity concepts to assess the impact of price and income changes on demand

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
10	Elasticity of supply, factors determining elasticity of supply	CO24C1.3.2 CO24C1.3.4	PPT	1.5 hrs	Analyze the factors determining elasticity of supply and its managerial implications
11	Production function, Law of Diminishing Marginal Return (short run)	CO24C1.3.3	PPT	1.5 hrs	Interpret the production function and assess the effect of diminishing returns in the short run
12	Laws of Returns to scale (long run). Isoquant, Optimization analysis	CO24C1.3.3 CO24C1.3.5	PPT	1.5 hrs	Use isoquants and returns-to-scale analysis for optimal input-output decisions
13	Types of cost, Estimation of cost function, Cost output analysis - Short run cost curves & Long run Cost curves	CO24C1.3.1 CO24C1.3.2	PPT, Numerical Problem Assignments	1.5 hrs	Explain the difference between short-run and long-run cost behavior in managerial decision-making
14	Traditional theory of cost, modern theory of costs, Learning Curve, Economies of Scale	CO24C1.3.1 CO2	PPT	1.5 hrs	Evaluate cost theories and economies of scale for long-term strategic planning
15	Break Even Analysis; Determination of Break-even level, Breakeven chart	CO24C1.3.3 CO24C1.3.5	PPT, Numerical Problem Assignments	1.5 hrs	Calculate and interpret the break-even point to guide pricing and production decisions
16	Relation between price and revenue under perfect and imperfect competition	CO24C1.3.3 CO24C1.3.4	PPT	1.5 hrs	Compare price–revenue relationships under different market structures
17	Market Structure 1- Perfect Competition, Monopoly	CO24C1.3.3 CO24C1.3.4 CO24C1.3.5	PPT, Library Reading	3 Hrs	Analyze pricing and output strategies under perfect

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					competition and monopoly
18	Market Structure 2- Oligopoly & Monopolistic Competition	CO24C1.3.3 CO24C1.3.4 CO24C1.3.5	PPT, Library Reading	1.5 hrs	Evaluate competitive strategies in oligopoly and monopolistic competition markets
19	Price Discrimination	CO24C1.3.3 CO24C1.3.4 CO24C1.3.5	PPT, Caselets	1.5 hrs	Assess the conditions and outcomes of price discrimination strategies in practice

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Managerial Economics: Theory and applications	D.M.Mithani-Himalaya Publishing House
2.	Managerial Economics	Suma damodaran-Oxford university press
3.	Managerial Economics	Dr.S.L.Gupta-International book house pvt.ltd

Reference books:

Sr. No.	Book's Name	Author's Name
1.	An Introduction to Behavioral Economics (3 rd ed.)	Wilkinson, N. and Klaes M. 2018.
2.	Managerial Economics	Samuelson, India Edition

Recommended Reading:

1. **Managerial Economics: Principles and Worldwide Applications** – Dominick Salvatore
   Global perspective with theory and applied cases
2. **The Undercover Economist** – Tim Harford
3. ***Research Article:*** *Feature-based intermittent demand forecast combinations: bias, accuracy and inventory implications* (2022) — Li, Kang, Petropoulos & Feng

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Semester 1

Course Code: 24M1.4 **Course Name: Financial Accounting for Business**

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: This course introduces the basic concepts and principles of accounting for preparing the financial statements such as income statement (financial performance) and balance sheet (financial position). The course focuses on detailed understanding of accounting information system, accounting concepts, accounting principles, accounting cycle, recording of transactions, and financial statement concepts.

Prerequisites: Basic concepts of accounting

Course Objectives:

Following are the objectives for the subject:

- The subject will provide basic knowledge of accounting which will be useful and required for the subjects in the area of finance in the upcoming terms.
- To Understand the technique and procedure of preparation of Financial Statements.
- To understand the various terms of Financial Statements and to learn the intricacies of corporate financial statements.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Acquire the basic knowledge on accounting concepts and conventions,Accounting Standards,	Understand	2

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CO No	Course Outcome	Cognition Level	Cognition Level ID
	components of the financial statements and notes to accounts.		
CO2	Understand and explain the components of corporate financial statements and corporate annual reports	Understand	2
CO3	Analyze the movement of Assets, Liabilities, Income and Expenses in the financial statements across the previous year and current year.	Analyse	4
CO4	Apply Accounting Standards, GAAP, IFRS and Concepts to the FinancialStatements	Apply	3
CO5	Create Financial Statements with basic adjustments and analyse the impact of transactions and adjustments on the Income Statement, BalanceSheet and Cash Flow Statement	Create	6

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Course Contents:

Session No	Topic /Sub Topic	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Financial Accounting- Meaning and concept of accounting, Need for accounting, Users of financial statements, Forms of business organization, Accounting and the form of business organization, Branches of accounting and interrelationship – Financial Accounting, Cost and Management Accounting, and Corporate Finance, Indian AccountingStandards, GAAP and IFRS.	CO1	Basic Concepts, Lecture, Discussion	1.5	Clarity and understanding of the basic concepts of accounting and financial statements
2	Accounting Cycle-The Recording Stage, The classification stage, Verification of the correctness of the ledger accounts, The summarizing stage, Restarting the cycle	CO1	Theoretical discussion and explanation Sums , Basic Concepts	1.5	Ability to apply the principles and concepts of accounting in preparing the financial statements

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3	Accounting concepts and conventions – with Emphasison Dual Aspect Concept- Accounting Equation.	CO2 & CO3	Theoretical discussion and explanation Sums , Basic Concepts	1.5	Ability to execute the accounting process- Recording- Classifying and Summarizing.
4	Accounting process - the recording stage, Two aspects of accounting transactions, Debit and credit of a transaction Specimen / format of journal	CO4	Theoretical discussion and explanation Sums , Basic Concepts	1.5	Ability to execute the accounting process- Recording- Classifying and Summarizing.
5	Accounting process - the classification stage :Meaning and need for classification, Specimen / format of ledger, Posting, Balancing an account, Trial Balance.	CO4	Theoretical discussion and explanation Sums , Basic Concepts	1.5	Detailed and in depth understanding of all the items in the corporate financial statements
6	Accounting process - Financial Statements- Vertical Statements. • Part I – Balance Sheet • Part II – Statement of Profit and Loss	CO5	Case Study and Sums	11.5	Detailed and in depth understanding of all the items in the corporate financial statements

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	• Notes to Accounts • Part iii- general instructions for the preparation of consolidated Financial statements				
7	Adjustments on Inventory, Outstanding and Prepaid Income and Expenses, Depreciation and Fixed Assets schedule	CO5	Theoretical discussion and exercises, Problem solving, Case study Basic Concepts	3	Ability to prepare a statement of changes in financial position with respect to Inventory, Prepaid expenses and other adjustments.
8	Income measurement- Revenue recognition and measurement, Capital and revenue items, Deferred revenue expenditure	CO5	Theoretical discussion	1.5	Understanding the principles of revenue recognition and ability to distinguish between revenue and capital income and expenditure and their treatment in corporate financial statements
9	Banking Financial Statements and InsuranceCompany Financial Statements	CO5	Case Study	1.5	Analyse and interpret the financial statements of banking and insurance companies in accordance with regulatory

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					requirements and accounting standards
10	Cash Flow Statement	CO5	Problem Solving	3	Ability to prepare a statement of changes in financial position with respect to working capital and cash flow
11	Corporate Financial Reporting – Reading of AnnualReport, Governance Report, Presentation and analysis of audit reports and directors report and AnalystPresentations and Podcasts[ST1]	CO5	Theoretical discussion Problem solving, Case study	1	Ability to read Annual Reports, Presentation and analysis of audit reports, Managements discussions and directors' report
20	Presentations /Vivas/ Internal Assessments of students	CO5			
21	Presentations /Vivas/ Internal Assessments of students	CO5			

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Financial Accounting: Text & Cases	Dearden and Bhattacharya Accounting: Text and Cases by Robert Anthony
2.	Financial Accounting for Management	Dinesh D Harsolekar
3.	Financial Accounting	R. Narayanaswamy

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4.	Financial Accounting	S.N Maheshwari, Suneel K Maheshwari, Sharad.K. Maheshwari
5.	Introduction to Financial Accounting, 11e	T. Horngren Charles , L. Sundern Gary, A. Elliott John , R. Philbrick Danna.

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Financial Accounting: Text & Cases	Dearden and Bhattacharya
2.	Accounting & Finance for Managers	T P Ghosh
3.	Financial Accounting - Reporting & Analysis	Stice and Diamond
4.	Financial Accounting and Analysis	Narendra L Ahuja and Varun Dawar

Recommended Reading

Emerging Trends in Accounting and Finance- Financial Express and Economic Times

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Course Code: 24C1.5 **Course Name: Organizational Behavior**

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course is designed to provide students with an understanding of the individual, group, and human behavior in organizations. The focus is on providing an understanding of how organizations can be managed more effectively and enhancing the quality of employees' work life.

Prerequisites: Foundation of Human Skills

Course Objectives:

The following are the objectives for the subject Organizational Behaviour.

(a) To describe how and why people behave in organizations as they do, either as individuals or in groups

(b) To demonstrate the role of motivation and leadership for enhanced performance

(c) To show the effect of concepts such as Org. Structure, Design and Culture on performance in an Organization

(d) To point out how the behaviours of people either as individuals or in groups affect their performance and performance of the organization as a whole

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	**Explain** concepts, theories and practices in organizational behaviour	Understand	2

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CO2	**Apply** the theories and concepts to situations in groups, teams and the organization	Apply	3
CO3	**Demonstrate** the importance of interpersonal skills in the success of their professional and personal life	Apply	3
CO4	**Analyze** and **interpret** how and why people behave in a certain manner	Analyze	4
CO5	**Evaluate** and manage the impact of individual and team behaviors on performance, while adapting interpersonal relations to align with organizational demands	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to OB	CO1, CO3,CO5	Lecture and discussion	3 hours	Understand the nature and scope of organizational behavior at individual, group, organizational and societal levels
2	Personality	CO1, CO2, CO3	Lecture and discussion	3 hours	Comprehend the meaning and determinants of personality and the effects of values on work
3	Perception, Attitude and Value	CO1, CO4, CO5	Lecture and discussion	3 hours	Understand the effects of emotions, Perception, attitudes and job

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					satisfaction on employee performance
4	Motivation Concepts	CO1, CO2 CO3, CO4, CO5	Lecture, discussion, videos and cases	4.5 hours	Distinguish between the various theories of motivation and their application in organizations
5	Group Dynamics	CO1, CO2, CO4, CO5	Lecture, discussion, videos and cases	3 hours	Understand the concepts of Group, Group Formation and important Group Properties such as Roles and Norms
6	Organizational Design	CO1, CO5	Lecture and discussion	3 hours	Understand the impact of organizational structure on organizational behavior. Understand the impact of Size and Lifecycle of Organization on its Structure.
7	Communication	CO1, CO2, CO3	Lecture, discussion, videos and cases	4.5 hours	Define the concept of Communication, explain the Communication Process and the various barriers to communication

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
8	Organizational Culture	CO1, CO3, CO4, CO5	Lecture, discussion, videos and cases	3 hours	Understanding about Culture, which is sum of values, beliefs, practices, art, language, etc. and value system as every culture has a different belief
9	Organization Development and Change	CO1, CO2, CO3, CO4, CO5	Lecture and discussion	3 hours	Define the concept and practice of change management and organizational development; with an analytical insight related to application of interventions strategically.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Understanding Organizational Behavior	Udai Pareek
2.	Organizational Behavior	Stephen Robbins
3.	Organizational Behavior	Fred Luthans

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Reference books:

Sr. No.	Book's Name	Author's Name
1.	Organizational Behavior	Steven L McShane, Mary Ann Von Glinow & Radha Sharma
2.	Organizational Behavior	L. M. Prasad (Sultan Chand)
3.	Organizational Behavior	Meera Shankar – International Book House Ltd

Recommended Reading

- Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions (by John Kotter & Holger Rathgeber, 2006)

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Semester 1

Course Code: 24C1.6 Course Name: Fundamentals of Marketing

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

This course introduces the fundamental concepts, principles, and frameworks of marketing management. It emphasizes understanding consumer needs, analyzing the market environment, and developing marketing strategies to create value for both customers and organizations.

Prerequisites:

Basic knowledge of Marketing

Course Objectives:

- To understand the basic concepts and scope of marketing.
- To analyze consumer behaviour and the marketing environment.
- To apply marketing frameworks and models to real-life situations.
- To evaluate marketing decisions in light of competition, resources, and constraints.
- To develop marketing strategies aligned with organizational goals.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO 1	Understand fundamental concepts of marketing management.	Understand	2
CO 2	Apply frameworks and models to marketing situations.	Apply	3
CO 3	Analyze the marketing environment and its impact on business.	Analyze	4

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CO No	Course Outcome	Cognition Level	Cognition Level ID
CO 4	Evaluate marketing decisions considering opportunities, competition, resources, and constraints.	Evaluate	5
CO 5	Create a marketing strategy using theories and frameworks.	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Marketing: Concept, Understanding the Basics	CO 1	Interactive lecture with concept mapping	1.5 hrs	Understand basics of marketing concepts
2	Concept of Need, Want and Demand, Concept of Product and Brand	CO 1	Lecture with real-life examples	1.5 hrs	Differentiate need, want, and demand with examples
3	4C framework	CO 1, CO 2	Case discussion and group analysis	1.5 hrs	Apply the 4C framework to business situations
4	New 4 Cs' Framework	CO 1 & CO 2	Debate and comparative framework analysis	1.5 hrs	Compare and apply traditional vs new 4Cs
5	Evolution of Marketing	CO 1 & CO 2	Storytelling and timeline discussion	1.5 hrs	Evaluate evolution of marketing practices
6	Experience Economy	CO 1 & CO 2	Discussion on real-world experiences	1.5 hrs	Analyze the role of experience in marketing
7	Experience Economy	CO 1 & CO 2	Discussion on real-world experiences	1.5 hrs	Explain experience economy applications

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8	Marketing Environment: External Environment & Internal Environment	CO 3 & CO 4	Lecture with environment scanning activity	1.5 hrs	Analyze internal and external marketing environment
9	Analyzing the External Environment & Internal Environment	CO 3 & CO 4	SWOT analysis workshop	1.5 hrs	Evaluate external environment factors
10	Managing Marketing Information to gain customer insights	CO 2 & CO 3	Hands-on session with marketing data tools	1.5 hrs	Use marketing information for insights
11	Buying process	CO 2 & CO 3	Role play on consumer buying	1.5 hrs	Analyze consumer buying process
12	Product & Product Mix	CO 3 & CO 4	Brainstorming and group activity	1.5 hrs	Explain product and product mix decisions
13	Line Stretching decisions	CO 1 & CO 2	Caselet analysis	1.5 hrs	Apply line stretching decisions in context
14	Product life cycle	CO 3 & CO 4	Simulation of product stages	1.5 hrs	Evaluate product life cycle stages
15	Product life cycle & marketing strategies	CO 3 & CO 4	Case-based strategy formulation	1.5 hrs	Formulate strategies based on PLC
16	Price and place	CO 3 & CO 4	Lecture with group exercise	1.5 hrs	Explain pricing and place strategies
17	Price and place	CO 3 & CO 4	Project	1.5 hrs	Apply pricing decisions to real-world cases
18	Promotion	CO 3 & CO 4	Lecture on promotion strategies	1.5 hrs	Analyze promotional strategies
19	Promotion	CO 3 & CO 4	Lecture on promotion strategies	1.5 hrs	Design promotional approaches

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20	Market Segmentation	CO 3 & CO 4	Lecture with group discussion	1.5 hrs	Analyze market segmentation
21	Discussion on market segmentation with examples	CO 3 & CO 4	Group activity with examples	1.5 hrs	Apply segmentation with examples
22	Targeting	CO 5 & CO 4	lecture	1.5 hrs	Formulate targeting strategies
23	Positioning	CO 5 & CO 4	lecture	1.5 hrs	Design positioning strategies
24	Positioning	CO 3 & CO 4	Discussion on real-world experiences	1.5 hrs	Compare different positioning strategies
25	New product development	CO 3 & CO 4		1.5 hrs	Create new product development plan
26	Differentiation and targeting – case studies	CO 1 & CO 2	Case study based discussion	1.5 hrs	Evaluate differentiation and targeting with cases
27	Discussion on targeting strategies	CO 3 & CO 4	Group debate on targeting strategies	1.5 hrs	Explain targeting strategies
28	Case study on LEGO	CO 1 & CO 2	Case study activity	1.5 hrs	Analyze LEGO case for marketing applications
29	5A Framework – Aware, Appeal, Ask, Act, Advocate; Omni channel	CO 3 & CO 4	Framework application	1.5 hrs	Apply 5A framework to marketing problems
30	Case study on Paper Boat	CO 1 & CO 2	Case-based learning	1.5 hrs	Analyze Paper Boat case for strategy
31	Discussion on product line of FMCG Co	CO 3 & CO 4	Discussion with product mapping	1.5 hrs	Discuss FMCG product line strategies
32	Case lets on marketing problems	CO 3 & CO 4	Problem-solving caselets	1.5 hrs	Solve marketing problems using caselets

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Experiential Learning (15 hours)

- Sensitise the students to the market dynamics by visiting wholesales and distributors and prepare a report.
- Students to study the buying pattern based on demographics of consumers.
- Students to take any FMCG product and study the PCL of that product.

Textbooks

Sr. No.	Book's Name	Author's Name
1	Marketing Management, 15/16e	Kotler, Keller, Chernev, Sheth, Shainesh
2	Fundamentals of Marketing	William Stanton et al.
3	Essentials of Marketing	Charles W. Lamb Jr., Joseph F. Hair, Carl McDaniel

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Principles of Marketing, 17e	Philip Kotler, Gary Armstrong, Prafulla Agnihotri
2.	Essentials of Marketing	William Perrault Jr., Joseph Cannon et al.
3.	Marketing Management: Text and Cases, SIE	Kasturi Rangan, Rajiv Lal, John Quelch

Recommended Reading

1. Marketing Management, 15/16e by Kotler, Keller, Chernev, Sheth, Shainesh, Pearson Education
2. Essentials of Marketing – William Perrault Jr, Joseph Cannon et al

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Semester 1

Course Code: 24C1.7 **Course Name: Operations Management**

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

Provides a fundamental understanding of manufacturing and service operations and their role in the organisation. Surveys a wide range of operations topics, including process analysis, capacity planning, facilities location, and total quality management. Deals with these topics through a managerial, applications-oriented perspective. The course is integrative, emphasizing the fit and relationship of operations with other functions of the firm.

Prerequisites: Knowledge of Mathematics

Course Objectives:

The following are the objectives for Operations Management.

a) To comprehend the concepts and tools of operations management
b) To manage operations for the performance of the firm
c) To synchronize operations for TQM and environmental management
d) To assess the operations for effectiveness
e) To equip the students with problem-solving and decision-making skills

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	UNDERSTAND basic concepts of operations management for production and operations functions.	Understand	2
CO2	Apply operations management concepts and principles to business scenarios for practical applications in the product and service industry.	Apply	3
CO3	Analyse the problems related to operations management in the day-to-day functioning of a business using operations management tools.	Analyse	4
CO4	RECOMMEND solutions to the problems related to operations management	Evaluate	5
CO5	PROPOSE innovative solutions related to operations management.	Create	6

Course Contents

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Operations Management Meaning, importance in management, Understanding goods and services, Transformation	CO1	Lecture with classroom discussion, examples.	3 hours	Understand the concept, importance, and scope of Operations Management and distinguish between goods and services.

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	Process and its types, OM Decisions				
2	Operations Strategies in a Global Economy Contemporary business situation, Competitive Priorities, Elements of Operations Strategy	CO3, CO4	Lecture with classroom discussion, cases	3 hours	Analyze global competitive priorities and formulate effective operations strategies for business success.
3	Process View of Operations: Process: Choice Decisions. Factors affecting Process Design, Types of process designs. Process Designs in Services. Selection and Analysis	CO3	Lecture with classroom discussion, examples through videos, problem-solving/ numerical exercises	3 hours	Explain process design types and apply selection and analysis methods for efficient operations and services.
4	Facility Location Factors affecting location decisions, Location Planning Models	CO2	Lecture with classroom discussion, examples, problem-solving/ numerical exercises	3 hours	Examine factors and models for effective facility location decisions.
5	Facility Layout Forms of layout Performance	CO2	Lecture with classroom discussion, examples through videos	1.5 hours	Examine facility layouts using performance measures for

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	measures for layout design		problem-solving/ numerical exercises		operational efficiency.
6	Inventory Management Nature of Inventory Types and Function of Inventory Inventory Cost	CO3	Lecture with classroom discussion, examples through videos	1.5 hours	Analyse the nature, types, and functions of inventory and their associated costs.
7	Inventory Management II Inventory Classification. ABC Analysis Inventory Ordering Policies. EOQ, Quantity Discounts.	CO5	Lecture with classroom discussion, problem-solving/ numerical exercises	3 hours	Apply classification techniques and compute optimal inventory levels using EOQ and discount models.
8	Capacity Planning Definition of Production Capacity, Measurement of Capacity, Ways of changing capacity, Analysing Capacity Planning Decisions Aggregate Planning Strategies	CO4	Lecture with classroom discussion, examples, problem-solving/ numerical exercises	3 hours	Analyze capacity measurement and planning strategies to align capacity with demand.
9	Materials Requirement Planning	CO4	Lecture with classroom discussion, illustration.	1.5 hours	Explain the concept and working of MRP systems for effective

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					materials management.
10	Sequencing and Scheduling Scheduling Rules Johnson's Rule for n jobs 2 machines	CO2	Lecture with classroom discussion, cases, examples, problem-solving/ numerical exercises	3 hours	understand sequencing and scheduling techniques like Johnson's Rule for efficient job scheduling.
11	Foundation of Quality Management Gurus - Walter Shewhart, Deming, Juran, Crosby, Ishikawa, Tagochi, Ohno and Shingo, Core elements of Quality, Continuous Improvement, Cost of Quality	CO2	Lecture with classroom discussion, cases.	3 hours	Recognize contributions of quality gurus and understand the principles and costs of quality management.
12	quality in Operations Management Quality Control, Statistical Quality Control, Statistical Process Control, Quality Management System (QMS), Quality Assurance, Environment	CO3	Lecture with classroom discussion, examples, problem-solving/ numerical exercises	3 hours	Apply quality control and assurance tools to achieve sustainability and continuous improvement.

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	Sustainability Governance, Sustainable Development Goals, PDCA Cycle				
13	Value Engineering: its aims, examples, advantages, stages, types of values, steps of value engineering, value engineering vs value analysis Value Analysis: Meaning, Stages of Value Analysis, Merits & Limitations	CO3	Lecture with classroom discussion, cases,	1.5 hours	Examine methods of value engineering and analysis to enhance product and process value.
14	Introduction to Logistics and Warehouse Management Mode of logistics	CO2	Lecture with classroom discussion, examples.	1.5 hours	Understand logistics modes and warehouse functions for smooth material flow.
15	Demand Forecasting Qualitative (Educated Guess, Delphi Method, Survey of Sales Force, Historical Analogy) and Quantitative methods, Short term, medium term and long	CO5	Lecture with classroom discussion, cases, illustrations, problem-solving/ numerical exercises	3 hours	Apply qualitative and quantitative forecasting methods to support business planning.

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	term forecasting, Business Applications				
16	Introduction to Supply Chain Management Information and Material Flows, Supply Chain Components Supply Chain Structure, Measures of Supply Chain Performance,	CO4	Lecture with classroom discussion, case, examples through videos	3 hours	Understand SCM components, structure, and performance measures for effective supply chain integration.
17	Service Operations Management. Nature of Services, Operations Strategies for Services, Challenges in Services	CO2	Lecture with classroom discussion, cases, examples through videos	1.5 hours	Examine the unique characteristics and challenges of managing service operations.
18	Employee Productivity Productivity and Human Behavior, Work Method Analysis, Work Measurements, Time Study, Learning Curves, Employees Health and Safety	CO2	Lecture with classroom discussion, illustration, problem-solving/ numerical exercises	3 hours	Examine factors that influence productivity and apply work measurement and safety principles to enhance performance.

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Semester 1

Experiential Learning (15 hours)

- Students have to study plant layouts used for various types of organizations like manufacturing firms, retail outlets, hospitals, hotels, etc and prepare a report.
- Students have to identify different types of services and study how their delivery systems are designed.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Production and Operations Management, Himalaya Publications.	Ashwathappa K, & Sridhar Bhat K
2.	Operations Management, Pearson	Mahadevan
3.	Production and Operations Management, Tata McGraw Hill	S N Chary

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Operations Management, Cengage learning	Norman Gaither, Greg Frazier
2.	Operations Management, TMH	Richard B. Chase
3.	Operations Management: Along the supply chain, Wiley India	Russel and Taylor

Recommended Reading:

- The Box: How the Shipping Container Made the World Smaller and the World Economy Bigger - Marc Levinson (2008), Princeton University Press.
- The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail - Layton Christensen (1997), Harvard Business Review Press.
- This is Lean: Resolving the Efficiency Paradox -Niklas Modig and Par Ahlstrom (2012), Rheologica Publishing.
- The Fearless Organisation - Amy Edmonson (2018), Wiley.

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Semester 1

Course Code: 24C1.8 Course Name: Information Technology for Business

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

The course Information Technology for Business provides a comprehensive understanding of how information technology (IT) supports and transforms modern business practices. It covers the foundations of IT infrastructure, emerging trends, and their role in shaping competitive business environments. Students will learn about big data management, data analytics, and business intelligence to enhance decision-making and strategic advantage. The course also explores telecommunications, wireless technologies, cloud computing, virtualization, and their applications in business operations. Emphasis is placed on digital transformation, e-business models, IT governance, compliance, ethics, and risk management in a rapidly evolving digital landscape. Learners will analyse real-world case studies on ERP, e-business, and business applications of IT across industries. Additionally, the course introduces cutting-edge technologies such as Artificial Intelligence (AI), Machine Learning (ML), IoT, Blockchain, and digital payments, fostering innovation and strategic IT alignment. By the end, students will be equipped to design IT strategies for successful digital transformation.

Prerequisites:

- Basic understanding of computer fundamentals and internet usage.
- Familiarity with office productivity tools (MS Word, Excel, PowerPoint).
- General knowledge of business functions (marketing, finance, operations, HR).
- No advanced technical background is required.
- Willingness to explore technology-driven business applications.

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Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 1

Course Objectives:

- To acquire knowledge about the functional perspectives of information technology and its role in the business environment.
- To comprehend and evaluate emerging trends such as big data, cloud computing, and AI, and their integration into business applications across industries.
- To use data management and data analytics tools to analyse business data and solve business problems.
- To design various IT strategies that can support successful digital transformation in organizations.
- To gain knowledge of IT governance frameworks, ethical and social issues related to information technology, and compliance with regulatory standards.
- To understand and apply the role of information technology in business operations, including the implementation of ERP systems and other business applications across different functions and verticals

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Acquire knowledge on information Technology, and its functional perspectives.	Understand	2
CO2	Understanding the emerging trends of information technology, the Information Technology Infrastructure, and its role in changing Business environment.	Understand	2
CO3	Analyzing the emerging trends of information technologies and its integration to business application	Analyzing	4

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CO No	Course Outcome	Cognition Level	Cognition Level ID
	across the functions and verticals of the industry.		
CO4	Apply the knowledge of data management and data analytics tools to solve the business problems	Applying	3
CO5	Develop and Design Various Information Technology strategies for successful digital transformation	Creating	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Information Technology in Business – Overview of IT in business operations	CO1, CO2	Lecture, Discussion	3 Hours	Understanding IT infrastructure and its role in business operations
2	Emerging trends and technologies in IT	CO1, CO2	Lecture, Video case, Group discussion	3 Hours	Identify current IT trends and their business relevance
3	Database concepts: Introduction, DBMS, Data warehouse	CO2, CO4	Lecture, Demo, Practical exercise	3 Hours	Understand database systems for business
4	Data mining and business intelligence	CO2, CO4, CO5	Lecture, Case study, Hands-on tool demo	3 Hours	Apply BI tools for decision-making

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5	Big Data Management and Data Analytics Tools	CO2, CO4, CO5	Lecture, Lab session, Case analysis	3 Hours	Apply analytics to solve business problems
6	Telecommunication & Internet fundamentals	CO2, CO3	Lecture, Illustration, Q&A	3 Hours	Understand telecom and Internet backbone for businesses
7	Wireless technologies and applications	CO2, CO3	Lecture, Examples, Group discussion	3 Hours	Analyze wireless integration in business processes
8	Cloud Computing (IaaS, PaaS, SaaS) & Virtualization	CO2, CO3	Lecture, Industry examples, Video case	3 Hours	Analyze cloud and virtualization benefits
9	E-commerce & E-business models, Digital Markets & Digital Goods	CO1, CO4, CO5	Lecture, Case study, Role play	3 Hours	Understand e-business strategies
10	Digital Transformation – Strategies and Case Studies	CO4, CO5	Lecture, Case analysis, Simulation	3 Hours	Develop IT strategies for digital transformation
11	IT Governance Frameworks (COBIT, ITIL, ISO)	CO1, CO2, CO3	Lecture, Case Study, Group activity	3 Hours	Understand governance in IT
12	Compliance, Legal, Ethical & Social Issues in IT	CO1, CO2, CO3	Lecture, Debate, Case study	2 Hours	Evaluate IT compliance and ethical challenges

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13	Privacy, Cybersecurity & Risk Management Concepts	CO2, CO4, CO5	Lecture, Case study, Demo on threats	2 Hours	Apply risk management and cybersecurity strategies
14	Business Applications of IT across functions & industries	CO2, CO3	Lecture, Case study, Industry examples	2 Hours	Analyze cross-functional IT applications
15	ERP Systems – Concepts, Implementation, and Case Studies	CO2, CO3	Lecture, ERP demo (SAP/Oracle/Tally), Case study	2 Hours	Analyze ERP implementation benefits
16	Emerging Technologies – AI, ML, IoT, Blockchain, Digital Payments, social media	CO2, CO3, CO5	Lecture, Videos, Discussion, Industry guest lecture	2 Hours	Evaluate emerging technologies and innovations
17	Innovation Management & Culture of Innovation in IT	CO5	Lecture, Group project, Workshop	2 Hours	Create innovative IT strategies for business

Note: Teaching–Learning Structure (Total: 60 Hours)

- **45 Hours** – Classroom Teaching & Conceptual Learning
- **15 Hours** – Practical / Experiential Learning Sessions on various IT tools in Business, i.e., Orange, Python, Power BI, etc.

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	Introduction to Information Technology	Turban, Rainer Potter
2.	Management Information Systems for the Information Age (9e)	Maeve Cummings
3.	Management Information System – Managing the Digital Firm	Laudon and Laudon
4.	Information Technology for Management	Dr. Chandrahauns R. Chavan & B. Lal
5.	Principles of Information Systems	Ralph M. Stair and George Reynolds

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Digital Business	Dr. Chandrahauns Chavan
2.	A Management Information Systems	James O'Brien
3.	Introduction to Financial Technologies (FINTECH)	Dr. Chandrahauns Chavan & Atul Patankar
4.	Elements of Systems Analysis and Design	Marvin Gore
5.	MIS: A Conceptual Framework	Davis and Olson
6.	Analysis and Design of Information Systems	James Senn
7.	Information Systems Today	Jessup and Valacich
8.	Management Information Systems	Jaiswal and Mittal

Recommended Reading

- Harvard Business Review articles on Digital Transformation, IT Strategy, and Data Analytics
- Gartner Research Reports on Emerging Technologies, Cloud, and Cybersecurity Trends

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- McKinsey & Company Insights on Artificial Intelligence, Big Data, and Digital Business Models
- IEEE Xplore Digital Library – Research papers on IT applications, security, and innovation
- MIT Sloan Management Review – Articles on business intelligence, IT governance, and digital economy
- World Economic Forum Reports on Fourth Industrial Revolution and Digital Future
- ISACA (Information Systems Audit and Control Association) publications on IT Governance, Risk, and Compliance
- Accenture Technology Vision Reports – Future of Technology in Business
- NASSCOM and Deloitte reports on IT and ITES industry trends in India
- Books and white papers on FinTech, Blockchain, and Cybersecurity best practices

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Course Code: 24E1.9 **Course Name : Legal & Tax Aspects of Business**

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: This course introduces students to the fundamental legal and taxation framework governing businesses in India. It equips students with knowledge of essential business laws, consumer protection, and taxation provisions that directly impact managerial decision-making. The subject covers the Indian Contract Act, Companies Act, Consumer Protection Act, tax laws (direct and indirect), and key regulatory legislations. Students will also learn how to compute income tax for individuals and corporates and apply GST and customs provisions in practical business contexts. Emphasis is placed on legal compliance, ethical responsibility, and the application of law and taxation in real-life business situations.

Prerequisites:

1. Fundamental understanding of commerce and business practices including how businesses operate within legal and regulatory frameworks.
2. Awareness of the economic and regulatory environment in India.
3. Familiarity with basic concepts of contracts, taxation, and business ethics.

Course Objectives:

a) To equip students with foundational knowledge of rights and duties as responsible citizens and business professionals, ensuring they are well-versed in the legal frameworks governing both personal and business conduct
b) To enable students to comprehend and evaluate the impact of various laws on business scenarios, fostering the ability to interpret legal provisions in practical situations
c) To develop critical thinking by analysing legal cases from the perspectives of consumers, investors, and data security, encouraging thoughtful decision-making in these domains
d) To train students in the application of direct and indirect tax provisions, specifically for the computation of taxable income
e) To empower students with the skills to calculate income tax for both individuals and corporations, enhancing their competence in tax-related financial planning

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f) To instil a strong sense of legal compliance and ethical responsibility, ensuring students can navigate the complexities of legal obligations in both personal and business environments while upholding professional and moral standards.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the rights and duties under various legal Acts as a responsible citizen as well as for the business.	Understand	2
CO2	Understand and explain the consequences of applicability of various laws on business situations.	Understand	2
CO3	Develop critical thinking using law cases as a consumer for protection, as an investor as well as for data security	Analyse	4
CO4	Apply the various provisions of Direct and Indirect taxes for computation of Taxable Income.	Apply	3
CO5	Create Income Tax computation for personal as well as for the corporate	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	The Indian Contract Act, The Sale of Goods Act,	CO1 CO2	Lecture	6 Hours	Students will understand rights, duties, and consequences of these Acts on business situations.
2	Introduction to Companies Act – Important Provisions	CO1 CO2	Lecture	6 Hours	Students will understand company-related rights and the impact of legal provisions on

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					corporate governance.
3	The Consumer Protection Act The Right to Information Act	CO1 CO3	Lecture Case Studies	3 Hours	Students will understand consumer and citizen rights and analyse case laws for protection, investor rights, and data security.
4	Securities Contract Regulation Act The Negotiable Instruments Act	CO1 CO2	Lecture Case Studies	6 Hours	Students will understand rights, responsibilities, and the consequences of non-compliance under these Acts.
5	Computation of Total Income and Determination of Tax Liability – individuals Computation of Total Income and Determination of Tax Liability – Corporates	CO4 CO5	Lecture Sums solving	6 Hours	Students will apply direct tax provisions and create income tax computations for individuals. Students will apply direct tax provisions and prepare tax computation statements for companies.
6	GST Custom Act	CO4 CO5	Lecture Sums solving	3 Hours	Students will apply indirect tax provisions and understand their impact on business and international trade.

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	Students Guide to Income Tax	Monica Singhania and Vinod Singhania
2.	Students Guide to Indirect Taxes	Monica Singhania and Vinod Singhania
3.	Legal Aspects of Business	Akhileshwar Pathak
4.	Business Law/Mercantile Law, Vikas Publishing House (P) Ltd.: Part II & Part IV	Kucchal M. C.

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Mercantile & Commercial Law, Taxmann	Aggarwal Rohini
2.	Business Law. New Age International Pvt. Ltd Publishers	Kapoor Gulshan
3.	Principle of Mercantile Law, National Publishing Trust.	Maheshwari & Maheshwari

Recommended Reading:

1. **Bare Acts (Govt. of India Publications)**

- The Indian Contract Act, 1872
- The Sale of Goods Act, 1930
- The Companies Act, 2013
- The Consumer Protection Act, 2019
- The Right to Information Act, 2005
- The Goods and Services Tax Act, 2017

2. Government and Regulatory Websites

- Ministry of Corporate Affairs (MCA) – Companies Act, corporate governance updates.
- Income Tax Department – Tax provisions, calculators, circulars.
- GST Portal – GST rules, registration, returns.

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- CBIC – Central Board of Indirect Taxes and Customs – Indirect tax and customs updates.
- SEBI – Securities law and investor protection.
- Consumer Protection Portal – Consumer awareness and grievance redressal.

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Course Code: 24E1.10 **Course Name: Principles of Social Psychology**

Sr. No.	Heading	Particulars
1	Vertical	HR
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: This course explores the foundational concepts, and theories of social psychology, focusing on how individuals think, feel, and behave in social contexts. Students will examine the dynamic interplay between individual cognition, emotion, and group influence, gaining insight into key topics such as self-perception, decision-making, attitude formation, and social behaviour.

Prerequisites: Basic understanding of human behaviour.

Course Objectives:

1. The student will demonstrate familiarity with the major concepts, theoretical perspectives, empirical findings, and historical trends in psychology.
2. The student will understand and apply basic research methods in psychology, including research design, data analysis, and interpretation.
3. The student will respect and use critical and creative thinking, skeptical inquiry, and, when possible, the scientific approach to solve problems related to behavior and mental processes.
4. The student will understand and apply psychological principles to personal, social, and organizational issues.
5. The student will value empirical evidence, tolerate ambiguity, act ethically, and reflect other values that are the underpinnings of psychology as a science.

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	**Understand** the key concepts and foundational theories of social psychology related to individual and group behaviour.	Understand	2
CO2	**Explain** the scientific underpinnings of social psychology, including research methodologies influencing individual and group behavior.	Understand	2
CO3	**Apply** self-perception and decision-making theories to assess personal choices and behaviors, considering their ethical implications and potential outcomes.	Apply	3
CO4	**Analyze** the interactions between cognition and emotion, evaluating their effects on attitudes and behaviors	Analyse	4
CO5	**Evaluate** the effectiveness of strategies aimed at reducing prejudice and enhancing prosocial behaviour, using empirical evidence and theoretical frameworks to support their conclusions.	Evaluate	5
CO6	**Design** interventions based on social psychological principles to address issues such as discrimination and social influence,	Create	6

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	formulating strategies that promote positive behavioral change within diverse groups.		

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Social Psychology: Defining Social Psychology, Social Psychology: It's Scientific Nature, social Psychology: Focus on individual Behaviour	CO1, CO2	Lecture and discussion	2	Exploring different scientific nature of Social Psychology
2	The Mission and the Method: History of Social Psychology, how it was born, The Role of Theory in Social Psychology	CO1, CO2	Lecture and discussion	2	Exploring Mission of social psychology its History and evolution
3	Culture and Nature: Culture context, Biological factors, Social Diversity.	CO1	Lecture and discussion	3	Understanding about Culture, which is sum of values, beliefs, practices, art, language, etc. and value system as every culture has a different belief
4	The Self: Self-Schema, Self-Serving, Self-Perceptions, Self-Motives, Self-Image, Beliefs	CO3	Lecture and discussion	3	Understanding one's successes that credit internal, dispositional factors and explanations for one's failures that blame

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					external, situational factors.
5	Choices and Actions: The Self in Control, Ethics, Consequences of choices and actions	CO3	Lecture and discussion	2	Understanding Consideration ethics of choices and actions
6	Emotion and Affect: Influence of Affect on Cognition, The Influence of Cognition on Affect, Affect and Cognition: Social Neuroscience Evidence	CO4	Lecture and discussion	3	Understanding difference between emotion and affect
7	Attitudes, Beliefs, and Consistency: Definition of Attitudes, Attitude Formation: How Attitudes develop, Prosocial, Aggression and Antisocial Behaviour: Why People Help-Motives behind Prosocial Behaviour, Personality Variables associated with Prosocial Behaviour. Definition of Aggression, Its perspectives, theories, Causes of Aggression, prevention and Control of Aggression. Understand Causes of Social Behaviour and Thought: Negativity Bias and Optimistic Bias, When and How attitudes influence Behaviour	CO4	Lecture and discussion	4	Understand how attitudes are formed and the process of development of attitude. Know when and why attitudes influence behaviour. Why people help or do not help at the time of emergency. Long term
8	Social Influence and Persuasion: Social Thinking, Social Influence and Social Behaviour, Symbolic social influence: how we are influenced by	CO5	Lecture and discussion	2	Understand the positive aspects and limitations of human

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	others even when they are not there				cognitive systems. • To understand the relationship between affect and cognition. • To study how affect influences cognition and cognition influences affect.
9	Close Relationships: Family and Friends, Interpersonal	CO5	Lecture and discussion	2	Discuss family and friends as close relationships
10	Prejudice and Intergroup Relations: Define terms like prejudice and Inter group terms such as stereotype& discrimination. The fine Art of Persuasion: How attitudes are Changed, Resisting Persuasion Attempts, Cognitive Dissonance. What it is and How manage it?, Prejudice and Discrimination : Feelings and Actions towards Social Groups, Is Prejudice Inevitable? Techniques to counter prejudice and its effects.	CO5	Lecture and discussion	4	Students will be able to describe ways to counter prejudice. Cite examples of different kinds of prejudice. Understand different techniques for overcoming prejudice and its effect
11	Group Dynamics: Being a Good Group Member: Conformity: Group influence in action, Obedience to Authority	CO6	Lecture and discussion	3	Concept of Being better by being right: Subjective group dynamics and

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					derogation of in-group

Textbooks

Sr. No.	Book's Name	Author's Name
1.	An Introduction to Social Psychology	Sage Publication
2.	Baron, R. A., Branscombe, N. R., and Byrne, D. (2008). Social Psychology. (12th ed)	New Delhi : Pearson Education, Indian subcontinent adaptation 2009

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Social Psychology. (11th edition, Indian print).	Baron, R. A., Byrne, D., and Branscombe, N. R. (2006).
2.	Social Psychology, Prosocial Behaviour, Dorling Kindersley (India) Pvt. Ltd. of Pearson Education New Delhi.	Robert A. Barron, Nyla R. Branscombe, Donn Bysne, Gopa Bharadwaj (2010)
3.	Social Psychology and Human Nature. International student edition, Thomson Wadworth USA	Baumeister, R.F., and Busnman, B.J. (2008).

Recommended Reading

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Semester 1

Course Code: 24E1.11 Course Name: Creativity and Design Thinking

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

Foundations for creativity and Design thinking that can be used in a variety of business and technical roles. Topics include Tools of Creativity, Techniques of Innovation, influence of organizational culture on creativity and innovation, and establish a workable design thinking framework to use in their practices.

Prerequisites:

We can predict success depending on how well we adapt to and take advantage of change. So how do we adapt well and fast? Einstein had an answer: "you can't solve a problem with the same mindset that created it". Therefore, we need to reconnect our complete brain and start wakening up the natural creativity that lies inside us. In this course we will also learn new tools to rethink business models in order to match people real needs, understanding that human centered design is the best chance to succeed in the marketplace. In the age of community and engagement, Innovation requires and holistic outlook and for that the ability to work in a multidisciplinary and collaborative way has never been more crucial.

Course Objectives:

The following are the objectives for Creativity and Design Thinking

(a) To learn tools and techniques for creativity, innovation, Design Thinking
(b) To appreciate the importance and impact of innovation in today's business context
(c) To Identify and describe key theories of design and systems thinking, Analyze how different design methodologies can be applied to real-world problems. Critically evaluate the strengths and weaknesses of various design methodologies.
(d) To Implement design thinking techniques (e.g., empathy mapping, brainstorming, prototyping) to address practical problems
(e) To understand and evaluate the social, ethical, and environmental impact of proposed designs and refine them accordingly.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the critical theories of design, systems thinking,and design methodologies	Understand	2
CO2	Understand the diverse methods	Understand	2

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	employed in designthinking and establish a workable design thinking framework to use in their practices		
CO3	Apply the tools and techniques of innovation & Creativity in Indian business environment	Apply	3
CO4	Analyse the interdisciplinary approaches to design innovative solutions that addresses social concerns	Analyse	4
CO5	Building new ventures and startups through creativity & Innovation	Create	6

Course Contents

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Creativity, innovation and design - Core concepts of creativity, design and innovation Creative people, Creative organizations, & Creativity Impact– Case Analysis & Discussions Distributed creativity Howdiversity and collaboration through networks support the creativity process	CO3	Lecture/Discussion/ Role Play	3	Students will understand the fundamental concepts of creativity, innovation, and design and how they interrelate. They will analyze case studies to explore how creative individuals and organizations generate impactful ideas. Learners will also recognize the importance of diversity, collaboration, and networks in enhancing distributed creativity.
~~2~~	Design Thinking Overview: Concept of Design thinking; Importance of Design	CO1, CO3, CO4	Lecture/Discussion	3	Students will gain conceptual clarity on design thinking, its principles, and

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	Thinking Method; Design Thinking Skills; Design Thinking Mind-set; Principles of Design Thinking; Design Think Process& Stages				process stages. They will develop an understanding of the design thinking mindset and its role in solving complex problems. Learners will learn to apply design thinking methods for user-centric innovation and effective problem-solving.
3	General Design Thinking Practices: Listening and Empathizing Techniques; Observation.Ideation Techniques - Brainstorming, innovationheuristics, behaviour models, Unpacking; Personas; Pattern Recognition and Connecting the Dots	CO1, CO2, CO3, CO4	Lecture/Discussion/ Video	3	Students will learn how to apply empathy, observation, and ideation techniques to generate innovative ideas. They will practice tools such as brainstorming, persona creation, and pattern recognition to connect insights meaningfully. Learners will enhance their creativity through structured exercises that promote divergent and convergent thinking.
4	Visualization Techniques and Diagrams, Use of Diagrams and Maps in Design Thinking - Exercise:	CO1, CO2	Lecture/Discussion/ Exercise	6	Students will understand the role of visual tools in organizing and interpreting design thinking insights. They will create empathy maps, affinity diagrams, mind maps, and journey maps to visualize user experiences.

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					Learners will develop the ability to transform abstract ideas into structured, actionable visual frameworks.
5	Create an Empathy Map; Exercise; Create an AffinityDiagram; Exercise: Create a Mind Map; Exercise: Create a Journey Map	CO1, CO2	Lecture/Discussion/ Exercise		
6	Prototype and Test Techniques; Types of Prototypes;Forms of Testing in Design Thinking	CO1, CO2	Lecture/Discussion/ Activity	3	Students will learn the importance of prototyping as a step toward refining and validating design solutions. They will understand different types of prototypes and appropriate testing methods. Learners will gain hands-on experience in creating and evaluating prototypes based on user feedback.
7	Experiments Designing and executing experiments for value creation: Empathize with the Customers and/or Users -Exercise: Engage the Customer /User; Define the Problem - Exercise: Define the Point of View; Ideate - Exercise: Develop Potential Solutions & Feedback on the	CO1, CO4, CO5	Lecture/Discussion/ Activity	6	Students will apply the design thinking stages through hands-on exercises involving real or simulated users. They will engage in empathizing, defining, ideating, prototyping, and testing to co-create user-centric solutions. Learners will acquire practical skills in conducting

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	Solutions; Prototype Alternate Solutions - Exercise: Create a Prototype of the Solution & Review the Prototype and Gain Feedback; Test the Solutions				experiments that lead to validated and valuable innovations.
7	Moving from ideas to impact Bring the ideas presented in this course together and show how organizations can create impact from ideas	CO5	Lecture/Discussion/ Experiential Learning	3	Students will integrate concepts from all previous modules to transform ideas into implementable outcomes. They will understand how organizations translate creative ideas into impactful innovations. Learners will explore frameworks and strategies that support scaling ideas for measurable business and social impact.
8	Innovation processes and practices in Highly Innovative companies- Case Study innovative companies such as IDEO, Apple, Samsung, 3M, Google etc. innovate and develop a comparative understanding of their approach, tools and techniques and processes for innovation	CO4	Case Study Discussion/ Videos	3	Students will study innovation models and practices used by leading global companies like IDEO, Apple, and Google. They will analyze how these organizations foster creativity and manage innovation processes effectively. Learners will develop comparative insights into different tools, techniques, and

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					cultures that drive sustained innovation.

Reference Books:

1) Ten Faces of Innovation – Tom Kelly
2) 2 Design Lead Innovation by Prof Sten Ekman et all
3) 3 Edward DeBono – books related to Lateral thinking, 6 thinking hats
4) 4 The Innovator's Dilema – Clayton Christensen
5) 5 Business Model innovation by Osterwalder
6) 6 The Art of Innovation – Tom Kelly

Textbooks:

1. Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Collins Publishers Ltd.
2. Idris Mootee, Design Thinking for Strategic Innovation, John Wiley & Sons Inc
3. Brenda Laurel, Design Research methods and perspectives MIT press
4. Terwiesch, C. & Ulrich, K.T., Innovation Tournaments: creating and identifying Exceptional Opportunities, Harvard Business Press.
5. Ulrich & Eppinger, Product Design and Development, McGraw Hill
6. Bjarki Hallgrimsson, Prototyping and model making for product design, LaurenceKing Publishing Ltd

Reference Sites:

1. https://theimportantsite.com/10-reasons-why-creativity-is-important/
2. https://www.creativityworks.org.uk/our-impact/
3. https://medium.com/better-advice/the-positive-impact-of-creativity-on-your-health-fb4a746b9ec5
4. https://www.koozai.com/blog/content-marketing-seo/eight-awesome-creative-thinking-techniques-plus-tools/
5. https://www.researchgate.net/publication/283551544_Innovation_in_Historical_Perspective

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Semester 1I

Course Code-24C2.1 **Course Name: Business Research Methods**

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

The course provides a general overview of the research process, covering the definition of the research problem, research design, data collection, data analysis, report writing, and any ethical concerns. For students enrolled in the first year of management studies, this course serves as a foundation for their business research projects for summer internship and winter projects. The characteristics, know-how, and abilities unique to management that graduates should have after finishing the course is imparted through this course.

Prerequisites: Knowledge of Business Statistics subject.

Course Objectives:

The following are the objectives for the subject Business Research Methods.

1	To understand the importance of research and various methods that researcher used to investigate problems
2	Applying Modern Analytical tools for Business Management Decisions
3	To derive strategies from the research
4	To understand the challenges in collecting the data collection and analysis
5	To interpret the data to make meaningful decisions.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	**Identify** various methods of research and **explaining** the importance to investigate problems for research	Understand	2

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CO2	**Demonstrate** how to conduct research **using** modern analytical tools for business management decisions	Apply	3
CO3	**Organize** and **compare** data to interpret the findings from the study	Analyze	4
CO4	**Investigate** the findings of research and **formulate** strategies for business	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Research	CO1	Lecture and discussion	4.5 hours	Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research
2	Research Problem and Formulation of Research Hypotheses	CO1, CO2	Lecture and discussion	3 hours	Defining the Research problem; Management Decision Problem vs Management Research Problem; Problem identification process; Components of the research problem; Formulating the research hypothesis- Types of Research hypothesis; Writing a research proposal
3	Literature Review, Development of Objectives	CO1	Lecture and discussion	4.5 hours	Purpose of literature review; Importance of authentic databases; Systematic Literature Review; Identifying the research gap, Definition of problem statement; How to write research objectives; Formulation of research questions; importance of research objectives and research questions while doing research

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
4	Research Design, Primary and Secondary Data	CO1, CO2 CO3	Lecture, discussion	4.5 hours	Meaning of Research Designs; Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Data Collection methods: Observation method, Personal Interview method, Descriptive research Design, Causal Research Design
5	Attitude Measurement and Scaling	CO2	Lecture, discussion, and cases	3 hours	Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement
6	Questionnaire Design	CO1, CO2	Lecture and discussion	3 hours	Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method
7	Sampling and Data Processing	CO1, CO2, CO3	Lecture, discussion, and cases	4.5 hours	Sampling concepts- Sample vs Census, Sampling vs Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size, Data Editing- Field Editing, Centralized in house editing; Coding- Coding Closed ended

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					structured Questions, Coding open ended structured Questions; Classification and Tabulation of Data
8	Univariate and Bivariate Analysis of Data	CO1, CO3, CO4	Lecture, discussion, and cases	3 hours	Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Descriptive Analysis of Bivariate data
9	Testing of Hypotheses	CO2, CO3	Lecture and discussion	4.5 hours	Concepts in Testing of Hypothesis – Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean; Tests concerning Means- the case of single population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions.
10	Chi-square Analysis	CO3, CO4	Lecture, Excel and discussion	3 hours	Chi square test for the Goodness of Fit; Chi square test for the independence of variables

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
11	Analysis of Variance	CO3, CO4	Lecture, Excel and discussion	3 hours	One-Way ANOVA; Two-Way ANOVA
12	Regression Analysis	CO3, CO4	Lecture, Excel and discussion	3 hours	Linear Regression; Multiple Regression
13	Research Report Writing and Ethics in research	CO1, CO2, CO3, CO4	Lecture, Excel and discussion	1.5 hours	Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations

Note: Teaching–Learning Structure (Total: 60 Hours)

45 Hours – Classroom Teaching & Conceptual Learning
15 Hours – Practical / Experiential Learning Sessions as detailed below:

1. **Library and Internet-Based Session on Literature Review Development – 6 Hours**
   Students will identify research topics, review relevant literature using books, journals, and online databases, and prepare a literature review matrix. This will help them in developing conceptual frameworks and identifying research gaps.
2. **Field/Online Data Collection Exercise – 4 Hours**
   Learners will design data collection instruments such as questionnaires or interview schedules and conduct pilot surveys or small-scale data collection exercises using field visits or digital platforms.
3. **Data Analysis in IT Laboratory – 5 Hours**
   Practical sessions in the computer lab to analyze collected data using tools such as Excel, SPSS. Students will perform descriptive and inferential statistical analysis and interpret the results for managerial and academic insights.

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Textbooks

1	Business Research Methods – Cooper Schindler
2	Research Methodology Methods & Techniques – C.R.Kothari
3	Statistics for Management – Richard L Levin

Reference books:

1	D. K. Bhattacharya: Research Methodology (Excel)
2	P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
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

Recommended Reading: Research papers of good quality journals which are indexed/listed in ABDC, WoS, SCOPUS etc.

E.g., An Easy Approach to Exploratory Factor Analysis: Marketing Perspective (Hadi, N. U., Abdullah, N., & Sentosa, I. (2016). An easy approach to exploratory factor analysis: Marketing perspective. *Journal of Educational and social research*, *6*(1), 215-223.)



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Semester 1I

Course Code: 24C2.2 Course Name: Corporate Finance

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

This course will explain financial tools and techniques, which can be used to help firms maximize value by improving decisions relating to capital budgeting, capital structure and Working capital management. The course also helps to understand how firms meet their financial objectives utilizing financial decision-making.

Prerequisites: Knowledge of financial accounting

Course Objectives:

The following are the objectives for Corporate Finance.

1) To gain in-depth knowledge of corporate finance and understand the functions of finance management.
2) Students should learn to analyze corporate financial statements and other parts of the annual report.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understanding basic terminology in relation to financial system, sources of finance, Leverages, Ratio, capital structure, investment decisions, dividends, financial	Understand	2

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	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.	Understand	2
CO3	Apply different models, formulas and frameworks related to ratios, Leverage Analysis, Capital structure, Capital budgeting, Working Capital and Dividend models.	Apply	3
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	Analyze	4
CO5	Evaluate financial results to take managerial decisions related to financial planning, capital investments, dividend distribution, choice of capital structure and working capital decisions.	Evaluate	5

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CO6	Create an analytical report on capital structure, working capital management and dividend policy of a public listed company.	Create	6

Course Contents

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
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 Shareholders wealth concepts of Economic value addition .market value addition (EVA/MVA)	CO1,CO2	Lecture and theoretical	4	Students will understand the objectives, roles, and responsibilities of a financial manager in decision-making. They will learn about the various functions and sources of corporate finance, both short-term and long-term. Learners will analyze firm goals in terms of profit maximization versus shareholder wealth creation, including concepts like EVA and MVA.
2	Indian Financial system - Financial Markets: Capital Market (Equity and Debt market), Money market Financial	CO1,CO2	Lecture , Theoretical and discussion	4	Students will gain an overview of India's financial system, including capital markets, money markets, and financial

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	Intermediaries Financial Assets, Regulatory system				intermediaries. They will understand the structure and functioning of equity and debt markets. Learners will also explore the regulatory framework governing financial markets and instruments in India.
3	Working Capital Management and Short-Term Planning: Components of working capital, working capital cycle, Inventory Management, Receivables Management, Cash Management	CO3	Lecture , Theoretical and discussion	5	Students will understand the concept, components, and importance of working capital management. They will learn to manage inventory, receivables, and cash effectively to ensure liquidity and profitability. Learners will develop short-term financial planning skills through analysis of the working capital cycle.

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
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	Lecture , Theoretical and discussion	4	Students will understand the meaning and significance of financial planning in achieving corporate objectives. They will learn to prepare pro-forma income statements and balance sheets for forecasting purposes. Learners will compute external financing requirements to support business growth and operations.
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	Lecture , Theoretical and discussion	4	Students will gain knowledge about different types of financial institutions, including commercial and investment banks. They will understand the sources of banking finance, such as deposits, loans, and advances, and the concept of NPAs. Learners will explore the basics of BASEL norms and the emerging

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					role of artificial intelligence in banking operations.
6	Leverage Analysis: Operating, financial and total leverage, Business risk, Operating and financial Risk and other types of risks	CO2, CO3, CO4	Lecture , Theoretical and discussion	4	Students will understand the concepts of operating, financial, and total leverage and their implications on firm performance. They will learn how leverage influences business and financial risk. Learners will apply leverage analysis for decision-making related to risk-return trade-offs.
7	Capital Structure, Cost of Capital, WACC, Determination of optimal capital structure, Decision making based on parameters PE ,ROI, EBIT and EPS/MPS approach	CO2, CO3, CO4,CO5	Lecture , Theoretical and discussion	5	Students will learn the concept of capital structure and methods of determining the optimal mix of debt and equity. They will calculate cost of capital and weighted average cost of capital (WACC) for financing decisions. Learners will

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					analyze financial decision parameters such as PE ratio, ROI, EBIT-EPS, and MPS to guide capital structure choices.
8	Valuation Concepts: Future values and compound interest; present values; level cash flows: perpetuities and annuities Financial needs and suggestions for various investment options	CO2, CO3, CO4, CO5	Lecture , Theoretical and discussion	4	Students will understand the concepts of time value of money, including present and future value calculations. They will apply valuation techniques for cash flows such as annuities and perpetuities. Learners will evaluate different investment options based on financial needs and value maximization.
9	Investment in Capital Assets: 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	CO3, CO4,CO5	Lecture , Theoretical and discussion	4	Students will learn to estimate cash flows and evaluate capital investment projects using various capital budgeting techniques. They will apply decision-making tools like NPV, IRR, PI, ARR, MIRR, and

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	techniques like NPV, IRR, PI,ARR, Modified IRR payback period etc.				Payback Period for project evaluation. Learners will develop analytical skills to choose the best investment alternative that enhances firm value.
10	Dividend policy; 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	Lecture , Theoretical and discussion	4	Students will understand the factors affecting a company's dividend decision and its impact on firm valuation. They will study various dividend theories of relevance and irrelevance, including Walter, Gordon, and MM models. Learners will evaluate corporate dividend policies and their influence on shareholders' wealth.
11	Ratio Analysis : Financial performance analysis using Ratios of few companies and banks	CO3, CO4,CO5	Lecture , Theoretical and discussion	3	Students will learn to interpret financial ratios to assess profitability, liquidity, solvency, and efficiency of

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					firms. They will analyze and compare the financial performance of selected companies and banks using ratio analysis. Learners will use ratios as diagnostic tools for managerial decision-making and financial control.

Note: Teaching–Learning Structure (Total: 60 Hours)

45 Hours – Classroom Teaching & Conceptual Learning
15 Hours – Practical / Experiential Learning Sessions as detailed below:

1. **Presentation and Project Work on Ratio Analysis across Various Sectors – 6 Hours**
   Students will prepare and present analytical projects comparing financial ratios of companies from different industries to understand sectoral performance patterns.
2. **Library-Based Reading and Research on Sectoral Financial Practices – 4 Hours**
   Guided library sessions to explore books, journals, and reports related to financial management practices in diverse business sectors.
3. **Computer Laboratory Hands-on Session on Capital Budgeting and Time Value of Money – 5 Hours**
   Practical exercises using spreadsheet tools and financial software for computations related to NPV, IRR, and other capital budgeting techniques.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Financial Management	M.Y. Khan and P.K. Jain
2.	Financial Management	Prasanna Chandra

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3.	Financial Management	I. M. Pandey

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Principles of Corporate Finance	Myers and Brealey
2.	Fundamentals of Financial Management	James Van Horne
3.	Fundamentals of Financial Management	Eugene F. Brigham, Joel F. Houston (2011), South Western (Cengage Learning)

Recommended Reading

- **Investopedia Corporate Finance Tutorials**
https://www.investopedia.com/corporate-finance-4689743

- **Khan Academy – Corporate Finance Series**
https://www.khanacademy.org/economics-finance-domain/core-finance

- **Coursera: Financial Management Specialization (University of Illinois)**
https://www.coursera.org/specializations/financial-management

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Semester 2

Course Code: 24C2.3 **Course Name: Human Resource Management**

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. This course discusses strategies that will enable organizations to achieve both operational and strategic goals related to the organization's human capital and to understand the scope of HRM and its relationship to other social sciences.

Prerequisites:

Understanding of the subject of Fundamentals of Management Theory and Practice

Course Objectives:

(a) To describe the requirements of a professional employed in the domain of Human Resources

(b) To prepare a student for a career in industry and services

(c) To breakdown the different functional areas of Human Resource Management to enhance the effectiveness of the student

(d) To summarize modern concepts, techniques and practices in the management of human resources

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Semester 2

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	**Explain** concepts, techniques and practices in the management of human resources	Understand	2
CO2	**Demonstrate** how different modern concepts, techniques and practices in the management of human resources are important in the organizational set-up	Apply	3
CO3	**Demonstrate** better human relations in the organization by the development and application of policies and programs relating to human resources	Apply	3
CO4	**Analyze** the different functions of Human Resource Management which are important for the organizational effectiveness	Analyse	4
CO5	**Combine** the theoretical and practical aspects of human resource management to formulate strategies that will enable organizations to achieve both operational and strategic goals	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to HRM	CO1, CO2, CO4	Lecture PPT, Videos	4.5 hours	Apply the theoretical and practical.

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					Aspects of human resource management to formulate strategies that will enable organizations to achieve both operational and strategic goals related to the organization's human capital.
2	Job Analysis	CO1, CO3, CO4	Lecture, videos and cases	3 hours	Study the process of job analysis, compare and contrast methods used for selection and placement of human resources.
3	Human Resource Planning	CO1, CO3, CO4	Lecture, discussion and cases	3 hours	Understand the importance and the process of manpower planning.
4	Recruitment, Selection and Placement	CO1, CO4, CO5	Lecture, discussion and cases	6 hours	Understand the process of recruitment and selection.
5	Training and Development	CO1, CO4, CO5	Lecture, discussion and cases	6 hours	Overview of the business training need identification and training policy and culture of the organization.
6	Performance Appraisal	CO1, CO4, CO5	Lecture, discussion and cases	4.5 hours	Understand the performance appraisal traditional and modern methods.

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
7	Compensations and Benefits	CO1, CO4, CO5	Lecture, discussion and cases	3 hours	Compensation features, theories, objectives and administration.
8	Employee Grievances & Collective Bargaining	CO1, CO2, CO4, CO5	Lecture, discussion and cases	3 hours	Understand the meaning and need of grievance-disciplinary procedure, collective bargaining-its definitions, characteristics, functions.
9	Employee Separations	CO1, CO2, CO4, CO5	Lecture, discussion and cases	3 hours	Understand the meaning of Employee separation process, resignation, termination, retirement, discharged, dismissed, layoff, retrenchment, final settlement, exit interview.
10	HR Analytics	CO1, CO5	Lecture, discussion and cases	3 hours	Understand concept and usage of Analytics in HR
10	Green HRM	CO1, CO5	Lecture, videos and cases	3 hours	Understand the importance of going Green and the implementation of Green HRM in Organizations.
11	International HRM	CO1, CO5	Lecture, discussion and cases	3 hours	Learning the stages of global recruitment,

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					selection approach, expatriates, international adjustment, cross-cultural training, compensation and women in international business.

Experiential Learning (15 hours)

- Students will gain a deeper understanding of the HR functions through the concept of managing a café – Management Game
- Students will research secondary sources of data - books, newspaper articles, World Wide Web for the latest trends and applications across the sector with respect to Human Resource Management and present their findings.
- Students will prepare for roleplays in negotiation, training, selection, interviews, and performance appraisal etc, and perform them.
- Students will review movies based on various HR functions and submit a report.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Human Resource Management	P. Subba Rao
2.	Personnel Management	C.B. Mammoria

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Personnel Management	Edwin Flippo

Recommended Reading:

Swayam online course of HRD by Dr. KBL Srivastava (IIT- Kharagpur)- 12 weeks

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Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 2

Course Code: 24C2.4 Course Name: Application of Marketing Theory and Practice

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course introduces students to key concepts in consumer behaviour, branding, pricing, promotion, and distribution. It focuses on analyzing consumer decisions, developing marketing strategies, and applying marketing concepts to real-world business contexts through discussions, cases, and live projects.

Prerequisites:

Fundamentals of Marketing

Course Objectives:

a) To comprehend different positioning strategies through value propositions.
b) To understand consumer behaviour models for effective marketing application.
c) To apply the concepts of consumer determinants in order to enhance business marketing strategies
d) To analyze marketing decisions and ensure consistency across the marketing mix components.
e) To evaluate marketing decisions, determine feasible solutions and create a comprehensive marketing plan.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Comprehend the various types of positioning strategies and consumer behaviour models	Understand	2
CO2	Apply the models of consumer behaviour to business situations	Apply	3
CO3	Analyze marketing decisions based on the frameworks and consistency	Analyze	4

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	among various elements of the marketing mix		
CO4	Evaluate marketing decisions and identify the optimal solution for business.	Evaluate	5
CO5	Create a Marketing plan with reference to a product or service	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Positioning: Reverse Positioning, Breakaway Positioning and Stealth positioning: Branding: Concept, Definition, Commodity Vs Brand, Product Vs Brand, Brand Culture and Brand Extensions. Brand Value – Reputation, Relationship, Experiential, Symbolic. Brand Evaluation - Behaviour, attitude, relationships, Brand equity.	CO1, CO2, CO3	Lecture and discussion	3 hours	**Analyze** different positioning strategies, **evaluate** branding elements, and **apply** brand value and equity models to real-world brand cases.
2	**Customer Satisfaction and Loyalty**: Success/ Failure of Loyalty Programs, Customer Lifetime Value.	CO2	Lecture and discussion	1.5 hours	**Evaluate** loyalty programs using relevant metrics and **apply** Customer Lifetime Value (CLV) models to assess customer retention strategies.
3	**Consumer Behaviour:** The framework of Consumer Behaviour – Cognitive vs. Emotional, High vs. Low Involvement, Optimising vs. Satisficing, Compensatory vs. Non-Compensatory Decisions.		Lecture and discussion	3 hours	**Identify** and **analyze** consumer behaviour frameworks and **apply** them to various decision-making contexts.
4	**Consumer Decision-Making Process**: Pre-Purchase – Purchase – Post Purchase; Return Policy, Warranty, Impact of Social Media; Psychology	CO2, CO3, CO4	Lecture, discussion, videos and cases	1.5 hours	**Analyze** decision-making stages and psychological factors, and

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	in Consumer Behaviour – Consumer Benefits Ladder, Prospect theory, Thales' Endowment effect.				**evaluate** the role of social media in influencing consumer behaviour.
5	Ehrenberg's Law of Buying Frequency, Double Jeopardy Effect, Consumer Purchase as a Journey, Consumer and Product Metrics.	CO2, CO3, CO4	Lecture, discussion, videos and cases	1.5 hours	**Apply** marketing laws and consumer metrics to **analyze** purchase patterns and **evaluate** brand performance indicators.
6	**Pricing Policy**: Types of Pricing, Willingness to Pay; Steps in Pricing, Price Elasticity of Demand, List and Transaction Prices	CO2, CO3	Lecture and discussion	1.5 hours	**Apply** pricing concepts and elasticity analysis to **develop** effective pricing decisions.
7	**Price band** – Reason for the Band, Category Expandability and Promotion, Constructing a Price Band through Price Differentials and Threshold Price, Pricing Strategies and Tactics, Promotion and Price Bands	CO2, CO3, CO4	Lecture, discussion, videos and cases	3 hours	**Analyze** price structures, **create** pricing strategies, and **evaluate** promotion-price interactions in various categories.
8	**Business to Business Marketing**: Definition, Types of Products, Differences from Consumer Marketing; Nested Hierarchy Segmentation, Role of Decision- Making Units in Buying Decisions.	CO2, CO3	Lecture, discussion, videos and cases	3 hours	**Differentiate** B2B and B2C contexts, **analyze** segmentation and **apply** DMU frameworks to buying decisions.
9	**B2B Purchases**: Influence of Types of Purchases, Stages in the Buying Process; Types of Benefits – Combination of Economic, Tangible, Non-Economic and Intangible Benefits.	CO2, CO3	Lecture and discussion	1.5 hours	**Analyze** purchase types and stages in B2B buying and **evaluate** benefit structures for decision-making.
10	**Promotion and Marketing Communication:**	CO2, CO3	Lecture and discussion	1.5 hours	**Design** promotion strategies aligned

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	Role of Promotion in Pricing, Initiating Price Changes and Response to Competitor Changes; Role of Incentives, Setting Communication Objectives and Drafting Communication Messages; Deciding on Communication Media				with pricing objectives and **apply** communication frameworks to real-world marketing problems.
11	**Integrated Marketing**: Advertising in Print, Online, Radio, Social Media Platforms etc.; Managing Events and Public Relations; role of AI in marketing communications	CO3, CO4	Lecture and discussion	1.5 hours	**Evaluate** integrated communication channels and **create** a basic IMC plan incorporating AI-driven strategies.
12	**Personal Selling**: Designing the Sales Force, Managing the Sales Force, Evaluating the Sales Force; Direct Marketing	CO2 , CO3	Lecture and discussion	3 hours	**Design** sales force structure, **apply** performance metrics, and **analyze** direct marketing approaches.
13	**Distribution Decisions** – Logistics & Channel Decisions, Designing and Managing Distribution Channels (Retail, E-commerce, etc.)	CO2, CO3	Lecture and discussion	3 hours	**Analyze** channel structures and logistics strategies and **evaluate** distribution models across retail and e-commerce formats.
14	Field Based Live Projects and Presentations by capturing insights from Markets, and Cases	CO3, CO4, CO5	Lecture and discussion	1.5 hours	**Apply** theoretical concepts in live market contexts, **analyze** field data, and **create** strategic marketing solutions through project presentations.

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	Marketing Management, 15/16e	Kotler, Keller, Chernev, Sheth, Shainesh, Pearson Education
2.	Marketing: Theory, Evidence, Practice	Byron Sharp, Oxford University Press.
3.	Industrial Marketing	Robert R. Reeder, Briety & Betty H. Reeder, Prentice Hall India

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Why we Buy? The Science of Shopping	Paco Underhill
2.	How Brands Become Icons – The Principles of Cultural Branding – Douglas Holt	Douglas Holt
3.	How Customers Think – Essential Insights into the minds of the Market	Gerald Zaltman
4.	Marketing Metaphoria: What Deep Metaphors Reveal About the Minds of Consumers	Gerald Zaltman
5.	Marketing as Strategy: Understanding CEO's agenda for Driving growth and Innovation	Nirmalya Kumar

Recommended Reading

- Marketing Management- Indian Context, Global Perspective by Ramaswamy & Namakumari by SAGE publication, 6th Edition.
- Marketing Management: A South Asian Perspective by Kotler, Keller, Koshy & Jha by Pearson publication, Latest Edition.

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Course Code: 24C2.5 **Course Name: Decision Models in Management**

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

Decision Models in Management (DMM) is a field that uses scientific and mathematical methods to solve complex problems and improve decision-making in organizations. It involves analyzing data, creating mathematical models, and using techniques like optimization, simulation, and statistics to find the best solutions for problems involving the allocation of limited resources.

Prerequisites: Business Statistics

Course Objectives:

(a) To help students understand operations research methodologies

(b) To formulate and solve linear programming problems

(c) To develop formulation skills in transportation models and find solutions

(d) To understand basics of game theory and assignment problems

(e) To appreciate and apply DMM in business using caselets, modelling, cases, projects

(f) To understand managerial applications of DMM in research & decision making

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	RELATE basic concepts of operations research	Remember	1
CO2	TRANSLATE the concepts of operations research and connect with business scenarios	Understand	2
CO3	APPLY optimization techniques for decision making in business	Apply	3
CO4	EVALUATE various scenarios of management and business using decision models	Evaluate	5
CO5	PRIORITIZE solutions to the business problems related to operations research	Analyse	4
CO6	FORMULATE innovative solutions related to decision models	Formulate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Definition of OR, Features of OR, OR-Quantitative Approach to Decision-making	CO 1, 2	Lecture	1.5 hour	Understand Definition of OR, Features of OR, OR-Quantitative Approach to Decision-making

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
2	Methodology of Operations Research, Application of Operations Research	CO 1, 2	Lecture	1.5 hour	Understand Methodology of Operations Research
3	Structure and assumptions of LP model, Application areas of LP, Guidelines for LP model formulation	CO 3, 4	Lecture	1.5 hour	Application areas of LP, Guidelines for LP model formulation
4	Two variable LP model, Graphical LP model (maximization and minimization), Duality and Sensitivity Analysis	CO 3, 4	Lecture	1.5 hour	Apply Two variable LP model, Graphical LP model
5	Mathematical Model of Assignment Problem	CO 3, 4	Lecture	1.5 hour	Application of Mathematical Model of Assignment Problem
6	Enumeration Method, Transportation Method	CO 3, 4	Lecture	1.5 hour	Apply Enumeration Method, Transportation Method
7	Simplex Method and Interpretation (Maximizationand Minimization (two phase and Big M)	CO 3	Lecture	1.5 hour	Apply Simplex Method
8	Hungarian Method (Steps and numerical)	CO 3	Lecture	1.5 hour	Apply Hungarian Method
9	Methods for finding initial solution: Vogel's	CO 3, 4	Lecture	1.5 hour	Apply Methods for finding initial solution

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	Approximation Method (VAM),				
10	Northwest Corner Method, Least cost methods (LCM), Application areas of TP	CO 3, 4	Lecture	1.5 hour	Apply Northwest Corner Method, Least cost methods (LCM
11	Optimal Solution: The Stepping Stone Method	CO 3, 4	Lecture	1.5 hour	Design of Optimal Solution using Stepping Stone Method
12	Modified Distribution (MODI) Method and special cases	CO 3, 4	Lecture	1.5 hour	Application of Modified Distribution (MODI) Method
13	Introduction to Game Theory, 2 person zero sum game, Pure Strategies	CO 2, 3, 4	Lecture	1.5 hour	Introduction to Game Theory
14	Limitations and Applications of Game Theory: The Rule of dominance	CO 2, 3, 4	Lecture	1.5 hour	Undserstanding The Rule of dominance
15	Introduction, Steps in the decision-making process, types of decision environment, Decision making under uncertainty (Maximax or minimum)	CO 4, 5	Lecture	1.5 hour	Analyze decision-making process
16	pessimism (maximin or minimax), equal probabilities (laplace), coefficient of optimism	CO 4, 5	Lecture	1.5 hour	Analyse pessimism (maximin or minimax), equal probabilities

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	(hurwicz), regret (savage)				
17	Introduction, structure of queuing system, queue structure (FIFO, LIFO, Service in Random order, Priority Service),	CO 1, 2	Lecture	1.5 hour	Understand structure of queuing system
18	Queuing models (deterministic and probabilistic model theory)	CO 1, 2	Lecture	1.5 hour	Understand Queuing Models
19	Sequencing Techniques using Johnsons' Rule	CO 4, 5	Lecture	1.5 hour	Understand Sequencing Techniques using Johnsons' Rule
20	(processing n jobs through 2 machine, 3 machines and m machines)	CO 4, 5	Lecture	1.5 hour	Analyze processing of n jobs

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Operations Research	S.D.Sharma
2.	Operations Research - Theory and Applications	J.K Sharma

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Operations Research	H.A.Taha
2.	Introduction to Operations Research	Hiller and Liberman

Recommended Reading – http://www2.informs.org/Resources/

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Semester 2

Course Code: 24C2.6 Course Name: Information Systems and Digital Transformation

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course provides a comprehensive understanding of Management Information Systems (MIS) and their role in organizations, business processes, and decision-making. It explores different types of information systems across business functions such as marketing, finance, human resources, supply chain, and customer relationship management, along with their integration through Enterprise Resource Planning (ERP). Students will gain insights into digital firms, platforms, business models, and strategies for digital transformation in a global context. The course also emphasizes information system development, project management, strategic alignment with business goals, and ethical, social, and privacy concerns. Case studies and real-world applications are integrated to enhance practical learning and critical analysis of MIS in business environments.

Prerequisites:

- Basic knowledge of computer fundamentals and organizational management.
- Familiarity with business processes across functions (e.g., marketing, finance, HR).
- Understanding of introductory database concepts and office productivity tools.
- Awareness of business communication and reporting practices.
- Analytical thinking and problem-solving skills to evaluate MIS applications.

Course Objectives:

- Understanding the Role of Information Systems in Organizations
- Integration of MIS Across Functions and Sectors
- Insights into Digital Transformation and Business Models
- Information Systems Development and Project Management
- Strategic Planning and Implementation of Information Systems
- Addressing Ethical, Social, and Privacy Issues in Information Systems

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Comprehend the concepts of information systems and their role in various domains of management.	Understand	2
CO2	Interpret the significance of information systems, Global Information Systems Infrastructure and its role to Business.	Apply	3
CO3	Analyzing the emerging trends within functional information systems for marketing, financial, human resource, operations and for various verticals of the industry and its integration to business.	Analyzing	4
CO4	Compare Information systems models for successful digital transformation.	Evaluate	5
CO5	Develop strategies for the digital transformation of business through the information system to solve business problems.	Creating	6

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Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Information Systems – Concepts, Components, Types, Value Dimensions	CO1	Lecture, Discussion	1 Hours	Understand the basics and value of IS in organizations
2	Role of IS in Management & Decision-Making	CO1, CO2	Lecture, Case Example	1 Hours	Explain how IS supports business processes and managerial decisions
3	Overview of Functional IS – Marketing, Finance, HR, SCM, CRM	CO1, CO3	Lecture, Case Study	1 Hours	Identify different functional IS and their role in organizations
4	Marketing Information Systems – Applications & Reporting	CO3	Lecture, Case Analysis	1 Hours	Analyze MIS in marketing and customer insights
5	Financial Information Systems – Decision-Support & Controls	CO3	Lecture, Case Study	1 Hours	Examine role of IS in financial planning & monitoring
6	Human Resource Information Systems – Workforce Analytics	CO3	Lecture, Demo	1 Hours	Analyze HRIS for workforce management
7	Manufacturing/Operations IS – Production & Quality	CO3	Lecture, Case Discussion	1 Hours	Evaluate use of IS in operations efficiency
8	Supply Chain Management Information Systems	CO3	Lecture, Case Study	1 Hours	Examine integration of SCM systems
9	Customer Relationship Management (CRM) Systems	CO3	Lecture, Case Study	1 Hours	Analyze CRM applications for customer engagement
10	MIS Across Functions – Integration and Reporting	CO2, CO3	Lecture, Hands-on Example	1 Hours	Interpret cross-functional integration of IS

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11	Enterprise Resource Planning (ERP) – Concept & Evolution	CO2, CO3	Lecture, Demo	1 Hours	Explain ERP and enterprise integration
12	ERP Modules & Implementation Challenges	CO2, CO3	Case Study, Lecture	1 Hours	Analyze ERP modules across functions
13	Case Study on Successful ERP Implementation	CO2, CO3	Case Study, Discussion	1 Hours	Evaluate success factors of ERP
14	Digital Firms & Digital Platforms – Business Models	CO2, CO4	Lecture, Case Analysis	1 Hours	Compare models of digital firms and platforms
15	Drivers of Digital Transformation	CO2, CO4	Lecture, Discussion	1 Hours	Identify drivers shaping digital business
16	Strategies for Managing Digital Businesses	CO4, CO5	Lecture, Case Study	1 Hours	Develop strategies for digital growth
17	Global Information Systems – Overview & Challenges	CO2, CO4	Lecture, Case Discussion	1 Hours	Interpret the significance of GIS in business
18	Building and Managing Global IS	CO2, CO4	Lecture, Case Study	1 Hours	Analyze management of global IS
19	Case Study on Digital Transformation	CO4, CO5	Case Study, Discussion	1 Hours	Evaluate successful digital transformation practices
20	IS Development Process – Models & Approaches	CO4	Lecture, Whiteboard Explanation	1 Hours	Compare IS development methodologies
21	Project Management – Scope, Budget, Timeline	CO4, CO5	Lecture, Case Example	1 Hours	Evaluate project management constraints
22	Cost-Benefit Analysis in IS Projects	CO4, CO5	Lecture, Problem-Solving	1 Hours	Apply cost-benefit methods for IS projects
23	Case Study – IS Project Implementation	CO4, CO5	Case Study, Group Discussion	1 Hours	Evaluate project success factors

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24	IS Strategy & Planning – Strategic Alignment	CO4, CO5	Lecture, Case Example	1 Hours	Interpret IS strategies aligned with business goals
25	Virtual Organization & Strategies	CO4, CO5	Lecture, Case Study	1 Hours	Analyze IS-enabled virtual organizations
26	Developing IS Strategies for Competitive Advantage	CO5	Lecture, Workshop	1 Hours	Create IS strategies for competitive edge
27	Case Study – Successful IS Strategy	CO4, CO5	Case Study, Group Activity	1 Hours	Evaluate real-world IS strategy implementation
28	Ethical & Social Issues in IS	CO2, CO6	Lecture, Debate	1 Hours	Interpret ethical concerns in IS usage
29	Privacy & Security Issues – Confidentiality, Integrity, Availability	CO2, CO6	Lecture, Case Discussion	1 Hours	Analyze IS security and privacy principles
30	Case Studies on Ethics, Privacy & Security	CO2, CO6	Case Study, Group Presentation	1 Hours	Evaluate digital ethics & regulatory practices

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Management Information Systems for the Information Age (9e)	Maeve Cummings
2.	Management Information System – Managing the Digital Firm	Kenneth C. Laudon and Jane P. Laudon
3.	Principles of Information Systems	Ralph M. Stair and George Reynolds
4.	Digital Business	Dr. Chandrahauns Chavan

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Reference books:

Sr. No.	Book's Name	Author's Name
1.	Management Information Systems	James O'Brien
2.	Introduction to Financial Technologies (FinTech)	Dr. Chandrahauns Chavan & Atul Patankar
3.	Elements of Systems Analysis and Design	Marvin Gore
4.	MIS: A Conceptual Framework	Davis and Olson
5.	Analysis and Design of Information Systems	James Senn
6.	Information Systems Today	Jessup and Valacich
7.	Management Information Systems	Jaiswal and Mittal

Recommended Reading

- Selected case studies on ERP implementation, digital transformation, and global information systems.
- Research articles from MIS Quarterly, Journal of Management Information Systems (JMIS), and Information Systems Research.
- Industry white papers on Digital Business Models, FinTech, and Cloud-based Information Systems.
- Reports from NASSCOM, Gartner, and McKinsey on emerging IT trends and digital transformation strategies.
- Government of India guidelines and regulatory frameworks on Information Security, Privacy, and Digital Ethics.

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Course Code: 24OJT2.7

Course Name: OJT

Sr. No.	Heading	Particulars
1	Vertical	OJT/Field Project
2	Type	Practical
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	External Assessment	50

Course Description:

On-the-job training (OJT) is a practical approach to acquiring new competencies and skills needed for a job in a real, or close to real, working environment. It provides the trainees with opportunities to practice skills and apply their knowledge under the most realistic conditions possible, which are the actual job conditions.

Course Objectives:

The following are the objectives for the subject Business Research Methods.

1. Align classroom learnings with workplace outcomes.
2. Provide students with real-world work experience and align their expectations with job demands.
3. Combine physical and digital learning modes in industry settings, blended with mentorship.
4. Foster research skills, including knowledge discovery, analytical tools, methodologies, and ethical conduct.
5. Introduce students to emerging technologies and their applications in various fields.
6. Strengthen students' entrepreneurial skills and encourage job creation.
7. Facilitate problem-solving, decision-making, teamwork, and collaboration.
8. Foster social awareness and philanthropic values among students.
9. Encourage collaboration between Higher Education Institutes (HEIs), industry, and academia for internships and research opportunities. Instill professional principles, ethics, values, and integrity to meet employment market demands and social needs.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

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1. Apply concepts learned in classrooms to real-world work environments, enhancing their understanding and skills.
2. Show insights into the challenges, opportunities, and culture of different workplaces, preparing them for future employment.
3. Navigate through various learning modalities effectively through exposure to hybrid learning models.
4. Show evidence of research aptitude and skills of critical thinking, analytical skills, and ethical research conduct in the conduct, and communication of their work
5. Use and appreciate the use of emerging technologies and their applications, enhancing their technological literacy and adaptability.
6. Display problem-solving abilities in making informed decisions in complex scenarios through practical situations.
7. Work in teams and collaborate to achieve common goals in diverse work environments through collaborative projects.
8. Give examples and cite ways of contributing to the field of work in a manner that displays social responsibility and sustainability.
9. Display integrity in their dealings with their work and the people that they interact with by upholding professional; principles and ethical standards.

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Semester 2

Course Code: 24E2.8 Course Name: Entrepreneurship Management

Sr. No.	Heading	Particulars
1	Vertical	Electives
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course provides an in-depth understanding of the principles, processes, and practices of entrepreneurship, emphasizing the development of entrepreneurial thinking and skills necessary for new venture creation and growth. Students will explore how entrepreneurs identify opportunities, evaluate feasibility, secure resources, and build sustainable business models in dynamic environments. The syllabus covers the entire entrepreneurial life cycle—from ideation and innovation to feasibility analysis, business plan formulation, funding, and legal compliance—through both theoretical insights and practical, activity-based learning.

The course also highlights India's evolving start-up ecosystem, government initiatives like *Make in India* and *Digital India*, and the growing impact of social and women entrepreneurship on economic development.

Prerequisites: None

Course Objectives:

- **Introduce** students to the fundamental concepts and theories of entrepreneurship, including the evolution, characteristics, and roles of entrepreneurs in economic development.
- **Develop** an understanding of the entrepreneurial process — from opportunity recognition and idea generation to feasibility analysis and business planning.
- **Encourage** creativity, innovation, and problem-solving abilities through practical exposure to tools and frameworks like the *Business Model Canvas* and *Lean Startup Model*.
- **Familiarize** students with the legal, financial, and institutional ecosystem supporting entrepreneurship in India, including start-up policies and initiatives.
- **Equip** learners with skills to design, evaluate, and present viable business plans or models through experiential and activity-based learning.
- **Promote** ethical, sustainable, and socially responsible entrepreneurship through the study of diverse forms such as social, women, techno, and rural entrepreneurship.

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No.	Course Outcome	Cognition Level	Cognition Level ID
CO1	Remember concepts of Entrepreneur, Entrepreneurship, and Enterprise	Remember	2
CO2	Understand the frameworks and key concepts in Entrepreneurship Management	Understand	3
CO3	Apply the model of the entrepreneurial process for new venture development	Apply	4
CO4	Analyse the entrepreneurial environment, legal framework, and expansion strategies	Analyse	5
CO5	Evaluate various types of entrepreneurship (social, opportunity, techno, intra & women) and suitable routes to start a business	Evaluate	5
CO6	Create a business plan/model based on innovative ideas and concepts of entrepreneurship	Create	6

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Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	**Entrepreneurial Perspective** – Definition and evolution of entrepreneurship; concept of entrepreneur and enterprise; functions, need, and importance of entrepreneurship; traits, characteristics, and skills; role of entrepreneurship in economic development; overview of business forms (sole proprietorship, partnership, corporation, LLC); introduction to start-ups and the start-up ecosystem in India.	CO1, CO2	Lecture & PPT	3 hrs	Understand foundational concepts and relevance of entrepreneurship in economic growth.
2	**Types of Entrepreneurs and Entrepreneurship** – Innovators, creators, market makers, expanders, scalers; intrapreneurship, social, women, techno, and rural entrepreneurship; comparison among entrepreneurs, managers, and intrapreneurs.	CO1, CO2, CO3	Case Study & Discussion	3 hrs	Differentiate among various types of entrepreneurs and entrepreneurial roles.
3	**Entrepreneurial Pathways** – Understanding the new venture life cycle (pre-seed, early stage, launch); business life cycle (start-up, growth, maturity, exit); frameworks such as Business Model Canvas, Lean Canvas, Design Thinking.	CO1, CO2, CO3	Lecture & Activity	3 hrs	Apply entrepreneurial frameworks to model business growth stages.
4	**Identifying Entrepreneurial Opportunities** – Opportunity analysis in domestic and global contexts; PEST analysis; entrepreneurial	CO1, CO2, CO3	Group Discussion & Research Activity	3 hrs	Evaluate business opportunities using environmental

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	drivers; researching and assessing potential business opportunities.				and market analysis tools.
5	**Drivers of Entrepreneurship** – Creativity, innovation, and invention; tools for creativity and innovation; idea generation & evaluation (sources of ideas, assessing ideas, problem-solution fit, ideation to prototyping).	CO2, CO3, CO4	Brainstorming & Workshop	3 hrs	Develop creative problem-solving and innovation skills for entrepreneurial contexts.
6	**Feasibility Analysis** – Product/service feasibility; industry & competitive analysis (SWOT, Three Circles: Company–Competitors–Customers); financial feasibility.	CO3, CO4	Case Study & Simulation	3 hrs	Assess feasibility of entrepreneurial ideas using strategic and financial tools.
7	**The Enterprise Launching** – Entrepreneurial process; product/project identification; developing a business plan (purpose, content, guidelines, investor requirements, pitch deck preparation).	CO3, CO4, CO5, CO6	Lecture & Hands-on Exercise	3 hrs	Design and structure a comprehensive business plan for new ventures.
8	**Product–Market Fit and Financing** – Concept and importance for start-ups; minimum viable product (MVP); sources of funding (venture capital, private equity); managing growth and expansion strategies.	CO3, CO4, CO5, CO6	Lecture & Case Study	3 hrs	Analyze financing and growth strategies applicable to start-ups.
9	**Legal Framework and Support Ecosystem** – Legal requirements for starting a business in India; routes for quick establishment (franchising, ancillarisation, acquisitions); role of support organizations; government initiatives (*Make in India*, *Digital India*).	CO3, CO4	PPT & Discussion	3 hrs	Understand the legal and institutional support framework for entrepreneurs in India.

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10	**Learning by Doing** – Activity: Create a Business Model Canvas or Business Plan based on an idea (from Ideation till Pitch Deck) and present it.	CO6	Experiential Project & Presentation	6 hrs	Create and present a viable business model demonstrating entrepreneurial application.

Textbooks

- *Entrepreneurship* — Robert D. Hisrich & Mathew J. Manimala, Tata McGraw-Hill Pvt. Ltd., New Delhi, 9th Edition (2015)
- Entrepreneurship Management by Rajeev Roy
- Entrepreneurship Management – J. C. Saboo

Reference books:

- *Entrepreneurship Development and Small Business Enterprises* — Poornima M. Charantimath, Pearson Education, 3rd Edition (2023)
- Patterns of Entrepreneurship Management (6th Edition, Indian Adaptation) by Jack M. Kaplan, Jack McGourty, and Venkatesha Murthy

Recommended Reading

Literature published by support institutions:
i) SIDBI – Small Industries Development Bank of India
ii) MSSIDC – Maharashtra Small Scale Industries Development Corporation
iii) NSIC – National Small Industries Corporation

Reference Sites:

- Harvard Business Review
- Management Study Guide
- Ministry of Skill Development and Entrepreneurship (MSDE)
- Startup India (www.startupindia.gov.in)
- NITI Aayog and Atal Innovation Mission resources

MOOCs:

- Understanding Incubation and Entrepreneurship, IIT Bombay
- Entrepreneurship, IIT Madras

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Semester 2

Course Code: 24E2.9 **Course Name: Cost and Management Accounting**

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: The course Cost and Management Accounting focuses on equipping students with the knowledge and skills required to plan, control, and manage business costs effectively. It emphasizes the application of various costing and management accounting techniques to enhance operational efficiency, optimize the use of resources, and support strategic decision-making. The course enables learners to generate and analyze relevant cost and financial data for managerial purposes such as budgeting, pricing, and investment evaluation. It also provides insights into performance measurement, variance analysis, and budgetary control to ensure that organizational objectives are met efficiently. Overall, the course aims to develop analytical and decision-making abilities essential for evaluating and improving the financial and operational performance of different business functions and activities..

Prerequisites: Basic concepts of Costing

Course Objectives:

Following are the objectives for the subject Cost and Management Accounting

- To understand and implement techniques for controlling and reducing costs, improving operational efficiency, and optimizing resource utilization.
- To provide accurate and relevant cost and financial information to management for informed decision-making, such as pricing, budgeting, and investment analysis.
- To assist in preparing budgets, setting performance standards, and analyzing variances to ensure alignment with organizational goals.
- To evaluate the financial and operational performance of various departments, projects, and activities to enhance overall organizational effectiveness.

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Course Outcomes

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the cost accounting concepts, elements and classification of cost and overheads and develop the application skill in drafting a cost sheet.	Understand	2
CO2	Understand the cost accounting concepts, elements and classification of cost and overheads and develop the application skill in drafting a cost sheet.	Understand, Apply	2,3
CO3	Analyze the importance of Standard Costing and the effect upon cost effectiveness	Analyse	4
CO4	Use the different costing systems in practical scenario.	Evaluate	5
CO5	Create control system through budgets and evaluate business decision making scenarios with CVP analysis.	Create	6

Course Contents:

Session No	Topic /Sub Topic	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Cost and Management Accounting, Concept of Cost, Role of Cost in decision making analysis, classification of cost, Cost Accounting	CO1	Basic Concepts, Lecture, Discussion	1.5	Understand the fundamental concepts of cost, management accounting, and their role in organizational decision-making.

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	Standards, Preparation of Cost Sheet, Methods and Techniques of Costing. Management Accounting: Evolution, Meaning, Objectives and Scope, Tools and Techniques of Management Accounting, Relationship of Cost Accounting, Financial Accounting, Management Accounting and Financial Management, Role of Management Accountant in Decision Making. Elements of cost - Materials, Labour and Overheads, Allocation and Apportionment of overheads				- Identify different cost classifications and apply cost accounting standards. - Prepare basic cost sheets and understand the allocation/apportionment of costs. - Comprehend the relationship between cost, financial, and management accounting and the role of a management accountant.
2	Introduction to different costing techniques; Methods of costing – with special reference to job costing, process costing, services costing	CO1,2,3	Theoretical discussion and explanation Sums , Basic Concepts	1.5	- Apply various costing methods to different types of production and service environments. - Analyze and record cost data using job, process, and service costing techniques. - Develop problem-solving skills for practical costing scenarios.
3	Responsibility Accounting and Transfer Pricing	CO1,CO2,CO3,CO4	Theoretical discussion and explanation	4.5	- Understand the concept of responsibility accounting

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			Sums , Basic Concepts		and its application in - Apply transfer pricing methods for interdepartmental or intercompany - Analyze and control departmental costs effectively.
4	Activit Based Costing & Activity Based Management	CO1,CO 2,CO3,C O4	Theoretical discussion and explanation Sums , Basic Concepts	4.5	Understand and implement ABC to allocate costs accurately based on activities. - Apply ABM to improve operational efficiency and cost management. - Evaluate cost drivers and optimize resource utilization.
5	Target Costing, Lifecycle Costing, Environmental Costing	CO1,CO 2,CO3,C O4	Theoretical discussion and explanation Sums , Basic Concepts	4.5	Understand strate cost management tools for product and project planning. - Apply lifecycle costing to analyze total costs across a product's life. - Recognize the impact of environmental and sustainability costs on business decisions.
6	Standard Costing and Variance Analysis	CO1,CO 2,CO3,C O4	Case Study and Sums	3	Prepare standard costs for materials, labor, and overheads.

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					- Analyze and interpret variances (material, labor, overhead) for cost control. - Make informed managerial decisions based on variance analysis.
7	Budgeting - Budget Concept, Fixed and Flexible Budgets, Preparation and Monitoring of Various types of Budgets, Budgetary Control System: Advantages, Limitations and Installation, Zero Base Budgeting	CO4,C05 ,C06	Theoretical discussion and exercises, Problem solving, Case study Basic Concepts	6	Understand different types of budgets and their purposes in financial planning. - Prepare, monitor, and control budgets effectively. - Evaluate budgetary performance and implement corrective actions. - Apply zero-base budgeting for efficient resource allocation.
8	Marginal Costing – Meaning, Limitations and Applications, Difference between Marginal Costing and Absorption Costing, Breakeven Analysis, Cost-Volume Profit Analysis, Margin of Safety and P/V Ratio	CO4,C05 ,C06	Theoretical discussion	4.5	- Understand marginal costing principles and their application in decision-making. - Perform breakeven and cost-volume-profit analysis for business planning. - Compute and interpret margin of safety and P/V ratio. - Compare marginal costing with absorption costing for effective cost control.

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Semester 2

Textbooks

Sr. No.	Book's Name	Author's Name
1	Cost Accounting - A Managerial Emphasis	Horngren, Datar, Rajan 15th ed. Pearson
2	Accounting - Text and Cases	Anthony, Hawkings, Merchant 13th ed. McGraw Hill
3	Cost Accounting for Managerial Emphasis	Horngren, Datar, Foster 2
4	Management Accounting	Robert Kaplan, Anthony A. Atkinson 3
5	Cost and Management Accounting	Ravi. M. Kishore

Reference books:

Sr. No.	Book's Name	Author's Name
1	Management Accounting for profit control	I. W. Keller, W. L. Ferrara
2	Accounting & Finance for Managers	T P Ghosh
3	Management Accounting	Jawaharlal and Seema Srivastava
4	Cost Accounting	Narendra L Ahuja and Varun Dawar
5	Management and Cost Accounting	Colin Drury

Recommended Reading

- Institute of Management Accountants (IMA) – **www.imanet.org Articles and research papers on contemporary management accounting practices.**
- Chartered Institute of Management Accountants (CIMA) – **www.cimaglobal.com Case studies and reports on performance management and strategic cost analysis.**
- Harvard Business Review (HBR.org) – **Articles on cost control, budgeting, and performance management in real-world organizations.**

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Semester 2

Course Code: 24E2.10 **Course Name: ESG For Sustainable Business**

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course explores the principles and practices of Environmental, Social, and Governance (ESG) criteria as key drivers of sustainable business strategy. It provides students with a comprehensive understanding of how ESG factors impact corporate performance, risk management, stakeholder expectations, and long-term value creation. Students will examine global ESG frameworks, regulatory trends, sustainability reporting standards, and how ESG is integrated into investment decisions and corporate governance. Through case studies and real-world examples, learners will develop the analytical tools necessary to evaluate ESG performance, design responsible business strategies, and contribute to sustainable development goals (SDGs).By the end of the course, students will be equipped to critically assess ESG risks and opportunities, enabling them to drive sustainability initiatives within organizations and align business goals with societal and environmental priorities.

Prerequisites: Operations Management

Course Objectives:

(a) To develop the practical skills necessary for developing, managing , and measuring the impact of a sustainability and environmental management strategy by understanding the different ways sustainability and environmental management can be managed effectively and integrated throughout an organization
(b) To formulate and solve linear programming problems

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(c) To Analyse how sustainability and environmental management can be planned, implemented, monitored, and evaluated in an organization
(d) To develop and foster students competencies in creating and leading future- oriented solutions for sustainable growth and take environmentally responsible business decisions in the context of globalization and India's progressive economy.
(e) To appreciate and apply ESG in business using caselets, modelling, cases, projects.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	RELATE basic concepts of ESG in business operations	Remember	1
CO2	TRANSLATE the concepts of ESG in business operations with business scenarios	Understand	2
CO3	APPLY methodologies for embedding ESG in business operations	Apply	3
CO4	EVALUATE various scenarios of management and business using ESG in business operations	Evaluate	5
CO5	PRIORITIZE solutions to the business problems related to Environment, Social and Governance Sustainability	Analyse	4
CO6	FORMULATE innovative solutions related to ESG in sustainable Business	Formulate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Scientific principles of sustainability and environmental management practices, Management of Natural Resources	CO 1, 2	Lecture	1.5 hour	Understand Scientific principles of sustainability and environmental management
2	UN's Sustainable Development Goals, Sustainability for Business and Society	CO 1, 2	Lecture	1.5 hour	Understand UN's Sustainable Development Goals

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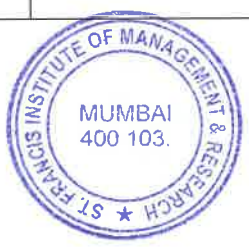
Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
3	Overview of Ecological systems, Biodiversity, Natural resources management, Agro-food systems; Non-renewable energy resources	CO 1,2	Lecture	1.5 hour	Examine Ecological systems, Biodiversity, Natural resources management, Agro-food systems; Non-renewable energy resources
4	Human populations, human behavior , and Human Health, Transitions to a sustainable economy	CO 1,2	Lecture	1.5 hour	Examine Human populations, human behavior , and Human Health
5	Overview of Sustainability concerns such as global warming, Climate Change	CO 1,2	Lecture	1.5 hour	Examine Sustainability concerns such as global warming, Climate Change
6	Solid and E-waste disposal, pollution, deforestation, soil erosion , and depletion of Earth's natural resources.	CO 3, 4	Lecture	1.5 hour	Analyse Solid and E-waste disposal, pollution, deforestation, soil erosion
7	Environment Impact Assessment, Environmental Ethics, Environmental Risk Communication	CO 3	Lecture	1.5 hour	Analyse Environment Impact Assessment, Environmental Ethics,
8	Carbon Sequestration, and Carbon Credit	CO 3	Lecture	1.5 hour	Analyse Carbon Sequestration, and Carbon Credit
9	Green Business, Green Finance, Green marketing,	CO 3, 4	Lecture	1.5 hour	Apply concepts of Green Business,

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	Green manufacturing and operations				Green Finance, Green marketing
10	Supply chain, Integrating environment in strategic business planning	CO 3, 4	Lecture	1.5 hour	Apply concepts of Supply chain, Integrating environment in strategic business planning
11	National and international environmental legislation and International Treaties	CO 3, 4	Lecture	1.5 hour	Examine National and international environmental legislation
12	Environmental Economics, Environment Management Accounting, environmental Cost-benefits analysis	CO 1,2	Lecture	1.5 hour	Examine Environmental Economics, Environment Management Accounting
13	Introduction to Carbon Accounting	CO 2, 3, 4	Lecture	1.5 hour	Apply concept of Carbon Accounting
14	The methodology of measuring greenhouse gas emissions for a business organisation	CO 2, 3, 4	Lecture	1.5 hour	Examine methodology of measuring greenhouse gas emissions for a business organisation
15	ESG is and its relevance to making financial decisions; key environmental, social, and governance types and factors	CO 4, 5	Lecture	1.5 hour	Apply ESG is and its principles in making financial decisions
16	Corporate ESG performances, ESG performance reporting	CO 1,2	Lecture	1.5 hour	Understand Corporate ESG performances, ESG performance reporting

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
17	GRI - Global Reporting Initiative, and its importance for an organization, the content, requirements, and principles of a good sustainability report , benefits of sustainability reporting	CO 1, 2	Lecture	1.5 hour	Understand GRI - Global Reporting Initiative
18	The current global trends influencing environment and the living conditions and how different management systems and approaches that are used around the world to manage the environment.	CO 1, 2	Lecture	1.5 hour	Examine The current global trends influencing environment and the living conditions
19	Sustainable Finance - from niche to mainstream, Sustainable investment strategies and methodologies, Financial Markets for sustainability, Responsible Investment	CO 4, 5	Lecture	1.5 hour	Apply concepts of Sustainable Finance
20	Circular Economy, Main Concepts and Components of Circular Economy; Business Ideas based on Circular	CO 4, 5	Lecture	1.5 hour	Design Circular Economy products



Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	Economy and Benefits				

Textbooks

1	Krishnamoorthy : Environmental Management : text and cases , Prentice – Hall India, third edition
2	Sulphey, M. M. & Safeer, M.M: Introduction to environment management , Fourth Edition
3	Ajith Sankar : Environment Management
4	Bhagabata Behra : Sustainability reporting of Indian corporate sector
5	Irene M. Herremans : Sustainability Performance and Reporting

Reference Books

1	Gwendolen B. White : Sustainability Reporting: Getting Started
2	John Hill : Environmental, Social, and Governance (ESG) Investing : A Balanced Analysis of the Theory and Practice of a Sustainable Portfolio
3	Daniel C. Esty , Todd Cort : Values at Work: Sustainable Investing and ESG Reporting
4	Lewis Owen, Tim Unwin: Environmental Management: Readings and Case Studies
5	Jordi Vives Gabriel : Case Studies in Sustainability Management The oikos collection Vol. 3
6	Ed Weenk and Rozanne Henzen: Mastering the Circular Economy; A Practical Approach to the Circular Business Model Transformation

Recommended Reading

Cannibals with Forks: The Triple Bottom Line of 21st Century Business by John Elkington,

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St. Francis Institute of Management and Research (SFIMAR)

Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 3

Course Code: 24C3.1 **Course Name : Corporate Strategy**

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

The subject takes the students through the process of decision making by business managers in a dynamic environment constantly influenced by a multitude of internal and external factors. The subject aims to share historic insights into the pattern of strategies adopted and implemented by business through the decades. This in turn encourages students, the future business leaders, to learn from past wisdom and apply their minds to framing better strategies for business growth in an ever-evolving business environment.

Prerequisites: Fundamentals of Management Theory and Practice

Course Objectives:

1. To appreciate the role of strategic thinking in a changing business environment.
2. To understand the process of strategy formulation, implementation, and evaluation.
3. Focus on application and decision making.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level ID	Cognition Level
CO1	Comprehend the concepts of SM and its significance in managing competition	Understanding	2
CO2	Apply different types of strategies for functioning of various departments	Application	3

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CO3	Analyse the market position of the organization using various strategic models	Analysis	4
CO4	Evaluate the strategies implemented by the organizations for improving their performance.	Evaluation	5

Course Content:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration (in hours)	Outcome
1	Introduction to strategic management and schools of strategic formulation and implementation & evaluation	CO1	Lecture and Case discussion	4.5	Familiarization with terminologies and processes of strategic management
2	Globalization, addressing a VUCA environment with a bottom-up approach (Volatile, Uncertain, Complex and Ambiguous time)	CO1	Lecture and Case discussion	3	Understanding of Strategic Management to enable the students shoulder responsibilities in the everchanging global arena
3	PESTEL & SWOT as tools for strategic formulation	CO2, C03	Lecture and Case discussion	3	Environmental scanning and appreciation of external business environment for effective strategy formulation
4	BCG Matrix , GE matrix, 7S McKinsey models as tools for strategic formulation	CO3	Lecture and Case discussion	4.5	SBU portfolio management and strategic coherence

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5	Ansoff matrix, Grand strategy as tools for strategic formulation	CO3	Lecture and Case discussion	1.5	Acquaintance with tools of strategic fit
6	Porter 's Generic strategies and Value chain	CO2	Lecture and Case discussion	3	Understanding industry analysis and sustainable competitive advantage
7	Internal Competences & Resources – Core & Distinctive, Strategic & Threshold Competence, Competence vs Capability, Resonance Analysis, Value Chain Analysis, Strategic Outsourcing Core competence and synergy, Distinctive competencies, VRIO analysis	CO2	Lecture and Case discussion	3	Leveraging Sustainable unique advantage with path dependence
8	Red -Blue - Purple Ocean strategies	CO2, C03	Lecture and Case discussion	1.5	Identifying strategic gaps in the market and filling them with a unique advantage
9	Competing in Global Markets: Differences in Cultural, Demographic and Markets, Multi Country and Global	CO1	Lecture and Case discussion	3	Understanding organizational growth options, strategizing, and implementing them

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	competition concepts, Strategy options Competing in Emerging Markets				
10	Mergers and Acquisitions, Strategic alliance & Joint Ventures, Vertical Integration, Offensive, Defensive Strategies,	CO2, C03	Lecture and Case discussion	3	Understanding non-financial perspective and strategic parameters in the globalized world
11	Strategy Evaluation and Control Types of Control, Evaluation & Control Criteria Pre & Post Implementation	CO1	Lecture and Case discussion	3	Understanding of evaluation and control processes to ensure effective implementation
12	Turnaround strategies	CO2, C03	Lecture and Case discussion	3	Multi directional, innovative ways of business growth, aligning organizational forces to achieve desired objectives
13	Case studies & presentation	CO4, C05		3	

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Semester 3

Note : Teaching-Learning Structure (Total : 60 hours)

45 hours – Classroom Teaching & Conceptual Learning

15 hours – Practical / Experiential Learning Sessions as detailed below:

Case Studies and Discussion *Students would be given multiple business case studies to study and analyse the strategies that companies have adopted to build competitive advantage (through cost leadership or differentiation) and increase their market share. Post analysis discussion would happen in the classroom.*	3 hours
Reading (Library Activity) *Students would be given library reading assignments related to corporate strategy and have brief discussions in the classroom. Readings would pertain to already recommended text books and reference books.*	2.5 hours
Assignments *Students would be asked to look for real life business case studies based on specific strategy topics from e-resources or the library and prepare their analysis notes depicting their understanding of the business case and the strategy tool applied.*	2 hours
Watching Educational and Informative Videos (FLIP) *Text/Video links of educational material on global or Indian businesses would be shared with students for watching and subsequent discussions in the classroom. These links would include podcasts or interviews of industry experts or business founders or analysis reports from reputed consulting firms.*	3 hours
Presentations *Students would be asked to analyse Indian business groups or companies on specific strategy tools like BCG Matrix, GE McKinsey Matrix, SWOT Analysis, Porter's Generic Strategies, Ansoff Matrix, etc. and make group presentations in the classroom.*	4.5 hours

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Strategic Management: Formulation, Implementation & Control 9th Ed, Tata McGraw - Hill, N. Delhi	Pierce & Robinson
2.	Strategic Management: Concepts & Cases, 10th Ed, Pearson - Prentice Hall, N. Delhi	David Fred R

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3.	Crafting & Executing Strategy, 14th Ed, Tata McGraw -Hill, New Delhi	Thomson, Shickland, Gamble & Jain
4.	Strategic Management: A South - Asian Perspective, 9th Ed, Cengage Leaming, Delhi	Hit, Ireland, Hoskisson & Manikutty

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Strategic Management: Concepts and Cases, Excel Books, N. Delhi	Kachru Upendra
2.	Strategic Management and Business Policy, 4th Ed, Tata McGraw - Hill, N. Delhi	Kazmi & Kazmi
3.	Strategic Management in the age of Globalization, 1st Ed, Himalaya Publishing House, Mumbai, 2007	Rajiv Gupte & Shailesh Kale

Recommended Reading:

1. Harvard Business Review articles related to Corporate Strategy (https://hbr.org/topic/subject/strategy)
2. https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights
3. https://www.managementstudyguide.com/

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St. Francis Institute of Management and Research (SFIMAR)

Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 3

Course Code: 24SI3.4 Course Name: Summer Internship

Sr. No.	Heading	Particulars
1	Vertical	Summer Internship
2	Type	Practical
3	Credits	8
5	Duration	2 Months
6	Marks Allotted	200
7	Internal Assessment	100
8	External Assessment	100

- The Summer Internship Project (SIP) is a mandatory component of the MMS program for a duration of 2 months.
- Students will do an Internship in the companies and must align with their specialization – Finance, Marketing, Human Resources (HR), Operations, and Systems / IT
- Dual Supervision structure - Corporate Guide: Assigned by the host company, Faculty Guide
- Submission by the Student on completion of Summer Internship

1. Job Sheet for tracking the progress of the internship by the faculty guide and corporate guide
2. Summer Internship Project Report
3. Certificate of Completion from the organization
4. Plagiarism Report

Course Objectives:

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

Course Outcomes:

- CO1: Understand key organizational structures, functions, and industry practices observed during the internship.
- CO2: Explain how academic concepts relate to tasks performed in the workplace.

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- CO3: Apply domain-specific knowledge and skills to execute assigned professional responsibilities effectively.
- CO4: Analyze the workflow or project management approach used in the organization to identify strengths and gaps.
- CO5: Evaluate the effectiveness of organizational strategies and reflect on individual contributions and learnings.
- CO6: Develop a structured internship report or project proposal based on insights gained during the internship.

Evaluation Criteria:

50% Internal Assessment based on Summer Internship Report

50% External Assessment based on Viva-voce Process by External Panel



St. Francis Institute of Management and Research (SFIMAR)

Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 3

Course Code: 24FC3.2 **Course Name: Emerging Technologies in Finance and Blockchain**

Sr. No.	Heading	Particulars
1	Vertical	Specialization Core
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: This course explores the impact of emerging technologies on financial systems, with a strong focus on Fintech, blockchain, and artificial intelligence. It aims to equip students with the knowledge to understand, evaluate, and apply these innovations in financial decision-making. Through real-world use cases, and case discussions, students will gain both strategic and technical perspectives on how technology is transforming the finance industry.

Prerequisites: Corporate Finance

Course Objectives:

1. To introduce students to the core concepts and technologies reshaping finance.
2. To provide practical insights into the applications of blockchain, AI and emerging technologies in financial services.
3. To equip students with analytical skills for evaluating and applying emerging technologies in finance.
4. To discuss future trends, ethical implications, and regulatory challenges in digital finance.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the foundational technologies driving FinTech	Understand	2
CO2	Apply emerging technologies such to real-world financial scenarios	Apply	3
CO3	Analyze use cases of blockchain and fintech in digital finance ecosystems	Analyse	4
CO4	Analyse digital transformation strategies and technology-led	Analyse	4

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	innovations for sustainable financial services.		

Course Contents:

Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
1	Introduction to Fintech – Fintech Industry, Fintech Ecosystem, FinTech vs. Traditional Financial Sector, What Is FinTech? Drivers of FinTech Growth, Role of FinTech in Financial Inclusion, Challenges in the Emerging Landscape.	CO1	3	Lecture, Examples, Illustration	Understand the evolution and role of FinTech and distinguish it from traditional finance
2	Overview of Lending Tech – Trends, Ecosystems, Business Models, Opportunities and Challenges	CO2	3	Lecture, Examples, Illustration, Case Study	Apply knowledge of FinTech models in lending to real-world cases
3	InsurTech – Challenges and Digital Disruptions in Insurance Sector, Opportunities and Products.	CO2	3	Lecture, Examples, Illustration	Apply knowledge of FinTech models in insurance to real-world cases
4	Fintech Risk – Fintech Operations and Risk in Banking.	CO4	3	Lecture, Examples, Case Study	Analyze different types of risks and their management in FinTech ecosystems
5	Risk Management in Financial Institutions - Insurtech and Robo advisors: Insurance and Portfolio Investment, Cyber Risk Model risk, Currency Risk, Credit Risk, and Operational Risk in Fintech.	CO4	3	Lecture, Examples, Case Study	Analyze different types of risks and their management in FinTech ecosystems
6	Technology as Enabler of Regulation: RegTech,	CO2	3	Lecture, Examples, Illustration	Analyze how regulation and technology

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	WealthTech, RegTech Fintech & Society.				interact and the implications for society
7	Digital Payments – Evolution from credit card to CBDC B2B, B2C, C2C payment mechanisms EMV, NFC, Tokenization Mobile wallet, UPI, QR code Cross border digital payments Payment platforms & ecosystem Open/Neo banking, AA	CO4	3	Lecture, Examples, Illustration, Case Study	Apply and analyze payment technologies and ecosystems, including CBDC
8	Financial Blockchain: Blockchain, hashing and mining, mining reward, gas fee. Decentralized apps (dApps), smart contracts, DAO, Distributed ledger technology (DLT) & decentralized finance (DeFi)	CO3	3	Lecture, Examples, Illustration	Understand blockchain architecture and apply smart contracts in decentralized systems
9	Cryptography, public/private key, digital signature, PKI Public/private blockchain, permissioned/permissionless ledger. Use cases of Bitcoin, Ethereum, Hyperledger, Corda, Ripple. BTC, altcoin, stablecoin, CBDC	CO3	3	Lecture, Examples, Illustration	Apply cryptographic principles and evaluate blockchain platform use cases
10	AI in financial services and fintech – Application and use cases. Prompting techniques for GenAI and usage of apps for GenAI.	CO3	3	Lecture, Examples, Illustration	Apply AI in various FinTech services and analyze its impact and ethical implications.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	FinTech: The New DNA of Financial Services	Pranay Gupta, T. Mandy Tham

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2.	FinTech Innovation: From Robo-Advisors to Goal-Based Investing	Paolo Sironi
3.	The Basics of Bitcoins and Blockchains	Antony Lewis

Reference books:

Sr. No.	Book's Name	Author's Name
1.	The AI Book	Ivana Bartoletti, Anne Leslie
2	Financial Services Technology: Processes, Architecture, and Solutions	Randall E. Duran
3	Mastering Blockchain	Imran Bashir

Recommended Reading

- RBI Reports & Circulars on FinTech and CBDC
- NASSCOM and Invest India Reports on Indian FinTech Landscape
- World Economic Forum (WEF) publications on Blockchain and Digital Finance
- McKinsey & BCG Insights on FinTech & AI trends in banking

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St. Francis Institute of Management and Research (SFIMAR)

Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 3

Course Code: 24FC3.3 **Course Name: Financial Markets and Institutions**

Sr. No.	Heading	Particulars
1	Vertical	Specialisation Core
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

Financial Markets and Institutions is designed to provide students with a comprehensive understanding of the functioning, structure, and role of financial markets and institutions in the global economy. This course explores the interplay between financial markets, institutions, and economic agents, and the impact of various factors on their behavior.

The course begins by introducing students to the fundamental concepts and theories underpinning financial markets and institutions, including the efficient market hypothesis, portfolio theory, and the role of financial intermediaries. Students will learn about the different types of financial markets, such as money markets, capital markets, and derivative markets, and the instruments traded within these markets.

Throughout the course, students will examine the regulatory framework governing financial markets and institutions, including the role of central banks, regulatory agencies, and international financial institutions. Emphasis will be placed on understanding the implications of regulatory policies on market stability, investor protection, and systemic risk.

Prerequisites:

Students enrolling in the Financial Markets and Institutions course are expected to have a foundational understanding of finance principles and concepts. This prerequisite ensures that students have a solid grasp of fundamental financial concepts before delving into the complexities of financial markets and institutions.

Course Objectives:

Following are the objectives for the subject Financial Market and Institution.

(a) To understand different components of the Indian Financial system and their functions.

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(b) To comprehend various products issued through different financial institutions in the Primary and secondary markets.
(c) To understand the fixed income market, the different instruments and concepts related to it.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the various types of financial markets and their products in the Indian financial system	Understand	2
CO2	Understand the regulatory framework governing the financial markets and institutions	Understand	2
CO3	Demonstrate proficiency in the application of knowledge of the functions and components of the Indian Financial System	Apply	3
CO4	Analyze the various financial products issued in the capital markets from investors perspective.	Analyze	4

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Indian financial system (IFS) Historical evolution of IFS. Different components of the financial system and their functions Financial markets - primary and secondary markets; OTC and exchange	CO1	Lecture and Classroom Discussion	4.5hours	Understanding the Indian Financial System and Its component

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	markets; and equity and debt markets				
2	The Role of the Central Bank – RBI RBI's monetary policy in its proper perspective in the overall IFS.	CO2	Lecture and Classroom Discussion	4.5 hours	Understanding the role of RBI in IFS
3	Stock Exchanges of the Country and Primary Markets. Evolution of stock exchange and their role in shaping the financial scenario of a country	CO3	Lecture and Classroom Discussion	3 hours	Comprehension of SE functioning and various product issued by different financial institutions in Primary market of India
4	Secondary Markets Products involved in domestic and foreign markets, institutions involved stock and other exchanges, clearing house mechanisms and clearing corporation, broking houses, and portfolio management services.	CO1,CO3	Lecture and Classroom Discussion	3 hours	Ability to understand financial products issued in domestic and foreign markets and the working of clearing houses, broking houses, stock exchange.
5	Emerging Markets and Products Alternate finance products and players, such as crowd funding, product to product finance, interest-free financial products, thematic indexes.	CO1,CO3	Lecture and Classroom Discussion	3 hours	Understand new markets, product and players.
6	Intermediaries' Mutual funds, insurance firms and hedge funds, commercial banks, and investment banks.	CO1,CO3,CO4	Lecture and exercise	7.5 hours	Ability to comprehend the working of intermediaries

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7	Fixed income securities Bond characteristics, bond types, coupon types, computation of different yields and bond prices, relationship between yield and price, floaters and inverse floaters.	CO1,CO3,CO4	Lecture and Classroom Discussion and Caselet	1.5 hours	Ability to understand different concepts of fixed income securities.
8	Fixed income securities Spot rates and forward rates, zero coupon yield curve, theories of term structure of interest rates. Fixed income risk measures: duration, modified duration, convexity and price value of basis point.	CO1,CO3,CO4	Lecture and Classroom Discussion and Case study	3 hours	Ability to understand and compute different natures of risk of fixed income securities.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	The Indian Financial System-Markets, Institutions and Services.	Bharati V. Pathak
2.	Financial Markets and Institutions	Mishkin and Eakins
3.	Financial Markets & Institutions	L M Bhole and Jitendra Mahakud

Reference books:

Sr. No.	Book's Name	Author's Name
1.	The Handbook of Fixed Income Securities	Fabozzi
2.	Financial Markets and Institutions.	Anthony Saunders
3.	Financial Institutions & Markets.	Meir Kohn

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Recommended Reading

1) ***https://www.sebi.gov.in/sebi_data/attachdocs/1321419837830.pdf***
2) ***https://www.investor.gov/introduction-investing/investing-basics/investment-products/mutual-funds-and-exchange-traded-1***
3) ***https://hbr.org/1998/11/how-venture-capital-works***
4) ***https://www.fool.com/investing/stock-market/types-of-stocks/***
5) Resources from the website of Oaktree/Howard Mark and PIMCO

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Semester 3

Course Code: 24FE3.5 **Course Name:** Corporate Valuation & Financial Modeling

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: This course is designed to help students develop business valuation by applying theoretical finance and accounting concepts to valuing real companies and related financial analysis skills. Students will learn common valuation methods such as discounted cash flow analysis, earnings-based valuation, and use of valuation multiples and comparable transactions analysis. The students will learn to prepare financial models. The course will be relevant for students who wish to prepare for careers in capital markets, corporate transactions, commercial litigation, mergers and acquisitions, and other related areas.

Prerequisites: Financial Accounting, Corporate Finance

Course Objectives:

(a) To understand the process and set of procedures to be used to estimate the value of a company

(b) To learn to make financial model

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the concepts and process to be used to estimate the value of a company	Understand	2
CO2	Apply the methods of valuation for estimating the value of the company.	Apply	3

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CO3	Analyze financial models for valuation of business enterprise and optimal portfolio.	Apply	3
CO4	Demonstrate proficiency in writing valuation reports exhibiting the practical insights to various stakeholders	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Overview of valuation Process, uses of valuation, information needed for valuation	CO1	Lecture with classroom discussion, examples,	3 hours	Preparation for the course in respect of the CVFM
2	Judicial and regulatory overview Financial statements, from valuation perspective. Financial leverage from valuation perspective.	CO1, CO2	Lecture with classroom discussion, examples, problem-solving/ numerical exercises.	3 hours	Understanding Judicial and regulatory overview Financial statements, from valuation perspective
3	Working capital from valuation perspective. Risk measurement, looking for relationships in data, Cost of capital, growth rates	CO2	Lecture with classroom discussion, problem-solving/ numerical exercises.	3 hours	Mastering technique of Working capital valuation
4	Discounted Cash Flow Valuation, FCFF and FCFE	CO2	Video cases	3 hours	Detail understanding of Discounted Cash Flow Valuation

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5	Dividend discount model Two stage model , H model. Three stage model	CO1, CO4	Video/ Role play	3 hours	Introduction to Dividend discount model
6	Non-DCF valuation models Relative valuation model, Book Value approach	CO1,CO2	Lecture with classroom discussion, examples, problem-solving/ numerical exercises	3 hours	To understand Non-DCF valuation models
7	Special cases of valuation 1. Intangibles –Brand, Human valuation 2. Real estate 3. Start-up firm 4. Firms with negative earnings 5. Financial service companies 6. Distressed firms Valuation Using Generative AI	CO1, CO4	Case studies	3 hours	Understanding Special cases of valuation
8	Introduction to Financial Modelling. Introduction to financial modes- static vs dynamic models, need and applications. Excel Proficiency Formatting of excel sheets, use of excel formulae function. Data filter and sort, charts and graphs, table formula and scenario building, lookups, pivot tables.	CO3	Lecture with classroom discussion, examples	3 hours	Understand Financial Modelling
9	Financial modeling of Cash flow statement projection, valuation – discounted cash flow method (DCF), valuation	CO3	Lecture with classroom discussion, Illustrations.	3 hours	Understanding Financial modeling of Cash flow statement

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	–relative valuation (football field chart) Valuation – assumptions for valuation model, prepare valuation model, prepare presentation sheets.				
10	Equity Research Modelling Prepare an income statement, balance sheet, cash flow statement, geographic revenue sheet, segment revenue sheet, cost statement, debt sheet, analyze revenue drivers forecast geographic revenues, segment revenues, geographic revenues, cost statement, debt, income statement, balance sheet, cash flow statement. performa adjustments, income statement-compute margins, balance sheet-compute ratios	CO3	Case studies	3 hours	Understanding Equity Research Modelling

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Corporate Valuation	Prasanna Chandra
2.	Financial Modelling	Simon Beninga

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Investment Valuation	Damodaran
2	Business Analysis and Valuation Using Financial	Palepu, Healy and Bernard

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	Statements.	
3	Financial Modelling for Business Owners and Entrepreneurs	Tom Y. Sawyer

Recommended Reading

- https://www.nyu.edu//
- https://pages.stern.nyu.edu/~adamodar/New_Home_Page/home1.htm
- Reports from Berkshire Hathaway
- Videos of Safal Niveshak by Vivek Khandelwal

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Semester 3

Course Code: 24FE3.6 **Course Name: Derivatives and Risk Management**

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: This course delves into derivatives and their crucial role in mitigating financial risk, exploring various types such as forwards, futures, options, and swaps. It emphasizes comprehension of the factors impacting derivative prices and valuation, transitioning seamlessly into practical applications for risk management. Students will learn hedging strategies tailored to manage diverse risk types alongside an exploration of the regulatory landscape governing derivatives markets

Prerequisites: Financial Management, Mathematics and Statistics.

Course Objectives:

1. To understand the concepts related to derivatives markets and gain in-depth knowledge of the functioning of derivatives markets.
2. To learn the derivatives pricing and application of strategies for financial risk management.
3. To acquaint learners with trading, clearing and settlement mechanisms in derivatives markets.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the concepts of derivative markets and the derivative products for its functioning.	Understand	2

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CO No	Course Outcome	Cognition Level	Cognition Level ID
CO2	Analyse various options strategies for hedging the risk.	Analyse	4
CO3	Demonstrate proficiency in pricing forwards, futures, and options contracts.	Apply	3
CO4	Analyse the methods for risk management and volatility estimation for mitigating the risk	Analyse	4

Course Contents:

Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
1	Introduction to Derivatives, Economic functions of derivatives. Application of derivatives-for risk management and speculation (Leveraging), Basic terms and properties of options, Futures and forwards	CO1	Lecture with classroom discussion	3 hours	Understand the basics of derivative markets
2	Forwards and futures, Pricing and valuation-futures and forwards	CO2	Lecture with classroom discussion and problem-solving	3 hours	Understand the process of pricing, valuation of forwards and futures
3	Risk management using futures, Introduction	CO2	Lecture with classroom discussion and	3 hours	Understand the types of futures

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Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
	to currencies, Commodity, and interest rate futures		problem-solving Case Study of Lehman and Solomon		and mitigation of risk using futures
4	Mechanics and Properties of Options, Co-relation with underlying assets, Boundary condition for options, Put-call parity and its interpretation, Synthetic options and risk-free arbitrage	CO3	Lecture with classroom discussion, problem-solving/ numerical exercises	3 hours	Understand the mechanics of options and creating synthetic options
5	Option Trading Strategies, Directional strategies (Bull Call spread, Bear put spread, Ladder and Ratio Spread)	CO3	Lecture with classroom discussion, problem-solving and drawing graph	3 hours	Understand the pay-off of each strategy
6	Non-directional strategy (butterfly, condor), Volatility based strategies (Straddle, Strangle, Calendar Spread),	CO4	Lecture with classroom discussion, examples and drawing graph	3 hours	Understand the pay-off of each strategy

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Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
7	Hedging strategies (Protective put, covered call).	CO4	Lecture with classroom discussion, problem solving, examples and drawing graph	3 hours	Understand the pay-off of each strategy
8	Introduction to Options Valuation, Binominal Model for Valuation. risk-neutral probabilities and their interpretation, binomial model's application for American options where the underlying pay the dividend	CO4	Lecture with classroom discussion, problem-solving/ numerical exercises	3 hours	Understand the valuation of options and scenario analysis using Excel
9	Black and Scholes Model, Log-normal distribution, Interpreting the B&S formula, seeing options sensitivity to different variable	CO4	Lecture with classroom discussion, problem-solving/ numerical exercises	3 hours	Understand valuation of options and scenario analysis using excel
10	Risk Management-Options sensitivity to the underlying, Volatility, strike price,	CO4	Lecture with classroom discussion, problem-solving/ numerical exercises	3 hours	Understand the risk assessment methods

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Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
	interest rate, Time to expiration, Scenario analysis				
11	Risk management using Greeks- Delta, Theta, Vega and Gamma Risks of options, Understanding options Greeks for various trading strategies (volatility and directional spreads), Delta/dynamic hedging and relating the cost of Delta.	CO4	Lecture with classroom discussion, problem-solving/ numerical exercises.	3 hours	Understand the Options Greeks

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Derivatives Simplified: An introduction to risk management.	Bhaskar P Vijaya, Mahapatra B
2.	Financial derivatives (Risk management)	Bhalla VK

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Financial Derivatives- An introduction to futures, forwards, options, and swaps	Redhead Keith
2.	Options, Futures, and other derivatives	Hull John C

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3.	Foreign exchange markets: understanding derivatives and other instruments	Yadav Surendra S, Jain P K

Recommended Reading

- Option Volatility and Pricing, Advanced Trading Strategies and Techniques, 2nd Edition by Sheldon Natenberg
- Derivatives for the Trading Floor Futures, Options and Swaps by Patrick Boyle
- Optimal Mean Reversion Trading by Professor Tim Leung
- Reports by BlackStone Insights – Blackstone

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Semester 3

Course Code: 24FE3.7 Course Name : Security Analysis and Portfolio Management

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general and To provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

Prerequisites: This Subject requires basic Knowledge of Financial Management, Financial Markets & Institutions

Course Objectives:

1. To understand factors affecting the prices of different assets to create an optimum portfolio based on given risk condition.
2. To understand the need for continuous evaluation and review of the portfolio with different techniques.
3. To learn technical Analysis to predict price Movements based on indicators and forecasting techniques.

Course Outcomes:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the various alternatives available for investments.	Understand	2
CO2	Determine risk and return of securities through various techniques.	Apply	3

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C03	Analyze sectoral trends, economic indicators, and company performance metrics to make investment decisions.	Analyse	4
CO4	Evaluation of different alternatives of Investments for recommending best options to the Investors.	Evaluate	5
CO5	Construct factor-based portfolios based on the risk and return of the securities for the Investors.	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Activity	Duration	Outcomes
1	Introduction to Investment & Securities- Meaning, Nature, Objectives and Process. Difference Between Investment and Speculation, Investment and Gambling. Various Investment Avenues / Alternatives.	CO1	Lecture and Classroom discussion	2	Ability to understand difference between Speculation, Investment and Gambling. To understand objectives of Investments.
2	Securities- Risk and Return Analysis-Types of Securities, Probability v/s absolute Loss in risk management, volatility in prices, statistical tools for risk calculation, Systematic, unsystematic risk	CO2	Lecture and Exercises	3	Understand the risk return analysis
3	Efficient Market Hypothesis- Random Walk theory, Significance, usage	CO2	Lecture and Exercises (Excel Based)	3	Ability to calculate prices using EMH
4	Equity research and Valuation- Sources of Financial Information, Economic Analysis Company analysis ,Industry analysis, and valuation of equity shares, Fama-French Three-Factor Model	CO3	Lecture and Problem Solving	4	Ability to carry on company analysis and valuation of equity shares
5	Indexing and Benchmarking- creation of Index, adjusting for corporate adjustments in the Index, tracking an index.	CO4	Lecture and Problem Solving	3	Ability of creating and tracking index

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6	Technical analysis-Dow theory, types of charts. Japanese candle stick pattern, chart patterns, technical indicators.	CO2	Lecture and Problem Solving	3	Ability to carry on technical analysis
7	Capital market theories-Capital asset pricing model, portfolio risk and return	CO2,CO3	Lecture	3	Ability to apply capital market theories
8	Factor models and arbitrage pricing theory-factor based valuation model, risk free arbitrage	CO5	Classroom discussion	3	Understanding and applying factor models and APT
9	Investment decision theory-Timing, buy, sell, short, hold ,allocation.	CO4	Problem Solving and Activity Based Learning	2	Understanding and applying investment decision theory
10	Portfolio theory-Construction and analysis, portfolio optimization, portfolio management strategies, portfolio performance measurement, Post Modern Portfolio Theory	CO6	Classroom discussion and Activity Based Learning	4	Understanding ,applying and constructing portfolio .
11	Case Studies and Presentation		Discussions		

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Security Analysis and Portfolio Management	Prasanna Chandra,.
2.	Security Analysis and Portfolio Management	Donald Fische and Ronald Jordan,
3.	Security Analysis and Portfolio Management	Dr. Sudesh Kumar & Dr.Ravi Sidhu,
4.	Best Practices for Equity Research Analysts: Essentials for Buy-Side and Sell-Side Analysts	James J. Valentine
5.	Security Analysis	Benjamin Graham and David Dodd - Whittlesey House, McGraw-Hill Book Company
6.	The Intelligent Asset Allocator: How to Build Your Portfolio to Maximize Returns and Minimize Risk	William J. Bernstein

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Reference books:

Sr. No.	Book's Name	Author's Name
1.	Technical Analysis	Steven Achelis,
2.	Technical Analysis of Financial Markets	John Murphy,
3.	The Intelligent Investor	Benjamin Graham

Recommended Reading

- Common Stocks and Uncommon Profits – *Philip A. Fisher*
- Coursera: Investment Management by University of Geneva
- Download stock market apps (like Moneycontrol or Zerodha Varsity) to practice tracking live market data.
- One Up on Wall Street- Peter Lynch

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Semester 3

Course Code: 24FE3.8 Course Name: Global Financial Markets and Management

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: This course provides students with a deep understanding of global financial markets, including capital markets, foreign exchange, financial institutions, and risk management. Special emphasis is given to emerging global trends, enabling students to navigate and lead in the international financial landscape effectively.

Prerequisites: Corporate Finance

Course Objectives:

1. To understand the global financial market structure and key participants.
2. To explore currency markets, exchange rate dynamics, and risk exposures.
3. To evaluate global investment avenues, instruments, and strategies.
4. To develop frameworks for financial risk management in international contexts.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the concepts of international finance, economic environment, financial derivatives, and markets in the global context.	Understand	2
CO2	Apply knowledge of foreign exchange markets and exchange rate theories for exchange rate determination.	Apply	3
CO3	Analyze the strategies for hedging foreign exchange exposure and manage the foreign exchange risks faced by global firms.	Analyse	4

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CO4	Analyze the international markets for financing and investing decisions by global firms.	Analyse	4

Course Contents:

Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
1	Overview and International Monetary System - What's Special about International Finance? Goals for Global Financial Management, Evolution of the International Monetary System, The Current Exchange Rate Arrangements, Fixed versus Flexible Exchange Rate Regimes.	CO1	Lecture with classroom discussion, examples, and Case study	3 hours	Explain the evolution of the international monetary system and compare fixed and flexible exchange rate regimes in the context of global financial management.
2	Balance of Payments - Balance-of-Payments Accounts, Balance-of-Payments Accounting, The Balance-of-Payments Identity.	CO1, CO2	Lecture with classroom discussion, examples, problem-solving/ numerical exercises.	3 hours	Explain the components of the Balance of Payments and apply the BoP identity to assess a country's economic transactions.
3	Foreign Exchange Markets - Function and Structure of the FX Market, Exchange Rate Quotations, Bid-Ask Spread, Cross Exchange Rates, Triangular Arbitrage, Spot Market and Forward Markets, Swap Transactions.	CO2	Lecture with classroom discussion, problem-solving/ numerical exercises.	3 hours	Demonstrate the mechanics of the foreign exchange market, including spot, forward transactions, and arbitrage opportunities.
4	Exchange Rate Determination – Purchasing Power Parity, Interest Rate Parity, Fisher	CO2	Lecture with classroom discussion,	3 hours	Explain exchange rate movements using parity conditions

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	Effects, Covered Interest Arbitrage.		problem solving/ numerical exercises.		such as PPP, IRP, and IFE, and assess their implications for arbitrage
5	Currency Derivatives – Forwards, Futures and Options.	CO1, CO3	Lecture with classroom discussion, problem-solving/ numerical exercises.	3 hours	Differentiate between currency forwards, futures, and options, and understand their use in managing foreign exchange risk.
6	Foreign Exchange Exposure and Management – Transaction Exposure, Translation Exposure, Economic Exposure, Foreign Exchange Risks, and Mitigation. Trade Wars and Tariffs.	CO3	Lecture with classroom discussion, examples, problem-solving/ numerical exercises and Case Studies	3 hours	Identify and manage different types of foreign exchange exposure, including transaction, translation, and economic risk.
7	International Banking and Money Market	CO1, CO4	Lecture with classroom discussion, examples	3 hours	Explain the role and functions of international banking and money markets.
8	International Bond and Equity Markets	CO1, CO4	Lecture with classroom discussion, examples	3 hours	Analyse international debt and equity instruments, including Eurobonds, ADRs, and GDRs, for global investment opportunities.
9	Interest Rate Swaps and Currency Swaps	CO3, CO4	Lecture with	3 hours	Apply interest rate and currency

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			classroom discussion, Illustrations.		swaps in managing global financial risks.
10	International Portfolio Investments	CO1, CO4	Lecture with classroom discussion, Illustrations.	3 hours	Analyze the benefits and risks of international portfolio diversification through various financial products and strategies.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	International Finance: A Business Perspective	Prakash G Apte
2.	International Financial Management: An Analytical Framework	Siddaiah
3.	International Financial Management	Alan C. Shapiro

Reference books:

Sr. No.	Book's Name	Author's Name
1.	International Financial Management	Jeff Madhura
2	International Financial Management	Cheol S. Eun and Bruce G. Resnick
3	International Financial Management	Geert Bekaert and Robert Hodrick

Recommended Reading

- Between debt and the devil: Money, credit, and fixing global finance - A. Turner, Princeton University Press, 2017.
- The globalization paradox: why global markets, states, and democracy can't coexist - D. Rodrik, Oxford University Press, 2011.
- This Time is Different: Eight Centuries of Financial Folly - C.M. Reinhart and K. Rogoff, Princeton University Press, 2009.

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Semester 3

Course Code: 24FOE3.9 **Course Name: Marketing of Financial Products and Services**

Sr. No.	Heading	Particulars
1	Vertical	Open Elective
2	Type	Theory
3	Credits	2
4	Number of lecture hours per week	2
5	Hours Allotted	30
6	Marks Allotted	50
7	Internal Assessment	25
8	Term End Examination	25

Course Description: This course offers a comprehensive study of financial products and services within the financial service sector. It covers the unique characteristics of financial offerings, the business environment influencing the sector and an overview of key products such as Bonds, NBFCs and Portfolio Management Services (PMS). Emphasis is placed on understanding consumer behaviour, strategic marketing practices, market segmentation, targeting, positioning, branding, and customer relationship management. The course integrates traditional knowledge with emerging trends such as digital transformation and tech-driven customer engagement through interactive discussions, case studies and practical applications.

Prerequisites: Basic knowledge of Financial Services Operations and Marketing Fundamentals.

Course Objectives:

1. Introduce the nature, types, and features of financial products within the financial service sector.
2. Explain the internal, micro and macro environments affecting financial service sector businesses.
3. Demonstrate segmentation, targeting, and positioning strategies to Bonds, NBFCs and PMS.
4. Differentiate between traditional and digital marketing practices used in financial service sector and evaluate their effectiveness.
5. Evaluate the importance of CRM, customer service, branding, and anticipate future trends in the financial service sector.

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Identify and explain the characteristics and types of financial products in the financial service sector.	Understand	2
CO2	Analyse the impact of internal, micro and macro environmental factors on financial service sector operations.	Analyze	4
CO3	Apply segmentation, targeting and positioning strategies to market Bonds, NBFC services and Portfolio Management Services.	Apply	3
CO4	Evaluate the transformation from traditional marketing to digital marketing practices within the financial service sector.	Evaluate	5
CO5	Design effective customer relationship management (CRM) frameworks and recommend branding and customer service strategies for financial institutions.	Create	6

Course Contents:

Sr. No.	Topics	Activity	Duration	Outcome
1	**a) Financial Products in the Services Spectrum :** Characteristics of Financial	Lecture with classroom	6 hours	Students will gain insights into business environments and

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	Products **b) The Business Environment of the financial service sector.** Internal Environment Microenvironment Macro Environment **c) Overview of Key Financial Products :** **Bonds :** Types, Features, Risk and Returns **NBFC:** Classification, Servies and Market Role **Portfolio Management Services (PMS):** Types, Features , Regulatory Aspects	discussion, case study		comprehend the structure, features, risks, and regulations of major financial products like bonds, NBFCs, and Portfolio Management Services (PMS)
2	**Consumer Behaviour & Strategic Marketing in Banks, Insurance and Mutual Fund :** **a) Transformation in Marketing Practices:** i)From Traditional to Digital in financial service sector. ii) Tech-Driven Customer Engagement **b) Understanding Consumer Behaviour:** i)Factors influencing buying decisions in Financial Services ii)A Situational Approach to Consumer Behaviour **c) Marketing Strategy Levels:** **Marketing at the Corporate Level :** overall brand and market vision **Marketing at the SBU Level:** strategies for individual business units	Lecture with classroom discussion, Case study	4.5 hours	Students will understand the transformation of marketing practices in financial service sector, analyse consumer behaviour factors, explore marketing strategy levels and recognize the role of marketing research in informed decision-making.

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	Marketing at the Functional Level : day-to-day marketing operations and tactics **d) The Role of Marketing Research in financial service sector:** Market Analysis Information Needs for Decision Making			
3	**Market Segmentation, Targeting, and Positioning in financial service sector** **a) Market Segmentation:** Need, Approaches and Bases of segmentation b) **Positioning Strategies:** Organizational Positioning in Financial Markets Differentiation & Competitive Advantage **c) Application to Bonds, NBFCs, and PMS** Segmenting Retail vs. Institutional Investors Targeting High Net-Worth Individuals (HNIs) Positioning NBFCs vs. Banks	Lecture with classroom discussion, Case study	7.5 hours	Students will gain insights into market segmentation, targeting high-value customers, and positioning financial services like Bonds, NBFCs, and PMS for competitive advantage.
4	**Customer Service, Product Strategy, and Branding** **a)The Customer Service Imperative** Need for and Importance of Customer Service Ways to improve Customer Service Dimensions of Service Quality **b) Product Mix Strategies** i)Product Line Expansion Strategy. ii) Product Line Contraction Strategy	Lecture with classroom discussion, Case Study	7.5 hours	Students will understand the importance of customer service, explore product mix strategies, and analyse branding approaches and challenges in marketing financial products.

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	iii) Product Differentiation Strategy iv) Cross-Selling Strategy etc. Factors Influencing Product Strategies **c)Branding in Financial Products** Importance and Challenges Brand Positioning and Perception			
5	**Customer Relationship Management (CRM) and Future Trends** **a) CRM in Financial Product Marketing** Need and Benefits of CRM **b) CRM and Relationship Marketing** Levels of Relationship Marketing One-to-One Marketing in BFSI **c)CRM Concepts and Implementation** Customer Knowledge and Loyalty, Customer Switching Behaviour, Technology in CRM Implementation **d)Evaluation and Future Outlook** Performance Evaluation of CRM Programs Future Trends in CRM Usage in India Integration of CRM with Bond, NBFC and PMS Marketing	Lecture with classroom discussions, Case study	4.5 hours	Students will gain knowledge of CRM practices in financial service sector, understand relationship marketing and customer behaviour, evaluate CRM effectiveness, and explore emerging trends and applications in Bonds NBFCs and PMS.

Textbooks:

Sr. No.	Book's Name	Author's Name
1.	Marketing of Financial Services	Dr. S. Gurusamy

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2.	Financial Services	M.Y. Khan
3.	Principles of Marketing	Philip Kotler & Gary Armstrong

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Marketing of Financial Services	E. Gordon & K. Natarajan
2.	Marketing Management	Philip Kotler & Kevin Lane Keller
3.	Customer Relationship Management: Concepts and Technologies	Francis Buttle
4.	Marketing of Financial Services	Avadhani V.A.

Recommended sites :

- https://www.rbi.org.in/
- https://www.sebi.gov.in/
- https://thefinancialbrand.com/
- https://www.investopedia.com/

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Semester 3

Course Code: 24FOE3.10 **Course Name: Climate Risk and Sustainable Finance**

Sr. No.	Heading	Particulars
1	Vertical	Open Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: The course aims to provide the students with a comprehensive understanding of sustainable finance principles, ESG factors, and their integration into investment decisions. Students will explore the growing importance of environmental, social, and governance considerations in financial markets and investment strategies.

Prerequisites: Corporate Finance

Course Objectives:

(a) To understand the historical development of sustainable finance and the evolution of ESG factors in investment strategies.
(b) Learning the relationship between climate change, social responsibility, and corporate governance in the context of financial markets.
(c) Understanding ESG principles to analyse and evaluate the impact of environmental, social, and governance considerations on investment decisions
(d) Analyse the integration of ESG factors in investment strategies, focusing on risk management and performance enhancement.
(e) Critically evaluating the effectiveness of sustainable finance instruments such as green bonds, social bonds, and impact investing.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the relationship between climate change, social responsibility, and corporate governance in the context of financial markets.	Understand	2
CO2	Apply various analytical techniques to analyse and evaluate the impact	Apply	3

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	of environmental, social, and governance considerations on investment decisions.		
CO3	Apply the concepts of climate change and risk, ESG into Sustainable Finance decisions	Apply	3
CO4	Evaluate the effectiveness of sustainable finance instruments such as green bonds, social bonds, and impact investing.	Evaluate	4

Course Contents:

Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
1	Introduction to Sustainable Finance and ESG and Environmental Considerations. Definition and principles of sustainable finance	CO1	Lecture with classroom discussion, examples,	3 hours	Preparation for the course in respect of the ESG and Sustainable finance
2	Overview of ESG factors and their relevance in investment decisions. Historical development and evolution of sustainable finance, Impact of climate change on financial markets	CO1, CO2	Lecture with classroom discussion, examples, problem-solving/ numerical exercises.	3 hours	Understanding ESG, Impact of climate change on businesses and evolution of ESG Finance
3	Carbon footprint measurement and reduction strategies and Forward Markets, Swap Transactions. Sustainable investing in renewable energy and green technologies	CO2	Lecture with classroom discussion, problem-solving/ numerical exercises.	3 hours	Mastering technique of carbon accounting, Overview of Green technology and investment in Greentech arbitrage opportunities.

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4	Social responsibility in business and investment. Socially responsible investing (SRI) and community development, Labor practices, human rights, and diversity in investment decisions.	CO2	Video cases	3 hours	Detail understanding of Socially responsible investing
5	Importance of good governance in corporate and investment contexts Board diversity, Transparency, and shareholder rights, Corporate governance as a risk mitigation tool	CO1, CO3	Video/ Role play	3 hours	Introduction to Corporate Governance
6	Incorporating ESG factors into portfolio construction ESG risk assessment and management	CO1,CO2	Lecture with classroom discussion, examples, problem-solving/ numerical exercises and Case Studies	3 hours	To understand and develop how to financial portfolio on the basis of ESG
7	Green bonds, social bonds, Transition bonds, Blue Bonds Sustainability-linked bonds, ESG-themed investment funds and ETFs	CO1, CO3	Case studies	3 hours	Understanding Green financial products and instruments
8	Impact investing and measuring its social and environmental impact Carbon Market and Offset Mechanism	CO1, CO4	Lecture with classroom discussion, examples	3 hours	Understand impact of Investing Understand Carbon Market
9	Carbon Credits, Cap and Trade system ESG Rating agencies and Methodologies	CO1, CO4	Lecture with classroom	3 hours	Understanding Carbon Credits Evaluate process of ESG Rating

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			discussion, Illustrations.		
10	Trading of carbon credits Green taxonomy	CO1, CO4	Case studies	3 hours	Carbon Credit markets and trading Understanding the concept of Green taxonomy

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Sustainable Finance: The Art of Long-Term Performance	Cary Krosinsky and Nick Robins
2.	ESG Investing: The Definitive Guide to Environmental, Social, and Governance Stock Investing	Ron Robins

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Sustainable Investing: Revolutions in Theory and Practice	Cary Krosinsky and Sophie Purdom
2	Green Finance and Investment: Mapping Channels to Mobilise Institutional Investment in Sustainable Energy	OECD
3	Impact Investment: A Practical Guide to Investment Process and Social Impact Analysis	Olivier de Guerre

Recommended Reading

- Journals
  - Journal of Sustainable Finance & Investment (Taylor & Francis)
  - Journal of Sustainable Finance and Accounting (Science Direct)

- Case Study :
  - Striking a Balance Between Valuation and Values: Investment Managers Weigh Whether Investments in a Major Oil Company and an Ethanol Producer Serve their Dual Mandate

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- Witold (Vit) Henisz- Vice Dean and Faculty Director, The Environmental, Social and Governance (ESG) Initiative Deloitte & Touche Professor of Management
  The Wharton School at the University of Pennsylvania
  Tim Gray- Contributing Writer

- Reading of impact investing reports of firms

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Course Code: 24MC3.2 Course Name: Emerging Technologies in Marketing

Sr. No.	Heading	Particulars
1	Vertical	Specialisation Core
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: This course explores the transformative role of emerging technologies in the field of marketing. This course equips students with hands-on skills and applied knowledge of emerging technologies reshaping marketing. Focused on preparing entry-level managers, it emphasizes tools, analytics, and strategic integration across marketing domains.

Prerequisites: Fundamentals of Marketing, IT for Business, Applications of Marketing.

Course Objectives:

1. Understand the landscape of emerging marketing technologies and their business applications.
2. Equip students to use key digital marketing, analytics, CRM, and automation tools.
3. Bridge theory from other courses with tech-driven decision-making.
4. Develop project-ready capabilities through practical exposure.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	ID
CO1	Understand the role of emerging technologies across marketing functions.	Understand	2
CO2	Apply AI/ML, CRM, automation, and analytics tools for consumer insights.	Apply	3
CO3	Analyze martech metrics and dashboards for campaign and performance insights.	Analyse	4
CO4	Design simple tech-based marketing strategies or loyalty programs.	Develop	6

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Course Contents:

Sr. No	Topic	Pedagogy	Duration	CO Mapping	Expected Outcome
1	Introduction to Marketing Technology Stack	Lecture & caselets	2 hours	CO1	Understand how technology aligns with each marketing function
2	AI/ML Applications in Marketing	Lab training on AI tools	2 hours	CO2	Use AI tools to map personas, journeys, and target segments
3	Social Listening and Sentiment Analysis (NLP)	Lab and case study	2 hours	CO2	Interpret consumer sentiment
4	Marketing Automation	Lecture and Lab	2 hours	CO2	Email campaign or automation
5	CRM through digital Systems	Lecture and Lab	2 hours	CO3	Understand CRM insights
6	Digital Advertising	Lecture and Lab	2 hrs	CO2	Understand Digital ad management
7	Service Personalization	Lecture and Lab	2 hrs	CO2	Explore IoT-enabled marketing for services
8	Visual Tech in 4 Ps	Lecture and Lab	3 hrs	CO2	Learn how AR/VR is used in experiential marketing
9	MarTech KPIs, Metrics, and ROI	Lecture and Lab	3 hours	CO3	Analyze campaign performance
10	Green Martech: Tracking and metrics	Lecture	1.5 hrs	CO1	Understand ESG campaigns
11	Ethics, Data Privacy and Regulatory Tech in Marketing	Case studies and discussion	2 hrs	CO4	Evaluate privacy issues, ethical design, and regulations
12	Building Tech-Aligned Marketing Strategy and Loyalty and Retention Program Design with Technology	Lecture	2 hours	CO4	Create a mini-marketing strategy

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13	Industry Interaction: Guest Session	Guest Lecture	1.5 hrs	CO1, CO3	Real-life understanding of martech deployment in the industry
14	Final Presentations: Individual Project presentations	Capstone Presentations	3 hours	CO4	Internal Assessment

Textbooks

Sr. No.	Book's Name	Author's Name
1	Marketing 5.0: Technology for Humanity	Philip Kotler et al.
2	Artificial Intelligence for Marketing	Jim Sterne
3	Customer Data Platforms	Martin Kihn & Chris O'Hara

Reference books:

Sr. No.	Book's Name	Author's Name
1	Martech 2024: Marketing Technology Landscape	Scott Brinker (Chief Martec)
2	Digital Marketing Analytics	Chuck Hemann & Ken Burbary

Recommended Reading

- Marketing 5.0: Technology for Humanity" — Philip Kotler, Hermawan Kartajaya, Iwan Setiawan
- "Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data" — Omer Artun & Dominique Levin

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Course Code: 24MC3.3 **Course Name: MARKETING STRATEGY**

Sr. No.	Heading	Particulars
1	Vertical	Core Specialization
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

The Course will demonstrate an understanding of the Marketing Strategy concepts to develop the factual support to define a winning Marketing strategy. It will also describe the managerial journey to identify, define, and implement key Marketing Strategy touch points and apply the process of Marketing Strategy.

Prerequisites: Marketing Management

Course Objectives:

1. To understand and predict changes in the macroeconomic environment and its impact on marketing programs.
2. To develop an ability to respond rapidly to changes driven by consumer behavior, competition, new technologies etc.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the concepts of marketing strategy and tactics	Understand	2
CO2	Apply business environment scanning models for designing marketing strategies and tactics.	Apply	3
CO3	Analyse the skills in developing marketing strategies for policy making.	Analyse	4
CO4	Critically evaluate marketing programs for improvement in performance.	Evaluate	5
CO5	Formulate marketing plans to achieve organizational goals	Create	6

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Course Contents:

Sr. No	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to marketing strategy-Concept, Principles, Understanding of strategy and tactics.	CO1	Lecture/Case studies/ discussion	3 hours	To explain the basic concepts of Marketing strategy and tactics
2	Marketing strategies: - 7 Ps of Marketing & STP	CO2	Lecture/Case studies/ discussion	3 hours	To understand and apply various matrices to evaluate marketing programs
3	Product decisions – Line and Mix decisions. Managing across the product life cycle from pre-launch, pruning and withdrawal from the market, Lead users and role in product design Brand Culture.	CO3	Lecture/Case studies/ discussion	3 hours	Explain the issues in formulating product and brand policies
4	Pricing • Pricing strategies – Types of pricing strategies: Cost-plus, Perceived value, etc. • Price band – Types and width of price bands and its management • Using promotions as a lever to manage the price band	CO3	Lecture/Case studies/discussion	3 hours	To understand levers to manage prices.
5	Channel Policy • Designing the length, breadth, and modifying the dimensions of the channel • Need for control and availability of resources and role in channel design • Channel selection strategy – direct, corporate, contractual systems • Omni-channels • Channel conflicts and	CO4	Lecture/Case studies/ discussion	3 hours	Understanding the issues in the design and management of channels

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	Resolution				
6 *	Marketing Plan • Situation Analysis – 5C's analysis (customer/competitor/collaborator/company/context); Forecasting societal changes based on PEST analysis • Preparing and Presenting the Marketing plan • Budgeting	CO5	Lecture/Case studies/ discussion	3 hours	Formulating a marketing plan.
7	• Preparing and Presenting the Marketing plan • Budgeting	CO5	Lecture/Case studies/ discussion	3 hours	Formulating a marketing plan
8 *	Marketing Intelligence Understanding information need for Market Research Sources of Marketing intelligence – CMIE, Nielsen	CO4	Lecture/Case studies/ discussion	3 hours	Formulating marketing strategy using 7 P's
9	Assessment of key marketing metrics: Return on Marketing Investment; Market share and payback period; Net Promoter score; Customer satisfaction and share of wallet;	CO5	Lecture/Case studies/ discussion	3 hours	Evaluate the marketing performance based on metrics
10	Brand awareness/ preference; purchase intentions; Average Unit retail price, percentage sales on deals. Retail Audit	CO5	Lecture/Case studies/ discussion	3 hours	Evaluate retail audit data to determine how brand awareness, pricing, and promotional deals influence purchase intentions and overall brand performance.

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	*Marketing Strategy*	*Luck & Ferrell—Southwestern*
2.	*Marketing Strategy: A Decision-Focused Approach"*	*Orville C. Walker Jr. & John W. Mullins*

Reference books:

Sr. No.	Book's Name	Author's Name
1.	*Marketing Metrics*	*Reibstein et. Al Person*
2.	*Marketing Strategy*	*Walker, Boyd & Larreche – TATA Mcgraw Hill*

Recommended Reading:

- https://www.techtarget.com/searchcio/definition/leadership –
- https://www.teambonding.com/6-reasons-for-team-building/
- https://theinvestorsbook.com/team-building.html
- https://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/interaction/team-building/steps
- https://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/interaction/team-buil https://www.liveabout.com/what-is-team-building-1918270ding/steps
- https://www.themuse.com/advice/team-building-activities-games-for-work-office

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Semester 3

24MES3.5

Course Code: Consumer Behaviour

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: By introducing the student to the behavioural aspects of marketing, this course will provide them a clear conceptual understanding of the fundamentals of marketing. The course material will clarify topics such as the general overview of consumer behaviour, the decision-making process of consumers, the specifics of market segmentation and brand positioning, the way in which consumers learn about and form their opinions about brands, companies, and products, and, above all, how marketers can apply these theoretical insights to real-world marketing concepts.

Prerequisites: Knowledge of the Marketing Management subject

Course Objectives:

1. To understand the consumer journey: consumer pre, during and post purchase behavior
2. To develop conceptual insights into social, psychological and other factors that influence consumer behaviour.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the concepts of consumer behaviour and realise its importance in the context of marketing.	**Understand**	2
CO2	Examine the factors that influence consumer behavior and solve problems arising from real-time consumer behavior scenario	**Apply**	3
CO3	Analyze and classify consumer behavior in terms of individual, group and organization and distinguish their specific patterns	**Analyze**	4

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CO4	Evaluate and measure consumer's pre and post-purchase decision-making process	**Evaluate**	5
CO5	Design the positioning and communication strategy according to target consumer characteristics and behaviour	**Create**	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Consumer Behaviour: Introduction, definition, Importance of consumer behaviour in marketing decisions, consumer behaviour- interdisciplinary approach Howard Seth Model of buying behaviour, The Nicosia Model, The Engel-Kollat- Blackwell Model	CO1	Lecture with classroom discussion, and examples	3 hours	To understand the Concept of consumer behaviour, Role and importance of consumer behaviour to a marketer; How consumer behaviour has changed due to digital revolution
2	Motivation & Learning: Definition, types of motives, Discovering Purchase Motives, Theories of motivation, Maslow's hierarchy of needs and its relevance to consumer behaviour and marketing strategy; Learning and Information Processing and its impact on behaviour, Learning Theories—Classical Conditioning, Instrumental Conditioning, Cognitive Dissonance	CO1, CO2	Interactive Lecture, Case study, application assignment	3 hours	To understand the psychological aspects of consumer behavior
3	Absolute and differential threshold, Internal and external factors affecting perception, Gestalt Psychology, subliminal perception, Consumer Imagery, Zaltman Metaphors to understand attitude towards	CO2 CO3	Interactive Lecture and application assignment	3 hours	To understand the psychological aspects of consumer behavior

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	products; Attitudes: Concepts and Models- Cognitive Dissonance, Tri-component Attitude and market segmentation, Attitude change strategies, AIO.				Marketing applications of consumer perception theory.
4	Personality: Theories of Personality (Freudian theory, Trait Theory, Neo-Freudian Theory, Nudge Theory, Jungian Theory) Self-image and self-concept Personality and consumer behaviour; Involvement- High level involvement and low level involvement, Situational Analysis, Communication Theory and Persuasion Theory	CO2 CO3	Interactive Lecture, and consumer survey	3 hours	To understand the psychological aspects of consumer behavior, understand the various models pertaining to consumer personality, level of involvement and their impact on marketing
5	Group Behaviour: Culture, Subculture, Social Class, SEC (Social Class Stratification), Influence of social class on purchase behaviour; Reference Group and Opinion Leader; Family and its role in purchase process and consumer decision making	CO3	Interactive Lecture, Case study Role Play	3 hours	Be able to develop and categorize appropriate marketing strategies for different segments of consumers

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6	Organization buying process: Nested segmentation, Role & Power of Buying centres (Initiators, Influencers, Deciders, Buyer & Gatekeepers). Buying decisions based on ABC / VED / FSND analysis.	CO4	Interactive Lecture, Case study	3 hours	Be able to analyze and interpret the complex dynamics of organizational buying behavior, including the influences of internal and external factors, decision-making processes, and the impact on organizational strategy and performance
7	Consumer Decision Making Process: Diffusion of Innovation: Definition of innovation; product characteristics influencing diffusion; resistance to innovation; adoption process; **Consumerism**	CO1, CO3, CO4	Interactive Lecture/Cases	3 hours	Dissect and apply various models and theories of consumer decision-making, comprehending the psychological, social, and situational factors that influence consumer behavior
8	Retail buying behaviour: Marketing Strategies for different buying stages (Plannogram, near the cash counter etc.) Impulse buying behaviour, Instore buying behaviour, Online buying behaviour	CO4 CO5	Interactive Lecture, and quiz/referral to research papers	3 hours	analyze the psychological triggers, situational factors, and retail strategies that drive impulse purchases, and apply this knowledge to develop targeted marketing campaigns
9	Problem recognition; pre-purchase search influences; information evaluation; post-purchase evaluation	CO3, CO4, CO5	Interactive Lecture, and quiz/referral to research papers	3 hours	To interpret psychological and environmental influences that are relevant for understanding consumer behaviour
10	Post purchase behaviour: Post purchase evaluation and disposal behaviour towards the product, Post purchase satisfaction measures	CO4, CO5	Interactive Lecture, and Case discussions	3 hours	ability to comprehend the intricacies of different types of buying behavior in retail settings and utilize this understanding to develop marketing

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					and retail strategies effectively

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Consumer Behavior	Suja Nair
2.	Consumer Behavior	Schiffman, Kanuk

Reference books:

Sr. No.	Book's Name	Author's Name
1	Consumer Behavior	Loudon & Della Bitta
2	Industrial Marketing	Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India
3	Marketing Models	G. Lilien, Kotler, Moorthy
4	Consumer Behavior: Building Marketing Strategy	Del I. Hawkins

Recommended Reading

- Relevant research papers on Consumer Behaviour

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Semester 3

Course Code:24ME3.6 Course Name: Distribution and Supply Chain Management

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
5	Hours Allotted	30
6	Marks Allotted	50 Marks
7	Internal Assessment	25 Marks
8	Term End Examination	25 Marks

Course Description:

Supply Chain Management focuses on the key elements of SCM. While giving an overview of the complete end to end SCM Process, it covers key topics such as 3PL (giving in detail Warehousing & Distribution), while emphasizing the role of technology and current trends of e-procurement detailing how it dovetails into Global SCM Networks..

Prerequisites:

Basic knowledge of operations management or concepts, Familiarity with process analysis or management principles will be helpful.

Course Objectives:

- To understand basic concepts of Logistics Management
- To explain in relation of above to Inbound Logistics, Process Logistics and Outbound Logistics
- To explore major elements of SCM & leading edge thinking on Supply Chain strategy
- To explain, Designing Supply Chain, Elements of Inventory and Risk management
- To explain, Alliance strategies, Issues and Challenges, Performance Measurement

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the basic concepts of Supply Chain Management	Understand	2
CO2	Apply models to SCM operations for decision making	Apply	3

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CO3	Assess the performance of SCM operations for quality Improvement.	Evaluate	5
CO4	Analyse strategies for managing efficiency in SCM Operations	Analyse	4

Course Contents:

Sr. No.	Topics	CO Mapping	Pedology	Duration	Outcome
1	**Introduction to Supply Chain Management**	CO1	Lecture and Class Discussion	1.5 Hours	Understand fundamental concepts of Supply Chain
2	**Logistics**: • Competitive advantage & 3 C's • Value Chain • Reverse Logistics	CO1	Lecture and Class Discussion	1.5 Hours	Understand concepts in Logistics & its various Functions and Objectives
3	**Warehousing and Distribution:** **Warehousing:** • Role of Warehousing in Logistics • Types of Warehouses	CO4	Lecture and Video	1.5 Hours	Analyze types of warehouses Role of Warehousing
4	**Warehousing and Distribution:** **Distribution:** • Distribution Role, Levels and Channel partners • Free Trade Zones and Special Economic Zones		Lecture and Class Discussion	1.5 Hours	Role of Distribution
5	**Supply Chain Network Design** • Facility Location and Layout Planning • Network Design and Optimization • Make versus Buy Decisions	CO4	Lecture and Class Discussion	1.5 Hours	Evaluate strategies for Order Preparation, Transmittal, Order Entry,

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	• Outsourcing and Offsourcing				Filling, Status Reporting.
6	**Performance Measures and Controls in SCM** Objectives, Levels, Parameters of Performance Measures- Cycle Time, Fill Rate, Inv. Turnover, On Time Shipping & Delivery, Perfect Order, Stock Out. Concept of benchmarking: SCOR & DCOR	CO4	Lecture and Class Discussion	1.5 Hours	Use mathematical tools to solve SCM problems
7	**Transportation** Road, Rail. Air, Water Incoterms Network Route planning, Containerization, Packing. Effective/Cost Optimizing Distribution strategies- Direct Shipment, Cross Docking, Milk Run, Transshipment.	CO4	Lecture and Class Discussion	1.5 Hours	Understand alternative service delivery methods
8	**Designing Logistics & Distribution Network in a Supply Chain.** Application to Online Sales Network Design in SCM: DC Concept. Modern DC's, Robotics usage in Pick & Pack	CO4	Lecture and Group Discussion	1.5 Hours	Evaluate strategies for Distribution
9	**The Value of Information** Bullwhip Effect, Collaborative Planning Forecast Replenishment (CPRF) concept Logistics Information System: OMS, WMS, TMS	CO4	Lecture and Class Discussion	1.5 Hours	Understanding importance of information in SCM
10	**Logistics Management:** • 3PL and 4PL Logistics Providers • Logistics Network Planning	CO4	Lecture and Group Discussion	1.5 Hours	Application of correct Strategic Alliance based

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	○ Long Haul ○ Hub & Spoke ○ Starburst ○ Milk Run • Reverse Logistics				on Business Dynamics
11	**E- Procurement & Outsourcing** Outsourcing benefits and risks, Make versus Buy Impact of Internet on Supply Chain strategies	CO2	Lecture and Class Discussion	1.5 Hours	Understanding use of internet in Procurement & Outsourcing
12	**Designing Global Supply Chain Networks** Global Market /Technological /Cost/Political Factors Risks and advantages of International Supply Chain International versus Regional products Regional differences in Logistics-Cultural differences/Infrastructure/Performance expectation and evaluation	CO2	Lecture and Class Discussion	1.5 Hours	Understand the impact of International SCM Networks
13	**Performance Measures and Controls in SCM** Introduction and concept of benchmarking. Gap Analysis Overview of Supply Chain Operations Reference (SCOR) Modelling Lean Manufacturing and Mass customization	CO2	Lecture and Class Discussion	1.5 Hours	Understand various Performance measurement tools in SCM
14	**Ethical Issues in SCM** Supply Chain vulnerability. Conformation to applicable laws, Trade regulations, Government procurement regulations, Patents, Copyrights, Trademark laws, Environmental laws.	CO2	Lecture and Class Discussion	1.5 Hours	Evaluate ethical issues in SCM

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15	**Current Trends in SCM** Goldratt Supply Chain Sustainable Supply Chain	CO2	Lecture and Class Discussion	1.5 Hours	Understanding recent trends in Supply Chain
16	**Current Trends in SCM** Resilient Supply Chain Green Supply Chain Lean Supply Chain	CO2	Lecture and Class Discussion	1.5 Hours	Understanding recent trends in Supply Chain
17	**Strategic Issues in Channel Decisions:** Types of Channels, Wholesaling, Retailing, Flows in Channels of Distribution, Distribution Analysis and Control	CO3	Lecture and Class Discussion	1.5 Hours	Assess the impact of Channel decisions in SCM
18	**Managing Distribution Channel conflicts-** Goal conflict, Role conflict, Communication failure. Building strong brands, demand pull, carrot and stick	CO3	Lecture and Class Discussion	1.5 Hours	Evaluate different challenges in managing conflicts
19	**The Procurement Process:** Sourcing, Planning and Analysis. Benchmarking the Supply Chain and Managing Global Supply Chain Networks	CO3	Lecture and Class Discussion	1.5 Hours	Analyze the Procurement Process more so in an Internation Global SCM environment
20	**Technology and SCMs:** 3D printing and its impact. Material Sciences (Development of alternate materials)	CO3	Lecture and Class Discussion	1.5 Hours	Understand the emergence of this new technology and its impact on SCM Networks

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	Logistics Management	V.V. Sople
2.	Supply Chain Management	V.V. Sople
3.	Designing and Managing the Supply Chain	David, Philip Kminsky

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Logistical Management	Donald J Bowersox
2.	Logistics and Supply Chain Management	Martin Christopher
3.	Sales and Distribution Management	S. L. Gupta

Recommended Reading

• Operations Management: Theory and Practice – K. S. Anand

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Course Code: 24ME3.7 **Course Name: Sales Management**

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course explores the key concepts and practices of sales and distribution management. Students will learn about sales organization structures, selling and negotiation skills, sales processes, and territory management. The course also covers manpower planning, sales forecasting, incentive systems, and sales force performance evaluation. Through lectures, discussions, and case studies, students will gain the skills to manage B2B sales teams, design effective strategies, and understand industrial buyer behavior and distribution systems.

Prerequisites: Application of Marketing Theory and Practice

Course Objectives:

1. To understand function of sales and its importance
2. To comprehend the art of managing the sales force
3. To motivate and manage sales force effectively
4. To develop critical thinking skills and situational leaderships
5. To learn the art of solving problems related to sales process on the field

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Discuss the concepts and importance of sales management in business organizations	Understand	2
CO2	Analyze sales techniques and approaches required for effective decision making	Analyze	4
CO3	Evaluate industry cases to develop sales acumen, critical thinking and situational leadership	Evaluate	5
CO4	Develop strategic sales plan to maximize revenues	Create	6

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Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Sales organisation and types of sales force, Sales organisation structures B2B and B2C	CO1	Lecture with classroom discussion, examples, and Case study	3 hours	Students will Understand the fundamentals of industrial marketing and distinguish between industrial and consumer markets.
2	Selling & Negotiation skills, Sales dyads and decision-making units, Marketing Funnel	CO1, CO2	Lecture with classroom discussion.	3 hours	Students will be able to analyze the marketing environment and identify different customer types and buying situations.
3	Sales process and personal selling, Application of **ACCA** Model in sales	CO2	Lecture with classroom discussion	3 hours	Students will Comprehend derived demand, understand buyer behavior, and apply models like **ACCA** in sales strategies.
4	Territory and time management, route planning and scheduling. Manpower planning- Recruitment and selection	CO2	Lecture with classroom discussion	4.5 hours	Students will be able to design effective communication strategies and manage B2B promotional activities with efficient resource allocation.
5	Training and development of sales personnel, Planning and forecasting techniques	CO1, CO3	Lecture with classroom discussion, problem-solving	3 hours	Students will be able to make informed decisions through well-planned sales personnel development.

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6	Planning and forecasting techniques	CO1, CO2	Lecture with classroom discussion	5 hours	Students will be able to develop the ability to apply forecasting methods for sales planning and make data-driven decisions
7	Sales administration-compensation, incentives (fixed and variable)	CO1, CO4	Lecture with classroom discussion	2 hours	Students will be able to understand various compensation structures and design effective incentive plans to enhance sales force performance
8	Nonmonetary incentives and performance evaluation of salesmen, Sales force management during different phases (motivation)	CO3	Lecture with classroom discussion, Case Studies	4 hours	Students will Evaluate salesforce performance and apply motivational strategies to maintain productivity across different sales phases.
9	Planning sales contests, Field sales control - sales reporting system	CO1, CO4	Lecture with classroom discussion, examples	3 hours	Students will design engaging sales contests and implement control systems to monitor, evaluate, and optimize field sales activities
10	Sales audit and marketing cost analysis, Importance of distribution and logistics management Sales Reporting using free online software eg MS Dynamics, Monday, Salesforce, ZOHO, Hubspot	CO4	Lecture with classroom discussion	1.5	Students can conduct sales audits, analyze marketing costs, and manage distribution and logistics systems effectively

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	Fundamentals of Sales Management	Mr. Ramneek Kapoor
2.	Sales Management: Analysis and Decision Making	Thomas N. Ingram, Raymond W. LaForge, Ramon A. Avila, Charles H. Schwepker Jr., Michael R. Williams

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Sales and Distribution Management	Mr. Pingali Venugopal
2.	Sales and Distribution Management	Mr. Krishan K Havaldar & Mr. Vasant Cavale
3.	Selling and Sales Management	David Jobber and Geoffrey Lancaster

Recommended Reading

- Jobber, D., & Lancaster, G. (2019). *Selling and sales management* (11th ed.). Pearson Education.
- Hair, J. F., Anderson, R. E., Mehta, R., & Babin, B. J. (2021). *Sales management: Building customer relationships and partnerships* (3rd ed.). Cengage Learning.
- Johnston, M. W., & Marshall, G. W. (2022). *Sales force management: Leadership, innovation, technology* (13th ed.). Routledge.

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Semester 3

Course Code: 24ME3.8 **Course Name: Marketing Research**

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

The course Marketing Research and Analysis introduces students to the systematic process of gathering, analysing, and interpreting data to understand consumer behaviour and market trends. It equips students with the skills to apply research methods, both qualitative and quantitative, to inform marketing decisions and strategies.

Prerequisites:

Knowledge of the subject 'Business Research Methods'

Course Objectives:

1. This course is designed to acquaint students with the marketing research process, applications and statistical tools & techniques
2. This course will help students explore different approaches of Marketing research and acquaint them with contemporary marketing research practices.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	**Explain** the fundamental concepts, scope, and significance of marketing research in business decision-making	Understand	2
CO2	**Apply** appropriate research methods to collect and analyze primary and secondary data for marketing problems.	Apply	3
CO3	**Analyze** collected marketing data using statistical tools/ qualitative data analysis tools to derive actionable insights	Analyze	4
CO4	**Evaluate** the effectiveness and ethical considerations of various marketing research strategies in real-world scenarios	Evaluate	5

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Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Marketing Research, need and scope of Marketing Research, structure of Marketing Research, The Marketing Research Process	CO1	Lecture with classroom discussion, and examples	3 hours	To understand the purpose of marketing research, to describe a marketing information system and explain how it differs from marketing research, familiarisation with the stages of marketing research process
2	Qualitative Analysis— Brainstorming, Focus Group, In-Depth Interviews, Projective Techniques, Attitude and Motivation Research, Concept under tests, Qualitative Data Analysis Techniques	CO1, CO2	Interactive Lecture, Case study, application assignment	6 hours	Understand the fundamentals of Qualitative Research
3	Primary Research- Various aspects such as scales, questionnaire design, sampling frame and technique. Secondary Research- Secondary and Standardised sources of Marketing Data, Primary and Secondary Sources of Secondary Data Analysis	CO1 CO2	Interactive Lecture and application assignment through PBL	3 hours	Recap of understanding which the students gained in Business Research Method
4	Market Segmentation and Positioning Research Product, Price, Promotion, Distribution Research Sales Promotion Research Campaign Tracking Research	CO2 CO3	Interactive Lecture, and consumer survey for PBL	6 hours	Understand the process of marketing mix research
5	Advertising Research, Concepts of Copy Testing and Ad Tracking, Ad	CO3 CO4	Interactive Lecture, Case study	3 hours	

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	Recall, Ad Comprehension Stages Involved in Advertising Research, Types Of Advertising Media Research- Print, Outdoor, TV/Cinema, Mobile, Outdoor Media				Understand the various aspects of advertising research
6	Brand Research Brand Equity Research Brand Valuation Research Corporate Image Measurement Research	CO3 CO4	Interactive Lecture, Case study	3 hours	Understand the application of brand research
7	Understanding and Application of Tools used for Marketing Analysis- a. Forecasting Models b. Discriminant Analysis c. Logistic Regression d. Cluster Analysis e. Factor Analysis	CO1, CO2, CO3, CO4	Interactive Lecture/Cases	6 hours	Understand the application of statistical tools and techniques to marketing problems using Excel and SPSS

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Marketing Research	Macmilan, Rajendra Nargundkar
2.	Marketing Research- An Applied Orientation	Naresh K Malhotra, Pearson Publication

Reference books:

Sr. No.	Book's Name	Author's Name
1	**Marketing Research—**	Aaker, Kumar, Day (9th Edition John Wiley and Sons)
2	**Marketing Research—**	Zikmund and Babin- Cengage Learning

Recommended Reading

- Relevant research papers on Marketing Research and Analysis

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Semester 3

Course Code: 24MOE3.9 Course Name: Green Marketing and Sustainability

Sr. No.	Heading	Particulars
1	Vertical	Open Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: This course explores the principles and practices of green marketing and its integration with sustainable business models. Students will learn about evolving environmental regulations, consumer behaviour toward sustainability, ethical concerns, and the circular economy framework. Through global and Indian case studies, students will understand how businesses across sectors incorporate green strategies.

Prerequisites: Marketing Management, Managerial Economics.

Course Objectives:

1) To understand the fundamentals and frameworks of green marketing and sustainability.
2) To analyze green consumer behavior and sustainable business practices.
3) To evaluate regulatory frameworks, certifications, and ethical dimensions in green marketing.
4) To examine successful green marketing campaigns and sector-specific applications.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand foundational concepts and evolving scope of green marketing and circular economy.	Understand	2
CO2	Apply the extended marketing mix and sustainability frameworks to real-world marketing decisions.	Apply	3

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CO3	Analyze green consumer behavior and its implications for marketing strategies.	Analyze	4
CO4	Evaluate ethical concerns, greenwashing issues, and third-party certifications.	Evaluate	5
CO5	Analyze regulatory frameworks and apply best practices across sectors like FMCG, aviation, etc.	Analyze	4

Course Contents:

Sr. No	Topics	CO Mapping	Activity	Duration	Outcome
1	Introduction to Green Marketing: Concepts, evolution, sustainability link	CO1	Lecture and GD	2 hrs	Understand basic concepts and historical relevance
2	Nature, Scope & Circular Economy: Importance, types of sustainability, and Circular Economy	CO1	Case study	2.5 hrs	Understand green marketing's role in circular systems
3	7Ps, 4Cs, and 4Rs in Green Marketing	CO2	Lecture and workshop	3 hrs	Apply extended mix in sustainable brand strategies
4	Green Consumer Behaviour: Values, lifestyle segmentation, psychographics	CO3	Case analysis and role play	3 hrs	Analyze how consumers make green purchase decisions
5	Green Campaigning: Messaging, positioning, green branding	CO2, CO3	Creative campaign simulation	2.5 hrs	Apply communication strategies for green marketing
6	Ethics & Challenges: Greenwashing, ethics, third-party certifications (ISO 14001, Ecolabels)	CO4	GD and Debate	2.5 hrs	Evaluate credibility and ethical practices
7	Regulations & Standards: UN 10 Principles, CCPA, ASCI	CO4	Case studies (Indian context)	2.5 hrs	Analyze regulatory roles in consumer protection and transparency

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8	Best Practices & Case Studies: Sectors – FMCG, Aviation, Ecommerce, Automobiles	CO5	Sectoral analysis	3 hrs	Analyze successful green strategies and outcomes across industries
9	Capstone Discussion & Assessment: Presentations	All COs	Final Project Presentation	3 hrs	Synthesize and present a green marketing strategy based on a case firm

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Green Marketing: Challenges and Opportunities	Jacquelyn A. Ottman
2.	Sustainability Marketing: A Global Perspective	Frank-Martin Belz & Ken Peattie
3.	Principles of Marketing (Green Marketing chapter)	Philip Kotler
4.	The Circular Economy Handbook	Peter Lacy, Jessica Long, Wesley Spindler

Reference Books

- Green Marketing Management" — Robert Dahlstrom (2010)
- "Green Marketing: Challenges and Opportunities for the New Marketing Age" — Jacquelyn A. Ottman (2011)

Recommended Reading

- UN Global Compact – Ten Principles
- ASCI Guidelines on Environmental Claims in Advertising
- FICCI Reports on Green Industry Initiatives
- Reports by Central Consumer Protection Authority (CCPA), India
- Sector-specific sustainability reports (Tata Motors, HUL, Amazon India, IndiGo, etc.)

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Semester III Specialization Marketing

Couse Code: 24MOE3.10 Course Name: Financial Aspects of Marketing

Sr. No.	Heading	Particulars
1	Vertical	Open Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This subject provides an overview of financial management and introduces financial concepts and techniques important to marketers The areas discussed such as Sales Revenue as an Integral Elements of Cost - Revenue –Investment Framework by ROI, Management of Sales Revenue Analysis, of Revenue by Products, Territories, Channel, Customers Orders etc., Analysis of Marketing Costs in terms of Engineered Costs, Capacity(fixed) Costs and Managed Costs, Classification of Marketing Costs by Function -Marketing, Cost allocations and its limitations for Managerial Decisions..

Prerequisites: Financial Management and Marketing Management

Course Objectives:

1. Interpret financial statements (e.g. balance sheet and income statement) from the perspective of a Marketing manager.
2. Understand different Functional and Operational ratios and its linkage on Marketing RoI.
3. Analyse the various Marketing decisions using different financial data
4. Assess alternative marketing strategies and conditions, using break-even analysis,

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand different functional and Operational ratios	Understand	2
CO2	Apply the learnings of financial statements in various Marketing decisions	Apply	3

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CO3	Analyze and Interpret the financial data in line with the Marketing strategy/decisions	Analyze	4
CO4	Understand the assessment of Breakeven Point, Breakeven analysis and its role in alternate marketing strategies	Understand	2

Course Contents:

Sr. No.	Content	CO Mapping	Pedagogy	Duration	Learning outcomes
1	**Sales Revenue as an Integral Elements of Cost - Revenue –** 1. Investment Framework by ROI 2. Management of Sales Revenue Analysis, of Revenue by Products, Territories, Channel, Customers Orders etc. 3. Analysis of Marketing Costs in terms of Engineered Costs, Capacity(fixed) Costs and Managed Costs 4. Classification of Marketing Costs by Function - Marketing Cost allocations and its limitations for Managerial Decisions	CO1	Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments	3 hrs.+3 hrs	Understand different Functional and Operational ratios and its linkage on Marketing RoI.
2	**Marketing Investment** 1. Management of Accounts Receivables and Inventories 2. Credit decisions and Credit Policy 3. Special Promotion and Marketing Research Expenditure its Marketing Investment and their Evaluation using the	CO2	Case Studies, Class Discussions	3 hrs.+3 hrs	Basic Understanding concept Financial Ratios

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	Probability Theory and Decisions Trees 4. Evaluating Return on Marketing Investment 5. Developing and Launching New Products and the Concept of Investment in Life Cycle of P				
3	Application of DCF to Evaluations of Investment in Product Development Marketing Product Mix	CO2, CO3	Case Studies, Class Discussions, exercises	3 hrs.+3 hrs	
4	Customer Life Time Value (CLTV) concept and irs vapplications	CO3	Case Studies, Class Discussions, exercises	3 hrs+3 hrs.	
5	Target Pricing	CO2	Case Studies, Class Discussions, exercises,	3hrs	
6	Pricing Decisions	CO3	Practical Examples Assignments	3 hrs.	

Textbooks

Marketing Management – A Finance Emphasis, B.K. Chatterjee, Jaico Book

Recommended Reading:

https://blog.avilar.com/2016/04/20/7

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Semester 3

Course Code: 24HC3.2 **Course Name: Human Resource Planning & Application of Technology in HR**

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50 **Marks**
6	Internal Assessment	25 **Marks**
7	Term End Examination	25 **Marks**

Course Description: *This course covers the strategic aspects of Human Resource Planning, including workforce forecasting, talent management, and succession planning. It also explores the role of technology in modern HR practices, focusing on tools like HRIS, AI in recruitment, and digital platforms for performance and engagement. Students will learn to align HR strategies with organizational goals using data and tech-driven approaches.*

Prerequisites: subject *Human Resource Planning & Application of Technology in HR*

Course Objectives:

- *To understand the key concepts of Human Resource Planning and the role of technology in HR.*
- *To recognize the importance of HR planning in achieving organizational goals.*
- *To apply basic forecasting and workforce planning techniques.*
- *To explore and utilize modern HR technologies for strategic decision-making.*

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

Sr. No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the concept of Human Resource Planning, HR analytics, Diversity and inclusion & HR Technology to recognize Industrial Situations as a manager/ Functional Executives	Understand	2
CO2	Interpret the factors affecting HR Planning, Diversity and Inclusion and allied subjects as well as HR technology Implementation by applying the Knowledge thus gained.	Apply	3
CO3	Examine various data sets and organizational charts and organizing the information logically to conduct a job Analysis of organizations from Service industry.	Analyze	4
CO4	Analyze the methods of HR Demand and supply and select and select the appropriate forecasting techniques based on organizational objectives.	Evaluate	5
CO5	Design and draft a job Description for resources across the hierarchy of the departments of the organization.	Create	6

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Semester 3

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Human Resource Planning: Meaning, its process	CO1	Lecture and Class discussion	1.5 Hours	Understand HR planning and its significance.
2	Indicators and trends. Ascertaining demand and supply in human resources. Causes of demand, forecasting techniques, and human resource requirements.	CO2	Lecture, Presentation	1.5 Hours	Learn to apply forecasting techniques in HR planning.
3	Estimation of internal supply and external supply. Linking human resource planning with strategic human resource management.	CO2	Lecture, Presentation, Case Analysis	1.5 Hours	Gain insights into aligning HR planning with strategy.
4	Job Analysis, HR Planning and Selection in the Modern Business Environment, e-recruitment	CO3	Lecture, Presentation	1.5 Hours	Understand job analysis and modern recruitment practices.
5	Job analysis and design, Collection and application of job analysis information, alignment of job analysis to selection.	CO3	Case study	1.5 Hours	Apply job analysis information in recruitment and selection.
6	Recruitment and selection. Employment Tests: Concepts of Testing, Types of tests, Executive Talent Search	CO2	Lecture, Presentation	1.5 Hours	Learn about employment testing and selection techniques.

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7	Workforce Diversity, Diversity Planning, Dimensions of Diversity	CO1	Case study	1.5 Hours	Understand the importance of workforce diversity.
8	Policies, Valuing Diversity in Organizations, and Gender Diversity Legislation	CO1	Lecture, Presentation	1.5 Hours	Learn about diversity policies and gender regulations.
9	Corporate initiatives on Gender Diversity. Organizational Strategies for Promoting Diversity, Diversity Awareness Training and Programs	CO2	Role play	1.5 Hours	Explore corporate strategies for gender diversity.
10	Systemic and Individual Diversity Change Initiatives, The Future of Diversity – A Global Perspective.	CO2	Lecture, Presentation	1.5 Hours	Learn about diversity change initiatives globally.
11	Technology in Human Resource Administration and Human Resource Information Systems, Talent Management, Job Analysis and Human Resource Planning	CO1	Case study	1.5 Hours	Understand HR technology's role in HR practices.
12	Recruitment and Selection in an Internet Context, Training and Development	CO2	Lecture, Presentation, Videos	1.5 Hours	Learn how the internet has changed recruitment and training.
13	Issues and Human Resource Information Systems Applications,	CO1	Case study	1.5 Hours	Explore HRIS applications in

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	Performance Management, Compensation				performance management.
14	Revision	CO1	----	1.5 Hours	Consolidate learning from previous sessions.
15	MID – TERM TEST	CO1	Mid- Term Test	1.5 Hours	Assess understanding of HR planning concepts.
16	Benefits, Payroll, and the Human Resource Information Systems	CO1	Group discussion	1.5 Hours	Discuss HRIS and its impact on payroll management.
17	International Human Resource Management	CO3	Case study	1.5 Hours	Understand global HRM challenges and strategies.
18	Introduction to Analytics, Use of Analytics in Business	CO2	Lecture, Presentation	1.5 Hours	Learn the basics of business analytics in HR.
19	HR Analytics and people strategy: Becoming a persuasive HR function	CO4	Videos	1.5 Hours	Explore HR analytics in shaping HR strategies.
20	Presentation, Case study & Revision	CO5	Lecture, Presentation	1.5 Hours	Develop presentation skills for HR topics. & Refine presentation skills and review HR concepts.

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	Human Resource Planning	Dipak Kumar Bhattacharyya
2.	Human Resource Management	Gary Dessler
3.	Human Resource Information Systems: Basics, Applications, and Future Directions	Michael J. Kavanagh & Richard D. Johnson

Reference books:

Sr. No.	Book's Name	Author's Name
1.	HR Analytics: Understanding Theories and Applications	Dipak Kumar Bhattacharyya
2.	Digital HR: A Guide to Technology-Enabled Human Resource	Deborah D. Waddill
3.	The Future of HR: Understanding Knowledge Management and Automation	Mike R. Guglielmo

Recommended Reading

- *Human Resource Management* – K. Aswathappa
- "Managing a Changing Workforce" - Edwin B. Flippo

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Course Code: 24HC3.3 **Course Name: Global Human Resource Management**

Sr. No.	Heading	Particulars
1	Vertical	Core - Specialization
2	Type	Theory
3	Credits	2
4	Hours Allotted	30 Hours
5	Marks Allotted	50 marks
6	Internal Assessment	25 marks
7	Term End Examination	25 marks

Course Description: This course aims to clarify global HRM practices. To begin with, the course discusses the drivers of business internationalization and the levels of corporate global integration. Then, the course outlines the cultural/national and legal considerations to account for an MNC. Afterwards, the course addresses the employment cycle within an international context.

Prerequisites: Human Resource Management

Course Objectives:

Following are the objectives for the subject Global Human Resource Management.

(a) To describe the concept of Human Resource Management from an international perspective
(b) To demonstrate the challenges of operating in different geographies
(c) To compare the relevant differences in culture among various countries
(d) To explain the International Labour Standards which are to be complied by member countries

Course Outcomes:

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

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the intricacies and complexities involved in Global Human Resource Management	Understand	2

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CO2	Explain Recruitment and Selection process followed in the International context	Understand	2
CO3	Illustrate the challenges faced in Employee Relations in MNCs	Apply	3
CO4	Examine International Compensation and Benefits, Global Practices and challenges	Analyse	4
CO5	Develop customized offerings to expatriates as part of the requirements of international projects across geographies	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction and overview of Domestic HRM and IHRM - I	CO1	Lecture, Article and video	1.5 Hrs	Explain the concept of International HRM and the differences between domestic and International HRM
2	Introduction and overview of Domestic HRM and IHRM - II	CO1, CO5	Activity	1.5 Hrs	Explain the concept of International HRM and the differences between domestic and International HRM
3	International Recruitment	CO2, CO5	Lecture and Activity	3 Hrs	Understand the Recruitment techniques from an international perspective

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4	International Selection	CO2, CO5	Lecture, Article and Activity	3 Hrs	Understand the intricacies and complexities associated with Selection for an international assignment
5	International Training & Development - I	CO1	Lecture and Article	3 Hrs	Understand components of International Learning and Development in Organizations
6	International Training & Development - II	CO1, CO5	Lecture and Activity	3 Hrs	Understand components of International Learning and Development in Organizations
7	International Compensation and Benefits - I	CO4	Lecture and Article	3 Hrs	Understand components of International Compensation and Benefits, global practices and challenges
8	International Compensation and Benefits - II	CO4, CO5	Lecture and Activity	1.5 Hrs	Understand components of International Compensation and Benefits, global practices and challenges
9	Expatriation and Repatriation - I	CO1	Lecture and Article	3 Hrs	Understand the concept of Expatriation and Repatriation
10	Expatriation and Repatriation - II	CO1, CO5	Lecture and Activity	1.5 Hrs	Understand the concept of Expatriation and Repatriation
11	Emerging Trends in	CO3	Lecture	1.5 Hrs	Demonstrate the emerging trends

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	Employee Relations and Employee Involvement - I				in Employee Relations and Employee Involvement in international context
12	Emerging Trends in Employee Relations and Employee Involvement - II	CO3, CO5	Lecture and Activity	1.5 Hrs	Demonstrate the emerging trends in Employee Relations and Employee Involvement in international context
13	Legislation and the International Workforce	CO1	Lecture	1.5 Hrs	Understand employment law in International context strategically.
14	International Labour Standards	CO1	Lecture and Videos	1.5 Hrs	Define the concept of International Labour Standards and explain the process of formation of Standards by the International Labour Organization

Textbooks

Sr. No.	Book's Name	Author's Name
1.	International Human Resource Management	K Aswathappa & Sadhna Dash
2.	International Human Resource Management	Peter J Dowling, Device E Welch

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Reference books:

Sr. No.	Book's Name	Author's Name
1.	International Human Resource Management	Hilary Harris, Chris Brewster & Paul Sparrow

Recommended Reading

- Case - Making global compensation a reality at Walmart
- Group Discussion Case on Bekvema
- Global Trends in Employee Engagement by Kincentric
- Cases on Brunt Hotels

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St. Francis Institute of Management and Research (SFIMAR)

Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester III Specialization HR

Course Code: 24HE3.5 **Course Name: Competency Based HRM and PM**

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

Competency-Based Human Resource Management details the way to transform the human resource department with the intention that job competencies – instead of job descriptions – become the building blocks for all HR efforts. Competency-Based Management demands the management of key HR functions like learning, performance management & staffing, around a competency profile for the work to be completed.

Prerequisites: HRM, Foundation of Mgmt. Theories and Practices

Course Objectives:

1. **Understand and Differentiate Core HRM Concepts:**
   - Learners will be able to define and explain the concepts of *role*, *competency*, and *performance management*, and distinguish between different types and levels of competencies within an organizational context.
2. **Learn to Apply Competency Models:**
   - Learners will gain the skills to design, validate, and implement competency models by utilizing various data collection methods (e.g., BEI, observation, repertory grid), and integrate these models into HR functions like recruitment, training, and performance evaluation.
3. **Integrate Competency Frameworks into Organizational Strategy:**
   - Learners will critically analyze how competency-based HR practices (such as career and succession planning, training, and reward systems) align with and support broader organizational strategies and performance goals.
4. **Understand Ethical and Effective Performance Management Systems:**
   - Learners will assess various components and tools of performance management systems, including 360-degree feedback, performance-linked incentives, and ethical considerations, and apply best practices to ensure fairness, transparency, and effectiveness in performance assessment and development.



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Semester III Specialization HR

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand and Differentiate Core HRM Concepts	Understand	2
CO2	Apply the various models of Competency Mapping	Apply	3
CO3	Analyze and Integrate Competency Frameworks into Organizational Strategy	Analyze	4
CO4	Understand Performance Management Systems - Ethical and Effective perspective	Understand	2

Course Contents:

Sr. No.	Content	CO Mapping	Pedagogy	Duration	Learning outcomes
1	**Concept and definition of Role and competency.** History of competency, Types of competencies, Competency description, Competencylevels, Evolution of Competency based HRM, Competency Selection; Competency based Training & Development. Competency Based Performance Management; Competency Based Career & Succession Planning, linkingHR processes to organizational strategy,.	CO1	Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments	3 hrs.	Basic Understanding concept of Competency andits relevance to modern day Organizations.



2	**Competency framework** Developing Competency Models, Issues relating to Competency models	CO2	Case Studies, Class Discussions, Assessment Centre exercises, FieldProject, Presentations, Practical Examples Assignments	3 hrs.	Basic Understanding concept of Competency Framework
3	**Methods of Data Collection for Mapping:-** . Observation b. RepertoryGrid c. Critical Incidence Technique d. Expert Panels e. Surveys , Job TaskAnalysis h. Behavioral Event Interview, i. use of technology. a. Data Recording b. Analyzing The Data c. Validating the Competency Models	CO2, CO3	Case Studies, Class Discussions, Assessment Centre exercises	3 hrs.	Gaining knowledge about the various methods of datacollection in mapping process and knowledge of validating the Competency model.
4	**Competency Mapping and Assessment** — Meaning, purpose and Benefits, Steps in Competency Mapping —, Measuring and mapping competencies a. BEI b. Assessment centre c. Conducting and operating assessment centre d. Role of assessorsin an assessment centre e. Designing tools in an assessment centre f. Integration of data , Report Writingand g. Feedback mechanism.	CO3	Case Studies, Class Discussions, Assessment Centre exercises,	3 hrs.	Knowledge about running the assessment centre and Report writing and learning about how to give feedback.
5	**Non-Psychological Tools used in an Assessment Centre** a. FIRO B and BIG 5 b. Execution of FIRO B as a non-psychological Tool for Assessment	CO3	FIRO B questionnaire, Case Studies, Class Discussions	3 hrs	Understanding the process of non-psychological tools used in an assessment center

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6	**Conceptual Framework of Performance Management** Performance Management process;Objectives of Performance Management system; Historical development in India; Performance management and Performance appraisal; Linkage of Performance Management system with other HRpractices. Components of Performance Management System: Performance planning; Performance measurement and evaluation.	CO3	Practical Examples Assignments	3 hrs.	Learning about the conceptual frame work of Performance Management System and its linkage with HR practices
7	**Implementation and Issues in Performance Management:** a. Defining Performance b. Determinants of Performance c. Performance Dimensions d. Approaches to Measuring Performance	CO3	Case in Point, Class Discussions,	3 hrs.	Learning about the Implementation of Performance Management System, issues and challenges
8	**Performance Management and Employee Development:** a. Personal Development Plans b. 360 Degree Feed Back as a Developmental Tool c. Performance Management andReward System d. Performance Linked RemunerationSystem e. Performance Linked Career Planning and Promotion Policy	CO3	Case Studies, Class Discussions	3 hrs.	Studying performance management as a tool foremployee development
9	**Reward for Performance:** a. Reward System, Components ofReward System, b. Objective of Reward System, Linkage of performance management to reward and compensation System Performance Management Pitfalls and Remedies,	CO3	Case Studies, Class Discussions	3 hrs.	Study of rewards for performance

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	c. Recognizing the problems and Pitfalls, Limitations, Shortcoming orefficiencies of performance appraisal,Guideline for performance appraisal and good practices				
10	**Ethics in Performance Management:** a. Ethical Performance Management Defined, Objectives and Significanceof Ethics in performance Management, b. Ethical issues and dilemmas in Performance Management, EthicalStrategies in Performance management, Performance Management in Multinational Corporations	CO4	Case Studies, Class Discussions	3 hrs.	Overview of ethical practices in performance management

Textbooks

- Armstrong, M. & Baron, A., Performance Management and development, Jaico Publishing House, Mumbai.
- Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.

- Bagchi, S. N., Performance management, Cengage Learning India Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education
- Nitin Savedekar- Competencies and Assessment tools

Reference books:

1. Seema Sanghi: 'Handbook of Competency Mapping'; Response Books; LatestEdition
2. Ganesh Shermon: 'Competency based HRM'; Tata McGraw Hill; Latest Edition.
3. Whiddett and Hollyforde: 'A Practical Guide to Competencies'; Chartered Institute of Personnel and Development; Latest Edition

Recommended Reading:

https://blog.avilar.com/2016/04/20/7-keys-to-competency-based-performance-management/

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St. Francis Institute of Management and Research (SFIMAR)

Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 3

Course Code: 24HE3.6 Course Name: Labour Laws and Its Implications on Industrial Relations

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: This course is designed to provide students with an understanding of importance of Labour Laws of a country (India). The focus is to understand legislation, social security, and industrial disputes.

Prerequisites: Human Resource Management

Course Objectives:

(1) Understanding the nature and importance of Labour Laws.

(2) To understand various legislations with their history, basic provisions & case laws.

(3) To study current amendments in Labour Laws.

(4) Highlight Labour laws with Industrial relations implications.

(5) To explain the relevance of IR and LL to students in India.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO1	Understand the terminologies of IR and LL	Understand	2
CO2	Explain the Acts, Amendments, and its practice in India	Understand	2
CO3	Demonstrate better industrial relations in the organization by the	Apply	3

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	development, application and evaluation of policies, procedures and programs relating labour laws		
CO4	Identify the information related to the current amendments in the labour laws and its relevance.	Analyse	4
CO5	Critically evaluate the subjectivity of the cases to the labour laws.	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Organized and Unorganized sector (Including Gig economy)	CO1, CO2	Lecture with classroom discussion, examples, and Case study	1.5 hours	Understand the distinction between the two sectors moving parallelly in the economy.
2	History of Industrial Relations	CO1, CO2	Lecture with classroom discussion, examples, and Case study and video clips	1.5 hours	Explain the evolution of the Industrial relations and its relevance today.
3	IR, features, causes for poor IR in India and global perspective.	CO1, CO2	Lecture with classroom discussion, examples and film clips and videos	1.5 hours	Explain the components of Industrial Relations, terms and conditions of work and the credibility of IR.
4	Approaches to IR	CO2	Lecture with classroom discussion of the problems	1.5 hours	Explore the concept and theories of IR.

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			globally and in India.		
5	Collective Bargaining	CO3	Lecture with classroom, film video clips and cases.	1.5 hours	Explain the concept, its success rate globally and in India.
6	Grievance machinery and delivery procedure	CO1, CO2, CO3	Lecture with classroom discussion and role plays	1.5 hours	Understand grievance mechanism at Organization level and the model grievance procedure as part of HR policy.
7	Importance of Worker's Participation in mgmt.	CO3	Lecture with classroom discussion and Case Studies	1.5 hours	Examine the various ways of workmen participation and some of the successful cases both globally and in India.
8	Relating IR to Labour Laws	CO1, CO4	Lecture with classroom discussion and examples.	1.5 hours	Explain the role and functions of labour laws.
9	Labour Laws with IR implications for futuristic India.	CO1, CO4	Lecture with classroom discussion and examples.	1.5 hours	Explain the role and functions of labour laws and its link to Industrial relations.
10	**Introduction of Labour Laws**: Govt. Of India structure, Constitutional provision for labour	CO3, CO4	Lecture with classroom discussion, Illustrations.	1.5 hours	Applications of labour laws.
11.	Principles of LL, Classification of LL and Social Security and IR.	CO1, CO4	Lecture with classroom	1.5 hours	Application of labour laws and employment social security.

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			discussion, Illustrations.		
12.	Code 2020: Part 1 1) Occupational Safety, Health & Working Conditions Code 2020 2)Industrial Relations Code 2020 3) Code on Social Security 2020	CO1, CO4, CO5	Lecture with classroom discussion and evaluation of the new code.	1.5 hours	Evaluating the rationale and principles of the Code 2020
13.	Code 2020: Part 2 1) Occupational Safety, Health & Working Conditions Code 2020 2)Industrial Relations Code 2020 3) Code on Social Security 2020	CO1, CO4, CO5	Lecture with classroom discussion and evaluation of the new code.	1.5 hours	Evaluating the rationale and principles of the Code 2020
14.	**Industrial Relations regulations:** Industrial Disputes Act 1947 and Trade Union Act 1926 MRTUP and PULP Act 1971, Industrial Employment (Standing Order) Act 1946	CO3, CO4, CO5	Lecture with classroom discussion and Case Studies	1.5 hours	Critical evaluation and application of IDA and TU (global scenario and India).
15.	**Regulative Laws:** Factories Act, 1948	CO3, CO4	Lecture with classroom discussion and Case Studies	1.5 hours	Application of regulative laws and its repercussions on social security in India.
16.	The Bombay Shop and Estb. Act 1948, Employee State Insurance Act 1948	CO3, CO4	Lecture with classroom discussion and Case Studies	1.5 hours	Application of regulative laws and its repercussions on social security in India.
17.	Gratuity Act 1972, Employee Provident Fund & Misc. Provisions Act 1952	CO3, CO4	Lecture with classroom discussion and Case Studies	1.5 hours	Application of regulative laws and its repercussions on

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					social security in India.
18.	**Wage legislations:** Payment. of Wages Act 1936, Minimum Wages Act 1948	CO3, CO4	Lecture with classroom discussion and Case Studies	1.5 hours	History of piece meal, clock hourly wages and current wages acts
19.	**Overview of few laws:** Maternity Benefit (Amendment)Act 1961 Employment Exchange Act 1951, The Sexual Harassment of Women at Workplace Act -2013	CO3, CO4	Lecture with classroom discussion, video clips and Case Studies	1.5 hours	POSH and including amendments of the Acts.
20.	Payment of Bonus Act 1965, The Contract Labour (Regulation & Abolition) Act,1970 and The Apprenticeship Act, 1961 and revision	CO3, CO4	Lecture with classroom discussion and Case Studies	1.5 hours	Application of these of employment and wage payment laws.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Industrial Jurisprudence–A Critical Commentary	Dr. E M Rao
2.	New Labour & Industrial Laws with Draft Rules-2025	Taxmann's
3.	New Labour & Industrial Laws with Draft Rules-2025	Taxmann's

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Dynamics of Industrial Relations	C B Mamoria
2	Industrial Relations and Labour Laws	A. M. Sharma

Recommended Reading

Landmark judgements of change in the terminologies, interpretations and amendments or of State rulings of Labour Laws in India.

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St. Francis Institute of Management and Research (SFIMAR)

Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 3

Course Code: 24HE3.7 Course Name: Training & Development

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30 Hours
5	Marks Allotted	50 marks
6	Internal Assessment	25 marks
7	Term End Examination	25 marks

Course Description: This course covers developing, conducting, and evaluating employee training with attention to adult learning principles. Emphasis is placed on conducting a needs assessment, using various instructional approaches, designing the learning environment, and locating learning resources. Upon completion, students should be able to design, conduct, and evaluate a training program.

Prerequisites: Human Resource Management

Course Objectives:

The following are the objectives for the subject Training & Development.

(a) To define the basic concepts of organizational training & development

(b) To discuss the various stages in the Training Process conducted by Organizations

(c) To illustrate the emerging perspectives and developments in training

(d) To explain the intricacies of the Training & Development process

Course Outcomes:

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

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Discuss the role of Training & Development in an organization	Understand	2
CO2	Illustrate the various stages in the Training Process	Apply	3

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CO3	Examine the principles and theories of Learning to come out with Training plans in the future	Analyse	4
CO4	Develop trainings for employees in the organization	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to and overview of Training in Organizations	CO1	Lecture	3 Hrs	Introduce the concept of HRD and understand the basics of Training structure, Need Assessment and Evaluation of Training
2	Principles of Learning, Motivation & Performance	CO3	Lecture	3 Hrs	Explore the concept and theories of Learning, Motivation and drivers of Performance in the Organization
3	Training Needs Analysis - I	CO2	Lecture	3 Hrs	Understand the various levels of Analysis to be conducted as part of TNA in Organizations
4	Training Needs Analysis - II	CO2, CO4	Case	1.5 Hrs	Understand the various levels of Analysis to be conducted as part of TNA in Organizations

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5	Designing Training Modules - I	CO2	Lecture	3 Hrs	Understand the intricacies of Training Design including Formulation of Training Objectives
6	Designing Training Modules - II	CO2, CO4	Case	1.5 Hrs	Understand the intricacies of Training Design including Formulation of Training Objectives
7	Development of Training – I	CO2	Lecture	3 Hrs	Understand the process followed for Development of the Training Program
8	Development of Training - II	CO2, CO4	Case	1.5 Hrs	Understand the process followed for Development of the Training Program
9	Training Methods	CO2	Lecture	3 Hrs	Examine the various Methods used to conduct Trainings
10	Implementation of Training – I	CO2	Lecture	3 Hrs	Illustrate the steps involved in final Implementation of the Training
11	Implementation of Training - II	CO2, CO4	Case	1.5 Hrs	Illustrate the steps involved in final Implementation of the Training
12	Training Evaluation - I	CO2	Lecture	3 Hrs	Understand the components of Training Evaluation, namely process and outcome evaluation and the

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					analysis of Costs incurred and benefits accrued due to the Training
13	Training Evaluation - II	CO2, CO4	Case	1.5 Hrs	Understand the components of Training Evaluation, namely process and outcome evaluation and the analysis of Costs incurred and benefits accrued due to the Training
14	Management Development	CO1	Lecture	1.5 Hrs	Illustrate the important points to keep in mind with regards to Employee Development programs

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Effective Training Systems, Strategies and Practices	P. Nick Blanchard, James W Thacker
2.	Training and Development	Dr. B Janakiram

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Employee Training and Development	Raymond A Noe

Recommended Reading

Case – Training Needs Analysis

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Semester 3

Case – Training Design

Case – Training Development

Case – Training Implementation

Case – Training Evaluation



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Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 3

Course Code: 24HE3.8 **Course Name: Compensation and Benefits**

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50 **Marks**
6	Internal Assessment	25 **Marks**
7	Term End Examination	25 **Marks**

Course Description: *This course offers a comprehensive overview of compensation and benefits practices in organizations, focusing on how pay structures, incentive programs, and employee benefits support business strategy and employee motivation. Students will explore job evaluation, legal considerations, benefits design, and current trends, gaining practical skills to develop fair and competitive compensation systems aligned with organizational goals.*

Prerequisites: An introductory course in Human Resource Management is recommended, along with basic understanding of HR functions and labor laws.

Course Objectives:

- *Understand the principles and strategic role of compensation and benefits in organizations.*
- *Analyze and design equitable pay structures and incentive systems.*
- *Evaluate employee benefits programs and their impact on motivation and retention.*
- *Apply legal and ethical considerations in compensation and benefits planning.*

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understanding how to construct compensation system encompassing various factors.	Understand	2

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CO2	Apply the basic concepts to solve compensation related problems in organization	Apply	3
CO3	Analyze, and evaluate the compensation system in contemporary organizations	Analyze and evaluate	4,5
CO4	Develop reward strategies for the benefit of stakeholders.	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to compensation and benefits and Human Resources Philosophy and Approach for an organization	CO1	Lecture and Class discussion	1.5 Hours	Understand the compensation philosophy and its strategic role in HR.
2	Job Analysis & Job Evaluation to be included	CO2	Lecture, Presentation	1.5 Hours	Apply job evaluation techniques to design compensation systems.
3	Reward Strategies – Articulating and understanding business context for reward strategies, Theories of incentives	CO3	Lecture, Presentation	1.5 Hours	Analyze the business context to develop effective reward strategies.
4	Elements of Reward Strategy – Understanding Reward Management	CO4	Lecture, Presentation	1.5 Hours	Develop a deep understanding of the key elements of reward strategy.
5	Compensation / Remuneration place in Reward Strategy	CO3	Lecture, Presentation	1.5 Hours	Analyze the relationship between compensation and

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					overall reward strategy.
6	Understanding Elements of Compensation Structure: Fixed, cash benefits & retirals	CO1	Case study	1.5 Hours	Understand the components of a compensation structure and their functions.
7	Compensation Structure: Fixed, cash benefits & retirals, case study	CO2	Lecture, Presentation	1.5 Hours	Apply knowledge to understand how compensation structures are designed.
8	Social security, Variable pay/ Incentives / stock options	CO3	Case study	1.5 Hours	Analyze and evaluate social security, incentives, and stock options in compensation planning.
9	Costing the CTC of each element of Compensation Structure	CO2	Lecture, Presentation	1.5 Hours	Apply concepts to cost the CTC of compensation elements.
10	Understanding Inflation – Neutralization of inflation / Dearness allowance, Consumer price indices	CO1	Role play	1.5 Hours	Understand the effects of inflation on compensation and its neutralization.
11	Understanding PF, ESIC, Gratuity	CO1	Lecture, Presentation	1.5 Hours	Understand statutory benefits and their impact on compensation.
12	Superannuation, Bonus under Payment of Bonus Act	CO1	Case study	1.5 Hours	Understand the legal aspects of superannuation and bonus provisions.

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13	Understanding Income Tax- Income Tax group discussion	CO2	Lecture, Presentation, Videos	1.5 Hours	Apply knowledge of income tax laws to compensation planning.
14	MIDTERM TEST	CO3	Case study	1.5 Hours	Evaluate the understanding of course material up to this point.
15	Understanding the CTC of an employee/ candidate costing elements	CO2	----	1.5 Hours	Apply CTC costing principles to evaluate total compensation.
16	Designing a salary offer template, making salary offer to a candidate, Understanding salary ranges	CO2	Mid-Term Test	1.5 Hours	Apply salary offer concepts and design a compensation template.
17	Remuneration Survey: Choosing partner, conducting a survey, Benchmarking, arriving at comparator, target position, Understanding Median, Percentile, ageing of market data, Converting Remuneration survey results into salary proposal, Equity Compensation Plans, its objectives	CO3	Group discussion	1.5 Hours	Analyze and develop remuneration survey techniques and equity compensation plans.
18	Types of stock plans, Valuing stock Grants	CO3	Case study	1.5 Hours	Analyze various stock plans and their valuation methods.

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19	SEBI guidelines, taxability of stock options	CO2	Lecture, Presentation	1.5 Hours	Apply SEBI guidelines and taxation knowledge in designing stock option plans.
20	Global compensation and Balancing of profit (revenue) and non-revenue centres of an organization	CO4	Lecture, Presentation	1.5 Hours	Develop strategies to balance global compensation structures with organizational goals.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Compensation and Benefits: A Strategic Approach	George T. Milkovich & Jerry M. Newman
2.	Compensation Management	Compensation Management
3.	Reward Management: A Critical Text	Geoff White & Chris Drummond

Reference books:

Sr. No.	Book's Name	Author's Name
1.	**Compensation and Benefits Management**	Dr. Mahesh Suresh Chopde & Prof. Vivek N. Katare
2.	Compensation Management	Dr. Kanchan Bhatia
3.	Strategic Compensation: A Human Resource Management Approach	Joel Lefkowitz

Recommended Reading

- The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design- Lance A. Berger & Dorothy R. Berger
- Reward Management: A Critical Text- Geoff White & Chris Drummond

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Course Code: 24HOE3.9 Course Name: Personnel Finance

Sr. No.	Heading	Particulars
1	Vertical	Open Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30 Hours
5	Marks Allotted	50 marks
6	Internal Assessment	25 marks
7	Term End Examination	25 marks

Course Description:

Personnel Finance deals with understanding and applying financial concepts to human resource functions. It covers wage and salary structures, employee cost analysis, ROI on human capital investments, statutory compliances, payroll audits, and strategic HR finance. The course enables students to manage personnel finance decisions aligned with organizational strategy.

Prerequisites: Human Resource Management, Quantitative technique

Course Objectives:

The following are the objectives for the subject Personnel Finance.

(a) To develop an understanding of wage systems, compensation structures, and statutory frameworks in HR Finance.
(b) To apply financial tools for cost-benefit analysis in personnel functions like training, separation, and recruitment.
(c) To analyze return on investment in human capital and develop financially viable employee engagement strategies.
(d) To understand interlinkage of personnel finance and the impact of personnel-related decisions on overall financial and strategic planning

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Course Outcomes:

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

CO No.	Course Outcome	Level (Bloom's Taxonomy)	Level ID
CO1	Understand the fundamentals of wage systems and compensation structuring	Understand	2
CO2	Apply financial models to analyze HR costs and employee benefit decisions	Apply	3
CO3	Evaluate ROI on HR investments and cost-effectiveness of HR programs	Evaluate	5
CO4	Demonstrate budgeting, payroll audit, and accounting in HR context	Create	6
CO5	Analyze statutory frameworks and their implications for organizational costs	Analyze	4
CO6	Design strategic HR finance models aligned with business goals	Create	6

Course Contents:

Session No.	Detailed Topic	CO Mapping	Pedagogy (Addition to Lecture)	Duration	Outcome
1	Introduction to Personnel Finance: Role, Scope, and Relevance in HR Functions	CO1	Group Discussion	90 min	Understand basic concepts
2	Importance of Wage Administration: Fundamentals and Models of Wage Determination	CO1	Discussion, Practical Examples	90 min	Understand wage planning
3	Techniques of Job Evaluation	CO1	Case study on Job Grading	90 min	Apply job evaluation methods
4	Understanding White-collar vs. Blue-collar Compensation Structures	CO1	Compensation Differentiation Exercise	90 min	Analyze compensation strategy
5	Designing Executive Compensation Packages	CO2	Case on ESOP at Infosys	90 min	Apply executive pay models
6	Golden Parachutes and Silver Parachutes	CO2	Case study	90 min	Apply separation planning

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7	Statutory Frameworks and Their Financial Implications	CO5	Compliance Worksheet	90 min	Analyze labor law impact & financial obligations
8	Recruitment and Selection Cost Analysis	CO2	Cost Sheet Preparation	90 min	Analyze recruitment costing
9	Training and Development Costing: Methods of Budgeting Evaluation of Training and Development costs	CO2	Session on ROI of Training	90 min	Apply cost-benefit analysis
10	**Mid-Term Test (Internal Assessment)**	CO1 & 2	Test	90 min	Evaluate student understanding
11	Calculation of ROI in Human Capital Investments	CO3	ROI Calculation Exercise	90 min	Evaluate return metrics
12	Financial Impact of Employee Separations	CO2	Separation Cost Analysis	90 min	Analyze separation cost
13	Developing a Personnel Budget: Components, Forecasting Techniques	CO4	Budget Drafting	90 min	Create personnel budgets
14	Payroll Structuring and Compliance	CO4	Payroll Trial / Demo	90 min	Apply payroll analysis
15	Payroll Auditing and Cost Control: Techniques; Case Study Review	CO4	Case Study	90 min	Audit payroll systems
16	Strategic Financial Planning for HR Costs: Link to Organizational Value Chain	CO6	Strategy Mapping Activity	90 min	Design strategic cost models
17	Managing Governance and Industrial Disputes: Strikes, Lockouts and Financial Risks	CO5	Case Study on Industrial Disputes	90 min	Evaluate dispute impact
18	Transfer Pricing, HR Cost Allocation in MNCs, and Cross-border HR Finance	CO6	Case on Global HRM at Coca-Cola	90 min	Apply strategic costing
19	Post-Merger HR Integration: Financial Synergies and Workforce Rationalization	CO6	Case on Tata-Corus HR M&A	90 min	Design financial HR integration
20	Project Based Learning	CO6	Flip Learning	90 min	Develop Project Plan for Strategic Personnel Finance

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	Compensation Management in a Knowledge-Based World	Richard I. Henderson
2.	Human Resource Accounting	Eric Flamholtz
3.	Financial Aspects of Human Resource Management	Dennis Peacock

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Strategic Compensation	Joseph J. Martocchio
2.	Human Resource Development and Financial Analysis	Uday Pareek & Rao T.V.
3.	Investing in People: Financial Impact of Human Resource Initiatives	Cascio Wayne and Boudreau John
4.	Personnel Economics in Practice	Lazear Edward, Gibbs Michael

Case Studies:

- Case on ESOP at Infosys
- Case on Global HRM at Coca-Cola
- Case on Tata-Corus HR M&A

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Course Code: 24OC3.2 Course Name: Emerging Technologies in Operations

Sr. No.	Heading	Particulars
1	Vertical	Specialisation Core
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: This course will explore current breakthrough technologies and disruptive innovations that have emerged over the past few years. A close examination will be conducted to understand the importance of management strategy in navigating the rapid climate of changing technology to ensure a company's success.

Prerequisites: Operations Management & Decision Models

Course Objectives:

(a) Identify and analyze various emerging technologies.

(b) Identify and analyze various factors that affect business strategy with emerging technologies

(c) Understand the impact of emerging technologies in a global context.

(d) Explore future trends in these technologies and their potential impact on business operations.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Comprehend the basic concepts of Emerging Technologies in Operations.	Understand	2
CO2	Apply various Emerging Technologies in Operations to enhance productivity and efficiency.	Apply	3
CO3	Apply various technologies that affect business strategy and outcomes	Apply	3

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CO4	Evaluate the various trends in emerging technologies and their potential impact on business operations.	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Industrial Revolutions and Emerging Technologies: The evolution of technologies through different industrial revolutions and their impact on operations.	CO1	Lecture with classroom discussion, examples,	3 hours	Preparation for the course in respect of the ETO.
2	The characteristics and significance of emerging technologies in the context of operations.	CO1, CO2	Lecture with classroom discussion, examples, problem-solving/ numerical exercises.	3 hours	Understanding emerging technologies in the context of operations.
3	The Role of Data: Understand how data drives innovation and decision-making in operations	CO2	Lecture with classroom discussion, problem-solving/ numerical exercises.	3 hours	Mastering technique of data driven innovation and decision-making in operations
4	The underlying infrastructure and devices that enable emerging technologies.	CO2	Video cases	3 hours	Detail understanding of infrastructure and devices that enable emerging technologies.
5	Artificial Intelligence (AI):Fundamentals of AI: Define AI and its different types (e.g., machine learning, deep learning). AI Applications in Operations: How AI can be	CO1, CO3	Video/ Role play	3 hours	Introduction to Artificial Intelligence

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	used for tasks like predictive maintenance, process optimization, and automation. AI Tools and Platforms: Practical AI tools and platforms for operations.				
6	Concepts of IoT and its components. IoT Applications in Operations: Discuss how IoT can enable real-time data collection, remote monitoring, and predictive analytics	CO1,CO2	Lecture with classroom discussion, examples, problem-solving/ numerical exercises	3 hours	To understand Concepts of IoT and its components
7	Basics of blockchain and its decentralized nature. Blockchain Applications in Operations: How blockchain can be used for supply chain management, inventory tracking, and secure transactions.	CO1, CO3	Case studies	3 hours	Understanding Basics of blockchain & Blockchain Applications in Operations
8	Robotics Fundamentals: Different types of robots and their functionalities. Robotics Applications in Operations: How robots can be used for automation, assembly, and logistics.	CO1, CO4	Lecture with classroom discussion, examples	3 hours	Understand Robotics Applications in Operations
9	Data Science: Fundamentals: Concepts of data mining, data warehousing, and data analysis. Data Science Applications in Operations: How data science can be used for predictive analytics, forecasting, and decision-making.	CO1, CO4	Lecture with classroom discussion, Illustrations.	3 hours	Understanding Data Science Applications
10	Other Emerging Technologies: 3D Printing: Applications of 3D printing in operations.	CO1, CO4	Case studies	3 hours	Understanding Other Emerging Technologies.

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	Potential of quantum computing for operations. Importance of cybersecurity in protecting operational systems. Virtual Reality (VR) and Augmented Reality (AR): Applications of VR and AR in training, simulation, and design.				

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Applications of New Technology in Operations and Supply Chain Management"	IGI Global
2.	Emerging Technologies in Business	Reema Thareja

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Emerging Technologies for Effective Management	Rahul Dubey
2	Emerging Technologies	Indian Institute of Banking & Finance (IIBF)
3	Emerging Technologies in Business	Andrei O. J. Kwok, Pei-Lee Teh

Recommended Reading

- Journals
- Journal of Emerging Technologies (JET) from African Journals Online,
- Journal of Emerging Technologies and Innovative Research (JETIR)

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Course Code: 24OC3.3 Course Name: Total Quality Management

Sr. No.	Heading	Particulars
1	Vertical	Core - Specialization
2	Type	Theory
3	Credits	2
4	Hours Allotted	30 Hours
5	Marks Allotted	50 marks
6	Internal Assessment	25 marks
7	Term End Examination	25 marks

Course Description: This course introduces students to the concepts, tools and techniques used in Total Quality Management in an industrial environment. In addition to introducing students to the concepts of quality assurance and quality control, it also connects leadership, supplier-customer relationships, employee engagement, data collection and analysis, productivity, statistical process control, and other topics related to quality and customer satisfaction.

Prerequisites: Operations Management

Course Objectives:

The following are the objectives for the subject Total Quality Management.

(a) To explain the principles of Total Quality Management

(b) To show the tools for quality control and management

(c) To examine the relation of cost and value to business

(d) To summarize the contributions made by various quality practitioners to the field of TQM

Course Outcomes:

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

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Describe the concept of Total Quality Management.	Understand	2
CO2	Employ various tools and techniques of TQM.	Apply	3

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CO3	Compare different theories of TQM developed by researchers/quality managers.	Analyse	4
CO4	Combine the theoretical and practical aspects of TQM to formulate strategies that will enable organizations to achieve strategic goals	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction and evolution of Quality movement	CO1	Lecture and case	3 Hrs	Describe the concept of Quality and explain the Evolution of Quality Movement over the years
2	Quality Performance Initiatives	CO2, CO4	Lecture and problem solving	3 Hrs	Understand the basics of various important Quality Initiatives
3	Quality Performance Initiatives	CO2, CO4	Lecture	1.5 Hrs	Understand the basics of various important Quality Initiatives
4	Contributions of Quality Management Gurus (US)	CO3, CO4	Lecture	3 Hrs	Explain the contributions of Quality Management Gurus namely Deming and Juran
5	Contributions of Quality Management Gurus (Japan)	CO3, CO4	Lecture and case	1.5 Hrs	Explain the contributions of Quality Management

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					Gurus namely Ishikawa, Shingo and Taguchi
6	Statistical Quality Control Basics	CO1, CO2	Lecture and problem solving	3 Hrs	Understand the Basics of SQC such as Descriptive Statistics, Statistical Process Control, Process Capability and Acceptance Sampling
7	Basics of Sampling	CO1, CO2	Lecture	3 Hrs	Understand the Basics of Sampling such as Process of Sampling, Sampling Methods, Different Types of Distributions and Normal Curve
8	Basics of Reliability	CO2, CO4	Lecture and problem solving	3 Hrs	Understand the Basics of Reliability such as Failure Rate, MTBF, Component Reliability, Reliability in Series and Parallel
9	Six Sigma - I	CO2, CO3, CO4	Lecture and case	3 Hrs	Illustrate the Ideology of Six Sigma along with the concept of using Six Sigma as a Metric, as a Methodology and as a Management System

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10	Six Sigma - II	CO4	Case	1.5 Hrs	Illustrate the Ideology of Six Sigma along with the concept of using Six Sigma as a Metric, as a Methodology and as a Management System
11	Quality Tools and Techniques Business excellence models like European Model / Tata Excellence Model can be added Kaizen	CO2	Lecture and case	3 Hrs	Explain the usage of Various Quality Tools (Basic and Advanced)
12	Quality Circle	CO1	Lecture	1.5 Hrs	Illustrate the principle and application of Quality Circle as a Quality Improvement Methodology
13	JIT & Lean	CO2, CO3	Lecture and discussion	1.5 Hrs	Understand the principle of Just In Time and Lean methodologies
14	CMM & PCMM	CO2, CO3	Lecture	1.5 Hrs	Explain the concept of Capability Maturity Model and People Capability Maturity Model

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	Total Quality Management	Dale H Besterfield, Carol Besterfield
2.	Total Quality Management	Poornima M Charantimath

Reference books:

Sr. No.	Book's Name	Author's Name
1.	TQM in this Service	R. P. Murthy, R.R. Lakhe
2.	100 TQM Tools	Mike Asher, Gopal Kanji
3.	Beyond TQM	R. L. Flood

Recommended Reading

- Case – YMCA upgrades day camps using Six Sigma
- Case - Six Sigma Mystery Shopping
- Case – Rock Solid on 6TOC

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Course Code: 24OE3.4 **Course Name: Materials Management**

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: A materials management course aims to equip individuals with the knowledge and skills needed to efficiently manage the flow of materials within an organization, from procurement to distribution. It focuses on planning, acquiring, storing, and controlling materials, ultimately ensuring their availability at the right time, place, and cost. This includes understanding inventory management, value analysis, and storekeeping, all crucial for optimizing resource utilization and maintaining a smooth supply chain.

Prerequisites: Operations Management & Decision Models

Course Objectives:

(a) To understand basic aspects of Materials Management
(b) Analyse and apply various analytical techniques for Materials planning with quantitative models
(c) Analyze and apply various techniques for Purchase & warehousing. & Material movement
(d) To prepare students for future jobs in the area of Materials Management
(e) To analyse and evaluate important trends in today's rapidly expanding and transforming Materials Management including financial and ethical aspects.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Comprehend the basic concepts of Materials Management and significance of ethical practices in materials management.	Understand	2

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CO2	Apply various analytical techniques for Materials planning with quantitative models	Apply	3
CO3	Apply various techniques for Purchase, warehousing and Material movement.	Apply	3
CO4	Evaluate the financial aspects of materials management for decision making.	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Materials Management Integrated approach to Materials Management	CO1	Lecture with classroom discussion, examples,	3 hours	Preparation for the course in respect of the MM
2	Introduction and factors influencing materials planning Materials Requirement Planning (MRP).	CO1, CO2	Lecture with classroom discussion, examples, problem-solving/ numerical exercises.	3 hours	Understanding Material Planning and MRP.
3	Purchasing principles, policies, procedures and practices Sources of supply and Supplier Selection, Vendor management, Stores Management	CO2	Lecture with classroom discussion, problem-solving/ numerical exercises.	3 hours	Mastering technique of purchasing and supplier selection.
4	Purchasing and Procurement Activities under Materials Management	CO2	Video cases	3 hours	Detail understanding of Purchasing and Procurement

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	Purchasing of Capital Equipment				
5	International procurement- Imports Letter of credit., Custom clearance, Bill of Lading and other documents	CO1, CO3	Video/ Role play	3 hours	Introduction to International procurement
6	Classification of Materials Types of inventories.	CO1,CO2	Lecture with classroom discussion, examples, problem-solving/ numerical exercises	3 hours	To understand Materials Types of inventories.
7	Materials receipt and Warehousing Scientific store management Codification	CO1, CO3	Case studies	3 hours	Understanding Warehousing Scientific store management
8	Introduction and different levels of standards (BIS,ISI) Obsolete, Surplus and Scrap Management, Stores Accounting and Stock verification	CO1, CO4	Lecture with classroom discussion, examples	3 hours	Understand different levels of standards
9	Principles of Material Handling Palletisation Containerization, Material Handling Equipment & Types	CO1, CO4	Lecture with classroom discussion, Illustrations.	3 hours	Understanding Material Handling
10	Transportation Modes / Attributes Transportation Mix in Economy	CO1, CO4	Case studies	3 hours	Understanding Transportation Modes.

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	Purchasing and Materials Management	P.Gopalkrishnan
2.	Materials Management –An integrated approach	P.Gopalkrishnan and M. Sundaresan

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Purchasing Management	A.K. Datta
2	Purchasing and Materials Management	N. K. Nair
3	Purchasing Principal and Management	Peter Baily

Recommended Reading

- Journals
- Journal of Purchasing and Materials Management (Willey)
- International Journal of Physical Distribution & Materials Management (Emerald)

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Course Code: 24OE3.5 **Course Name: Service Operations Management**

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50 Marks
6	Internal Assessment	25 Marks
7	Term End Examination	25 Marks

Course Description: Service Operations Management focuses on the efficient design and delivery of services across industries like healthcare, retail, and hospitality. The course covers key topics such as service design, capacity management, quality control, and customer experience, while emphasizing the role of technology and continuous improvement.

Prerequisites: Basic knowledge of operations management, Familiarity with management principles will be helpful.

Course Objectives:

a) To understand various types of Service Industry
b) Site selection for Service location
c) Role of service operation for profitability in Service Industry
d) Inventory Management in Service Industry
e) Basic outsourcing, offshoring in Services

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the basic concepts of Service Operations Management	Understand	2
CO2	Apply models to Service operations for decision making	Apply	3
CO3	Assess the performance of service operations for quality Improvement.	Evaluate	5
CO4	Analyse strategies for managing yield in the service industry.	Analyse	4

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Service Operations Management	CO1	Lecture and Class Discussion	1.5 Hours	Understand fundamental concepts of service operations
2	Classification of Services & Service Delivery Systems	CO1	Presentations & Discussion	1.5 Hours	Identify different service types and delivery systems
3	Site Selection for Services: Types, Demand-Sensitive Services, Delivered Services, Quasi-Manufacturing Services	CO4	Presentations & Discussion	1.5 Hours	Analyze types of services and site selection criteria
4	Site Selection for Demand Sensitive Services: GIS, Factor Rating, Gravity Model of Demand	CO4	Role play & Discussion	1.5 Hours	Apply analytical models to assess service locations

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5	Methods for Delivered Services	CO4	Presentations & Discussion	1.5 Hours	Understand alternative service delivery methods
6	Site Selection for Quasi-Manufacturing Services	CO4	Case Study	1.5 Hours	Evaluate service site strategies for quasi-manufacturing models
7	Capacity Strategies for Yield Management, Overbooking	CO4	Presentations & Discussion	1.5 Hours	Analyze strategies for managing capacity and yield
8	Pricing and Implementation Issues	CO2	PPT	1.5 Hours	Apply pricing strategies in service yield contexts
9	Inventory Management in Services vs. Manufacturing Inventory	CO2	Case Study	1.5 Hours	Distinguish inventory management strategies in services
10	Set Up and Ordering Costs, Number of Products, Limited Shelf Space	CO2	Presentations & Discussion, Videos	1.5 Hours	Apply inventory decision models in service contexts
11	Lost Sales vs. Back Orders, Product Substitution	CO2	Lecture, Video	1.5 Hours	Evaluate inventory risks and substitution strategies
12	Mid Term Exam	CO1 - CO4	Exam	1.5 Hours	Assess comprehension and application of learned concepts
13	Demand Variance, Information Accuracy, The Newsvendor Model	CO3	Presentations & Discussion	1.5 Hours	Assess impact of demand variability and apply Newsvendor model
14	Multiple Products and Shelf Space Limitations	CO3	Group Discussion	1.5 Hours	Evaluate service layout and inventory decisions

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15	Inventory Inaccuracy, Phantom Stockouts, Shrinkage, Revenue Sharing, Markdown Money	CO3	Case Study	1.5 Hours	Analyze service inventory issues and improvement strategies
16	Outsourcing, Contract Risk, Outsource Firm Risk, Pricing Risk	CO3	Presentations & Discussion	1.5 Hours	Assess service outsourcing and risk management practices
17	Competitive Advantage, Information Privacy Risk, Firm-Specific Risks	CO3	Lecture, Video	1.5 Hours	Evaluate firm-specific risks and service strategy alignment
18	Offshoring, Cost Measures, and SERVQUAL Model	CO3	Videos & Discussion	1.5 Hours	Understand service quality measures and implications of offshoring
19	Green service operations/ sustainable service operations Presentation, Case Study & Revision	CO1, CO3	Presentations & Discussion	1.5 Hours	Understanding sustainable service operations through presentation and discussion
20	Site selection models from a service business perspective may be considered for awareness Service Failure and Service Recovery Service Quality should be given due weightage along with SERVQUAL model.	CO1, CO3	Presentations & Discussion	1.5 Hours	Understanding Site selection models

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	Service Operations Management	Shankar Ghosh
2.	Service Management: Operations, Strategy, and Information Technology	James A. Fitzsimmons, Mona J. Fitzsimmons
3.	Managing Service Operations: Design and Implementation	R. K. Gupta

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Service Operations Management: A Strategic Approach	Robert Johnston, Graham Clark
2.	Operations Management in Services	R. K. Jain, A. K. Jain
3.	The Management of Service Operations: A Systems Approach	Richard B. Chase, S. Shankar

Recommended Reading

- Service Operations Management: Improving Service Delivery – David A. Collier, James R. Evans
- Operations Management: Theory and Practice – K. S. Anand

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Course Code:24OE3.6 **Course Name: Operations Analytics**

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: An Operations Analytics course aims to equip learners with the knowledge and skills to leverage data and analytical techniques to improve operational efficiency and decision-making in various business contexts. It focuses on understanding how to model uncertainty, predict outcomes, and choose the best course of action in the face of risk, ultimately leading to better resource allocation and performance.

Prerequisites: Operations Management & Decision Models

Course Objectives:

(a) To understand basic aspects of Operations Analytics and evaluation
(b) Analyse and apply various analytical techniques applied in complex real-life situations
(c) To be able to scale up an academic model to workable practical model by carrying the process of analytical framework.
(d) To prepare students for future jobs in the area of Operations Analytics
(e) To analyse and evaluate important trends in today's rapidly expanding and transforming Operations Analytics.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Comprehend the basic concepts of Operations Analytics.	Understand	2
CO2	Apply various analytical techniques to be applied in operations management.	Apply	3

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CO3	Demonstrate proficiency in developing analytical models that can be applied in various areas of operations management.	Apply	3
CO4	Evaluation of the operations of an organization through analytical techniques for improvement	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to analytics Types of Analytics	CO1	Lecture with classroom discussion, examples,	3 hours	Preparation for the course in respect of the OA.
2	Quantitative forecasting ,Moving average, exponential smoothing, Demand Analytics, Demand Forecasting Model	CO1, CO2	Lecture with classroom discussion, examples, problem-solving/ numerical exercises.	3 hours	Understanding Quantitative aspects
3	Trend, regression adjusted with seasonality, double exponential smoothing Optimum values of period of MA & smoothing constant	CO2	Lecture with classroom discussion, problem-solving/ numerical exercises.	3 hours	Mastering technique of Trend, regression adjusted with seasonality, double exponential smoothing
4	Measures of accuracy in forecasting MAD,MSE	CO2	Video cases	3 hours	Detail understanding of Measures of accuracy

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5	MAPE & tracking signal Service analytics in waiting line	CO1, CO3	Video/ Role play	3 hours	Introduction to MAPE & Service analytics
6	Single & multiserver, use of simulation Customer service efficiency, cost optimization	CO1,CO2	Lecture with classroom discussion, examples, problem-solving/ numerical exercises and Case Studies	3 hours	To understand Single & multiserver, use of simulation
7	Service analytics in Retail stocking policy and impact of stock-out, use of simulation, service efficiency,& cost optimization	CO1, CO3	Case studies	3 hours	Understanding Service analytics in Retail
8	Supply Chain Analytics, Supply Chain Metrics, Decision areas in SCM , Procurement, Manufacturing, Distribution, Logistics, Risk & performance indices wrt cost,	CO1, CO4	Lecture with classroom discussion, examples	3 hours	Understand Supply Chain Analytics
9	Risk & performance indices wrt capacity, Quality, Logistics, Distribution	CO1, CO4	Lecture with classroom discussion, Illustrations.	3 hours	Understanding Risk & performance indices
10	Performance Metrics: Inventory, Fulfillment, Alerts, and Flagging etc. Evaluation of the right data for decision-making	CO1, CO4	Case studies	3 hours	Understanding Performance Metrics

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	Business Analytics: Practitioner's Guide	Rahul Saxena and Anand Srinivasan
2.	Business Analytics- An Introduction	Jay Leibowitz

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Operations Analytics A Complete Guide	Gerardus Blokdyk
2	Handbook of Operations Analytics	Shiuh-Nan Hwang
3	The Rise of Operational Analytics	Scott Haines

Recommended Reading

- Journals
- Applied Operations and Analytics (Taylor & Francis)
- Applied Operations and Analytics (Operational Research Society)

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Course Code: 24OE3.7 Course Name: Supply Chain Management and Distribution

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50 Marks
6	Internal Assessment	25 Marks
7	Term End Examination	25 Marks

Course Description: *Supply Chain Management focuses on the key elements of SCM. While giving an overview of the complete end to end SCM Process, it covers key topics such as 3PL (giving in detail Warehousing & Distribution), while emphasizing the role of technology and current trends of e-procurement detailing how it dovetails into Global SCM Networks..*

Prerequisites: *Basic knowledge of operations management or concepts, Familiarity with process analysis or management principles will be helpful.*

Course Objectives:

- To understand basic concepts of Logistics Management
- To explain in relation of above to Inbound Logistics, Process Logistics and Outbound Logistics
- To explore major elements of SCM & leading edge thinking on Supply Chain strategy
- To explain, Designing Supply Chain, Elements of Inventory and Risk management
- To explain, Alliance strategies, Issues and Challenges, Performance Measurement

Course Outcomes:

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Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the basic concepts of Supply Chain Management	Understand	2
CO2	Apply models to SCM operations for decision making	Apply	3
CO3	Assess the performance of SCM operations for quality Improvement.	Evaluate	5
CO4	Analyse strategies for managing efficiency in SCM Operations	Analyse	4

Course Contents:

Sr. No.	Topics	CO Mapping	Pedology	Duration	Outcome
1	**Introduction to Supply Chain Management**	CO1	Lecture and Class Discussion	1.5 Hours	Understand fundamental concepts of Supply Chain
2	**Logistics**: • Competitive advantage & 3 C's • Value Chain • Reverse Logistics	CO1	Lecture and Class Discussion	1.5 Hours	Understand concepts in Logistics & its various Functions and Objectives
3	**Warehousing and Distribution:** **Warehousing:** • Role of Warehousing in Logistics • Types of Warehouses • Layout Design and Automation	CO4	Lecture and Video	1.5 Hours	Analyze types of warehouses Role of Warehousing
4	**Warehousing and Distribution:** **Distribution:**	CO4	Lecture and Class Discussion	1.5 Hours	Role of Distribution

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	• Distribution Role, Levels and Channel partners • Free Trade Zones and Special Economic Zones				
5	**Order Processing and Logistics Information System** Web based Order Processing. Processing priorities	CO4	Lecture and Class Discussion	1.5 Hours	Evaluate strategies for Order Preparation, Transmittal, Order Entry, Filling, Status Reporting.
6	**Performance Measures and Controls in SCM** Objectives, Levels, Parameters of Performance Measures- Cycle Time, Fill Rate, Inv. Turnover, On Time Shipping & Delivery, Perfect Order, Stock Out. Concept of benchmarking: SCOR & DCOR	CO4	Lecture and Class Discussion	1.5 Hours	Use mathematical tools to solve SCM problems
7	**Transportation** Road, Rail. Air, Water Incoterms Network Route planning, Containerization, Packing. Effective/Cost Optimizing Distribution strategies- Direct Shipment, Cross Docking, Milk Run, Transshipment.	CO4	Lecture and Class Discussion	1.5 Hours	Understand alternative service delivery methods
8	**Designing Logistics & Distribution Network in a Supply Chain.** Application to Online Sales Network Design in SCM:	CO4	Lecture and Group Discussion	1.5 Hours	Evaluate strategies for Distribution

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	DC Concept. Modern DC's, Robotics usage in Pick & Pack				
9	**The Value of Information** Bullwhip Effect, Collaborative Planning Forecast Replenishment (CPRF) concept Logistics Information System: OMS, WMS, TMS	CO4	Lecture and Class Discussion	1.5 Hours	Understanding importance of information in SCM
10	**Strategic Alliance:** 1PL, 2PL,3PL, 4PL etc. Retailer Supplier Partnership Distribution Integration	CO4	Lecture and Group Discussion	1.5 Hours	Application of correct Strategic Alliance based on Business Dynamics
11	**E- Procurement & Outsourcing** Outsourcing benefits and risks, Make versus Buy Impact of Internet on Supply Chain strategies	CO2	Lecture and Class Discussion	1.5 Hours	Understanding use of internet in Procurement & Outsourcing
12	**Designing Global Supply Chain Networks** Global Market /Technological /Cost/Political Factors Risks and advantages of International Supply Chain International versus Regional products Regional differences in Logistics-Cultural differences/Infrastructure/Performance expectation and evaluation	CO2	Lecture and Class Discussion	1.5 Hours	Understand impact of International SCM Networks
13	**Performance Measures and Controls in SCM**	CO2	Lecture and Class Discussion	1.5 Hours	Understand various Performance

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	Introduction and concept of benchmarking. Gap Analysis Overview of Supply Chain Operations Reference (SCOR) Modelling Lean Manufacturing and Mass customization				measurement tools in SCM
14	**Ethical Issues in SCM** Supply Chain vulnerability. Conformation to applicable laws, Trade regulations, Government procurement regulations, Patents, Copyrights, Trademark laws, Environmental laws. Confidential and Propriety information	CO2	Lecture and Class Discussion	1.5 Hours	Evaluate ethical issues in SCM
15	**Current Trends in SCM** Goldratt Supply Chain Sustainable Supply Chain	CO2	Lecture and Class Discussion	1.5 Hours	Understanding recent trends in Supply Chain
16	**Current Trends in SCM** Resilient Supply Chain Green Supply Chain Lean Supply Chain	CO2	Lecture and Class Discussion	1.5 Hours	Understanding recent trends in Supply Chain
17	**Strategic Issues in Channel Decisions:** Types of Channels, Wholesaling, Retailing, Flows in Channels of Distribution, Distribution Analysis and Control	CO3	Lecture and Class Discussion	1.5 Hours	Assess impact of Channel decisions in SCM
18	**Managing Channel conflicts-** Goal conflict, Role conflict, Communication failure.	CO3	Lecture and Class Discussion	1.5 Hours	Evaluate different challenges in

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	Building strong brands, demand pull, carrot and stick				managing conflicts
19	**The Procurement Process:** Sourcing, Planning and Analysis. Benchmarking the Supply Chain and Managing Global Supply Chain Networks	CO3	Lecture and Class Discussion	1.5 Hours	Analyze the Procurement Process more so in an Internation Global SCM environment
20	**Technology and SCMs:** 3D printing and its impact. Material Sciences (Development of alternate materials)	CO3	Lecture and Class Discussion	1.5 Hours	Understand the emergence of this new technology and its impact on SCM Networks

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Logistics Management	V.V. Sople
2.	Supply Chain Management	V.V. Sople
3.	Designing and Managing the Supply Chain	David, Philip Kminsky

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Logistical Management	Donald J Bowersox
2.	Logistics and Supply Chain Management	Martin Christopher
3.	Sales and Distribution Management	S. L. Gupta

Recommended Reading

• Operations Management: Theory and Practice – K. S. Anand

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Course Code: 24OOE3.8 **Course Name: Green Sustainable Operations**

Sr. No.	Heading	Particulars
1	Vertical	Open Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: This course will explore current breakthrough technologies and disruptive innovations that have emerged over the past few years. A close examination will be conducted to understand the importance of management strategy in navigating the rapid climate of changing technology to ensure a company's success.

Prerequisites: Operations Management & Operations Research

Course Objectives:

(a) Identify and analyze various emerging technologies.
(b) Identify and analyze various factors that affect business strategy with emerging technologies
(c) Understand the impact of emerging technologies in a global context.
(d) Explore future trends in these technologies and their potential impact on business operations.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Comprehend the basic concepts of Sustainability in Operations.	Understand	2
CO2	Apply sustainability in Operations to enhance productivity and efficiency.	Apply	3
CO3	Apply various technologies that incorporate sustainability in operations	Apply	3

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CO4	Evaluate the various trends in sustainability in operations and their potential impact on business operations.	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Defining sustainability and sustainable operations, exploring the importance of integrating sustainability into operations	CO1	Lecture with classroom discussion, examples,	3 hours	Preparation for the course in respect of the GSO
2	Sustainable Supply Chain Management	CO1, CO2	Lecture with classroom discussion, examples, problem-solving/ numerical exercises.	3 hours	Examining how to design and manage environmentally and socially responsible supply chains.
3	Life Cycle Assessment	CO2	Lecture with classroom discussion, problem-solving/ numerical exercises.	3 hours	Evaluating the environmental impact of products and services throughout their life cycl
4	Resource Efficiency and Waste Reduction	CO2	Video cases	3 hours	Implementing strategies to reduce resource consumption and waste generation.
5	Renewable Energy and Energy Efficiency.	CO1, CO3	Video/ Role play	3 hours	Exploring the adoption of renewable energy sources

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					and energy efficiency measures.
6	Product Design and Development	CO1,CO2	Lecture with classroom discussion, examples, problem-solving/ numerical exercises	3 hours	Designing products with sustainability in mind, considering factors like material selection, durability, and end-of-life management.
7	Consumer Psychology and Environmental Attributes	CO1, CO3	Case studies	3 hours	Understanding how consumers perceive and respond to environmental attributes of products and services.
8	Quantitative Models and Techniques	CO1, CO4	Lecture with classroom discussion, examples	3 hours	Using quantitative methods to analyze and evaluate the viability of sustainable opportunities.
9	Ethical Sourcing and Social Responsibility	CO1, CO4	Lecture with classroom discussion, Illustrations.	3 hours	Addressing social and ethical issues in global supply chains.
10	Regulation and Policy	CO1, CO4	Case studies	3 hours	Understanding regulations and policies related to sustainability..

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	Sustainable Operations Management	Kampan Mukherjee
2.	Responsible and Sustainable Operations	Christopher S. Tang

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Sustainable Operations and Supply Chain Management	Valeria Belvedere, Alberto Grando
2	Sustainable operations	Springer Nunes

Recommended Reading

- Journals
- Sustainable Operations and Computers
- Sustainable operations -Springer

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Course Code: 24IC3.2 **Course Name: Emerging Technologies in IT**

Sr. No.	Heading	Particulars
1	Vertical	Core Specialization
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course explores the latest trends in emerging technologies and their transformative role in shaping modern business landscapes. It covers technologies such as Artificial Intelligence (AI), Blockchain, Internet of Things (IoT), and Virtual/Augmented Reality (VR/AR), providing students with the knowledge to assess, implement, and manage these technologies for competitive advantage.

Prerequisites:

- Basic understanding of Information Technology and Business Systems.

Course Objectives:

- To define and understand key emerging technologies and their business significance.
- To assess strategies for the successful adoption and implementation of emerging technologies.
- To analyze new technologies' security, ethical, and legal implications.
- To evaluate the impact of technological disruptions on industries and develop future-oriented strategies.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the fundamentals and trends of emerging technologies	Understand	2
CO2	Apply frameworks for evaluating and implementing emerging technologies in business	Apply	3

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CO3	Analyze the security, ethical, and regulatory aspects associated with these technologies	Analyze	4
CO4	Create technology-driven strategies for sustainable competitive advantage	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Understanding Emerging Technologies: Definition and characteristics, Evolution and impact on businesses, Technology adoption lifecycle, Disruptive vs. sustaining innovation	CO1	Interactive lecture, discussion	2 Hours	Understand the pace and nature of technological change
2	Artificial Intelligence (AI) and Machine Learning, Concepts and applications, AI in personalization, customer service, ML in predictive analytics and decision support	CO1	Industry examples, video cases	2 Hours	Identify use cases of AI/ML across business functions
3	Internet of Things (IoT), Definition and architecture, Applications in logistics, smart cities, industry, and healthcare	CO1	Case study, technology demo (video/IoT dashboards)	2 Hours	Understand how IoT connects physical systems to digital networks
4	Blockchain and Cryptocurrencies, Blockchain fundamentals, Use in supply chains, finance,	CO1	Whitepaper review, demo of DApps or crypto platforms	2 Hours	Explain blockchain use in secure and transparent data exchange

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	DApps, smart contracts, Regulatory and security concerns				
5	AR and VR Technologies, AR/VR concepts and use cases, Applications in marketing, simulation, training	CO1	Immersive demo session, industry cases	2 Hours	Analyzing immersive technology's impact on user engagement
6	Technological Innovation and Competitive Advantage, Innovation models (e.g., disruptive innovation), Case studies: Uber, Amazon, Tesla, Market disruption and transformation	CO1	Case discussion, analysis of success stories	2 Hours	Understand how emerging tech drives strategic advantage
7	Assessing Business Needs and Tech Readiness, Gap analysis, feasibility assessment, Tech matching business goals	CO2	Workshop-based activity	2 Hours	Apply frameworks to evaluate tech-business alignment
8	Cost-Benefit and Risk Analysis, Financial evaluation techniques, Risk assessment frameworks	CO2	Problem-solving exercises	2 Hours	Evaluate the investment and risk of tech adoption
9	Strategic Technology Implementation, Steps in planning and execution, Stakeholder management and deployment	CO2	Strategic planning workshop	2 Hours	Draft a tech implementation strategy for a business case
10	Integration and Change Management, Overcoming integration challenges, Employee	CO2	Simulation exercise	2 Hours	Prepare integration and training plans

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	training, system compatibility				
11	Monitoring and Evaluation of Tech Projects, KPIs, and success metrics, Feedback loops and iterative improvement	CO2	Lecture, evaluation matrix creation	2 Hours	Evaluate performance and outcomes of implementation
12	AI/ML in Future Business Scenarios, AI in marketing, HR, finance, Autonomous systems and ethical implications	CO3	Group presentation	2 Hours	Analyze business impact of future AI trends
13	IoT in Smart Systems, Smart homes, industries, transport, Data insights and analytics from IoT	CO3	Case study (e.g., Amazon Go, Smart Cities India)	2 Hours	Explore how IoT systems optimize operations
14	Blockchain in Business Operations, Real-world enterprise applications, Supply chain tracking, crypto finance	CO3	Video walkthrough, business model canvas	2 Hours	Evaluating blockchain's value in operational efficiency
15	Tech Forecasting and Competitive Strategy, Future tech landscape mapping, Emerging tech radar, and innovation pipeline, Industry 4.0 overview	CO4	Trend forecasting tool, strategy roadmap creation	2 Hours	Design strategic roadmaps using emerging tech insights

Textbooks

Sr. No.	Book's Name	Author's Name
1	Emerging Technologies: AI, Blockchain, and IoT	Kevin J. Collins
2	Blockchain Revolution: How Technology Behind Bitcoin Is Changing Money, Business, and the World	Don Tapscott, Alex Tapscott

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3	Artificial Intelligence: A Guide for Thinking Humans	Melanie Mitchell

Reference books:

Sr. No.	Book's Name	Author's Name
1	The Inevitable: Understanding the 12 Technological Forces That Will Shape Our Future	Kevin Kelly
2	Machine, Platform, Crowd: Harnessing Our Digital Future	Andrew McAfee, Erik Brynjolfsson
3	Digital Transformation: Survive and Thrive in an Era of Mass Extinction	Thomas Siebel

Recommended Reading

- Research Papers from IEEE, Gartner, and McKinsey on Emerging Technologies
- Blogs: TechCrunch, Wired, MIT Technology Review
- Online learning resources: Coursera, edX courses on AI, Blockchain, IoT
- Case studies: Tesla (AI in Automotive), IBM (Blockchain in Supply Chain), Smart Cities (IoT Implementation)

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Semester 3

Course Code: 24IC3.3 **Course Name: Big Data and Business Analytics**

Sr. No.	Heading	Particulars
1	Vertical	Core Specialization
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course provides a foundational understanding of Big Data and Data Analytics concepts, tools, and technologies. Students will explore the architecture and components of Big Data ecosystems, including Hadoop, Spark, and NoSQL databases. The course also introduces data preprocessing, data analysis, and visualization techniques using industry-relevant tools. Emphasis is placed on applying analytical methods to derive business insights and support decision-making in real-world contexts.

Prerequisites:

- Basic knowledge of statistics
- Fundamental understanding of programming (Python or R preferred)
- Familiarity with databases and SQL (recommended

Course Objectives:

- To understand the fundamental concepts and significance of Big Data and Data Analytics.
- To explore and use Big Data tools such as Hadoop, Spark, and NoSQL databases.
- To learn data preprocessing, transformation, and exploratory analysis.
- To apply basic machine learning and statistical techniques for data-driven insights.
- To visualize and interpret large-scale data using tools like Power BI, Tableau, or Python libraries.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the fundamental concepts and significance of Big Data and Data Analytics in modern business environments.	Understand	2

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CO2	Demonstrate data preprocessing, analysis, and visualization techniques.	Apply	3
CO3	Illustrate the architecture and components of Big Data ecosystems.	Analyze	4
CO4	Apply analytical tools and techniques for informed decision-making.	Apply	3
CO5	Assess the ability to interpret data-driven insights for strategic business solutions.	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Big Data: Definitions and 5Vs (Volume, Velocity, Veracity, Variety, Value), Differences between Big Data and traditional data	CO1	Interactive Lecture, Videos	2 Hours	Understand what constitutes Big Data and its business relevance
2	Applications for Big Data in Industries: Healthcare, Retail, Banking, Supply Chain, Case Study: Big Data in e-commerce	CO1, CO3	Case study discussion, article review	2 Hours	Analyze practical Big Data applications in different sectors
3	Types of Data Analytics: Descriptive, Predictive, Prescriptive, Examples from marketing, HR, operations	CO1, CO3	Group activity: Presentation on types	2 Hours	Differentiate between analytics types and their use
4	Data Science Lifecycle Overview: Problem definition to model	CO1	Lifecycle walkthrough, diagramming	2 Hours	Understand the role of analytics

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	deployment, Real-life cycle walkthrough				across the data science cycle
5	Introduction to Hadoop Ecosystem: Hadoop architecture, HDFS, and MapReduce explained	CO2	Demo of Hadoop setup, block architecture	2 Hours	Learn basic components and the working of Hadoop
6	Hands-on with Hadoop and HDFS: Simulated setup or cloud platform use, Running sample jobs in MapReduce	CO2	Lab sessions, instructor-guided task	2 Hours	Get practical exposure to handling Big Data with Hadoop
7	NoSQL Databases Overview: Introduction to MongoDB, Cassandra, Use cases and structure differences	CO2	Demo on MongoDB queries	2 Hours	Understand the use of schema less databases
8	Apache Spark Introduction: Differences with Hadoop, Use in real-time analytics	CO2	Demo of Spark architecture, memory flow	2 Hours	Understand Spark's advantage in data processing
9	Data Preprocessing Concepts: Cleaning, missing data, outlier handling, Normalization, and standardization	CO1, CO4	Python code walk-throughs	2 Hours	Learn techniques for preparing raw data
10	Data Integration and Transformation: Merging data from sources, Feature engineering basics	CO1, CO4	Hands-on task in R/Python	2 Hours	Apply data merging and transformation
11	Exploratory Data Analysis (EDA): Visual and statistical summaries, Identifying patterns	CO4	Workshop with sample dataset	2 Hours	Extract initial insights and detect anomalies

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12	Statistical Analysis & Hypothesis Testing: p-value, t-test, chi-square, When and how to apply	CO4	Guided hypothesis testing (Jamovi or Excel)	2 Hours	Use statistical tests to validate assumptions
13	Intro to Machine Learning for Analytics: Supervised vs. unsupervised learning, Regression, classification overview	CO4	Use the sklearn or orange tool demo	2 Hours	Understand ML models in analytics contexts
14	Principles of Data Visualization: Choosing the right chart, Misleading visuals to avoid	CO4	Chart critique activity	2 Hours	Grasp best practices in visual representation
15	Tools for Visualization: Tableau/Power BI: Building visual dashboards, Interactivity and filters	CO4, CO5	Live demo, lab session	2 Hours	Create interactive dashboards from datasets

Textbooks

Sr. No.	Book's Name	Author's Name
1	Big Data: Principles and Best Practices of Scalable Real-Time Data Systems	Nathan Marz & James Warren
2	Data Science for Business	Foster Provost & Tom Fawcett
3	Python for Data Analysis	Wes McKinney

Reference books:

Sr. No.	Book's Name	Author's Name
1	Hadoop: The Definitive Guide	Tom White
2	Data Mining: Concepts and Techniques	Jiawei Han, Micheline Kamber & Jian Pei

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3	Learning Spark: Lightning-Fast Big Data Analysis	Jules S. Damji, Brooke Wenig, Tathagata Das, Denny Lee

Recommended Reading

- Articles and white papers from McKinsey, Gartner, and IBM on data analytics trends
- Industry case studies from Google Cloud, AWS, and Microsoft Azure analytics platforms
- Open-source documentation for Apache Hadoop, Spark, and MongoDB
- Online blogs and tutorials from Towards Data Science, KDnuggets, and Analytics Vidhya

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Course Code: 24IE3.5 Course Name: Software Engineering

Sr. No.	Heading	Particulars
1	Vertical	Elective-Specialization (IT)
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course provides an in-depth understanding of the processes, methodologies, and tools used in Software Engineering. It covers the full software development life cycle (SDLC), from requirements gathering and design to implementation, testing, and project management, enabling students to build reliable and maintainable software systems.

Prerequisites:

- Basic knowledge of programming concepts and problem-solving techniques.

Course Objectives:

- To introduce the key concepts and models of software engineering.
- To enable the design and documentation of software systems.
- To apply software development and testing practices.
- To understand software project planning and quality assurance frameworks.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand fundamental principles and SDLC models of software engineering	Understanding	2
CO2	Analyze and document software requirements and design effective systems	Analyz/Apply	4/3

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CO3	Evaluate coding standards and perform software testing	Evaluate	5
CO4	Manage software projects and apply quality assurance practices	Apply	3

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Software Engineering: Definition and need for software engineering, Importance in IT projects	CO1	Lecture, group activity	2 Hours	Understand the scope and value of software engineering
2	Software Development Life Cycle Models: Waterfall, Incremental, Spiral, V-Model	CO1	Case study, comparative analysis	2 Hours	Differentiate between SDLC models and apply them contextually
3	Agile Software Development: Agile principles and Scrum framework, Iterative vs. traditional models	CO1	Group discussion, real-life agile examples	2 Hours	Evaluate the applicability of agile in modern software projects
4	Requirements Engineering Process: Elicitation, analysis, specification, validation	CO2	Workshop on requirement gathering	2 Hours	Document detailed and validated requirements
5	Software Requirement Specification (SRS): Structure and components of the SRS document	CO2	Sample SRS review, drafting activity	2 Hours	Create structured and complete requirement specifications

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6	Design Principles and Methodologies: Cohesion, coupling, modularity, abstraction, Structured vs. Object-Oriented Design	CO2	Diagramming, real-world system design	2 Hours	Apply solid design principles to architecture
7	UML and System Design: Use case, class, sequence, and activity diagrams	CO2	UML tool demo, hands-on activity	2 Hours	Visualize system components and interactions effectively
8	Coding Standards and Documentation: Best practices, naming conventions, readability	CO3	Live coding session	2 Hours	Write clean and maintainable code
9	Software Testing Fundamentals: Unit, integration, system, acceptance testing	CO3	Practical demo of test cycles	2 Hours	Distinguish levels of testing with examples
10	Testing Techniques: Black-box, white-box, regression testing	CO3	Hands-on testing with tools	2 Hours	Implement effective testing methods
11	Code Maintenance and Refactoring: Debugging, code reviews, refactoring practices	CO3	Case-based refactoring	2 Hours	Maintain and improve existing software codebases
12	Software Project Planning: Project lifecycle, milestones, effort estimation	CO4	Gantt chart planning in Excel or MS Project	2 Hours	Plan realistic project timelines and scope
13	Scheduling and Risk Management: PERT, CPM, risk identification, and mitigation	CO4	Activity: Create a risk log and schedule	2 Hours	Manage uncertainty and schedule effectively

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14	Software Quality Assurance (SQA): SQA goals, process audits, reviews, metrics	CO4	Metrics demo, peer review exercise	2 Hours	Apply quality frameworks in software processes
15	Standards and Models: ISO 9126, CMMI levels, and KPAs, Case: Organization maturity levels	CO4	Analysis of the CMMI model	2 Hours	Assess organizational process maturity and quality initiatives

Textbooks

Sr. No.	Book's Name	Author's Name
1	Software Engineering	Ian Sommerville
2	Software Engineering: A Practitioner's Approach	Roger S. Pressman
3	Fundamentals of Software Engineering	Rajib Mall

Reference books:

Sr. No.	Book's Name	Author's Name
1	Software Testing Techniques	Boris Beizer
2	Object-Oriented Software Engineering	Bernd Bruegge & Allen H. Dutoit
3	Software Engineering Concepts	Richard Fairley

Recommended Reading

- IEEE and ISO standards on software process and quality
- Case studies on Agile, Waterfall, and DevOps practices in industries
- Articles and papers from ACM/IEEE on SE trends and quality frameworks

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Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 3

Course Code: 24IE3.6 **Course Name: Digital Business**

Sr. No.	Heading	Particulars
1	Vertical	Elective-Specialization (IT)
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description

This course introduces students to the transformative impact of digital technologies on business operations, models, and strategy. It explores the foundation of digital business, platform-based economies, e-commerce, and digital payments, with an emphasis on the integration of emerging technologies in digital enterprises.

Prerequisites

- Basic understanding of IT systems and business processes.

Course Objectives

- To understand the fundamentals and evolution of digital business.
- To explore platform models and their impact on traditional business ecosystems.
- To study the components and working of e-commerce and digital payment systems.
- To assess how emerging technologies are reshaping business models and innovation.

Course Outcomes

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the principles and structure of digital business models and ecosystems	Understand	2
CO2	Apply digital tools and concepts to real-world e-business scenarios	Apply	3
CO3	Analyze the challenges and opportunities presented by platform businesses	Analyze	4
CO4	Evaluate the integration of emerging technologies in business strategy	Evaluate	5

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Course Contents:

Sr. No.	Topics (with Subtopics)	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Digital Business: Definition and characteristics, Evolution of digital business, Digital economy, and new value creation	CO1	Lecture and Industry examples	2 Hours	Understand the fundamentals and evolution of digital business
2	Digital vs. Traditional Business Models: Comparison of business model frameworks, Examples from retail, banking, education	CO1	Discussion and real-world comparison	2 Hours	Identify and analyze the differences in delivery and value chain
3	Understanding the Digital Value Chain: Components of the digital value chain, Value co-creation, and digital assets	CO1	Group analysis and case study	2 Hours	Analyze value creation in digitally enabled enterprises
4	Digital Platforms: Concepts and Architecture: Definition and characteristics, Core vs. peripheral participants, Platform governance	CO1	Lecture and platform case dissection (e.g., Uber)	2 Hours	Understand how digital platforms function and scale
5	Network Effects and Winner-Takes-All Dynamics: Direct and indirect network effects, Economies of scale, and data monopoly	CO3	Group activity and platform metrics	2 Hours	Explain network growth and feedback loops

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6	Platform Business Models and Ecosystems: Open vs. closed platforms, Case studies: Amazon, Flipkart, Airbnb	CO3	Case-based learning	2 Hours	Evaluate the platforms' role in disrupting traditional sectors
7	E-Commerce Overview and Evolution: E-commerce lifecycle, Types: B2B, B2C, C2C, D2C	CO2	Lecture and examples	2 Hours	Understand e-commerce models and their strategic purpose
8	Components of an E-Commerce System: Frontend (website/app), backend (server, DB), Payment, logistics, customer service integration	CO2	Role play, systems flowchart	2 Hours	Analyze and design e-commerce infrastructure
9	Digital Payment Systems: UPI, wallets, NEFT/IMPS, card systems, Mobile-first transactions	CO2	Live demo (Google Pay, Paytm)	2 Hours	Learn how digital payments are integrated and secured
10	Security in Digital Transactions: Threats, phishing, spoofing, MITM attacks, Security protocols (SSL, 2FA, PCI-DSS)	CO2	Lecture and case analysis	2 Hours	Identify risks and describe mitigation measures
11	AI in Digital Business: AI for recommendation systems, AI in marketing automation, customer service (chatbots)	CO3	Use case walkthrough	2 Hours	Demonstrate AI use in personalization and efficiency
12	Blockchain in Digital Strategy: Smart contracts, decentralization, transparency, Use	CO3	Demo and business process mapping	2 Hours	Assess blockchain's value for trust and data integrity

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	cases: supply chain, payments, healthcare				
13	IoT and Smart Environments: IoT architecture and protocols, Use in logistics, manufacturing, and smart cities	CO3	IoT visualization and industry demo	2 Hours	Recognize IoT's impact on automation and real-time data
14	Emerging Tech in Business Innovation: AR/VR, Edge Computing, 5G, Convergence of technologies and business models	CO4	Group presentation and trend spotting	2 Hours	Explore how emerging tech fuels new models and experiences
15	Strategic Planning for the Digital Future: Innovation frameworks (Blue Ocean, Lean Startup), Road mapping digital transformation	CO4	Simulation activity and pitch deck	2 Hours	Design a digital business strategy roadmap

Textbooks

Sr. No.	Book's Name	Author's Name
1	Digital Business and E-Commerce Management	Dave Chaffey
2	E-Business and E-Commerce Management	C.S.V. Murthy
3	Digital Economy: Promise and Peril in the Age of Networked Intelligence	Don Tapscott

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Reference Books

Sr. No.	Book's Name	Author's Name
1	The Digital Matrix	Venkat Venkatraman
2	Platform Revolution	Geoffrey Parker, Marshall Van Alstyne
3	Digital Business Models	Anirudh Suri

Recommended Reading

- McKinsey reports on digital transformation
- NASSCOM publications on Indian digital businesses
- Articles from Harvard Business Review on platform economy
- RBI guidelines on digital payments

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St. Francis Institute of Management and Research (SFIMAR)

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Semester 3

Course Code: 24IE3.7 Course Name: Cloud Computing and Virtualization

Sr. No.	Heading	Particulars
1	Vertical	Elective-Specialization (IT)
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course provides a strategic and technical foundation in Cloud Computing and Virtualization technologies, covering service models (IaaS, PaaS, SaaS), deployment models, and virtualization platforms. It focuses on cloud architecture, virtualization infrastructure, resource provisioning, and modern business applications. Learners will explore how cloud-based solutions drive scalability, innovation, and operational efficiency in enterprise environments.

Prerequisites:

- Basic understanding of networking and computer systems
- Familiarity with business IT systems and internet applications

Course Objectives:

- To understand cloud computing principles, service models, and deployment architectures
- To explore virtualization concepts and infrastructure
- To evaluate cloud technologies for business operations and digital transformation
- To apply practical knowledge of cloud platforms for IT resource management
- To analyze security, scalability, and performance aspects of cloud environments

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

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CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand cloud computing fundamentals, service models, and deployment types	Understand	2
CO2	Apply virtualization technologies in business and cloud environments	Apply	3
CO3	Analyze various cloud platforms and enterprise use cases	Analyze	4
CO4	Evaluate cloud performance, security, and cost-benefit considerations	Evaluate	5

Course Contents:

Sr. No.	Topics (with Subtopics)	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Cloud Computing: Definition, characteristics, Service models: IaaS, PaaS, SaaS, Deployment models: Public, Private, Hybrid, Community, Cloud vs traditional IT	CO1	Lecture, Concept Mapping	2 hours	Understand the key models and foundational concepts of cloud computing
2	Cloud Architecture and Components: Front-end, back-end, middleware, APIs, web services, multi-tenancy, Scalability,	CO1, CO2	Interactive lecture, industry case study	2 hours	Analyze architectural components of cloud environments

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	elasticity, load balancing				
3	Resource Management and Data Centers: Resource provisioning, elasticity, Overview of cloud data centers and their function, Cloud orchestration basics	CO2	Concept maps, provider architecture diagrams	2 hours	Evaluate how cloud environments manage computational resources
4	Virtualization Fundamentals: Introduction to virtualization, Hypervisors: Type 1 and Type 2, Virtual machines (VMs), snapshots	CO2	Demo using VirtualBox/VMware	2 hours	Understand core virtualization technologies and their applications
5	Advanced Virtualization: Containers & Storage: Containers (Docker): architecture, benefits, Comparison with VMs, Storage virtualization: SAN, NAS, cloud storage	CO2	Lab on Docker, storage comparison	2 hours	Apply and compare containerization and virtualization technologies
6	Cloud Provider Overview: AWS, Azure, GCP: core	CO3	Group presentation, tool walkthrough	2 hours	Compare major cloud service providers and

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	services, comparison, Platform-specific use cases in different industries				platform offerings
7	Cloud Deployment and Provisioning: Step-by-step provisioning, Instance creation, storage, network settings	CO3	Tool demo: AWS/GCP console	2 hours	Deploy basic cloud services using provider consoles
8	Cloud Pricing and Cost Models - Pay-as-you-go, subscription, reserved instances, SLAs, ROI analysis, budgeting	CO3, CO4	Hands-on Excel calculator + case simulation	2 hours	Calculate ROI and manage cloud costs effectively
9	Security in the Cloud: Shared responsibility model, Cloud security architecture: encryption, firewalls, IAM	CO4	Industry case study + video demo	2 hours	Understand cloud-specific security models and principles
10	Identity and Access Management (IAM): Role-based access control, MFA, permissions, audit logging	CO4	IAM configuration demo (AWS/GCP)	2 hours	Implement IAM and access control in cloud environments

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11	Cloud Compliance and Legal Considerations: GDPR, HIPAA, ISO 27001, Cloud audit practices and tools	CO4	Group debate: Compliance failures	2 hours	Evaluate compliance challenges and regulatory implications
12	Risk Management and Cloud Migration: Vendor lock-in, downtime, backup planning, Migration phases, and planning	CO4	SWOT analysis of migration cases	2 hours	Analyze and plan for cloud risks and migration strategies
13	Cloud Cost Optimization and Monitoring: Monitoring tools, auto-scaling, billing alerts, Rightsizing, and reserved capacity	CO4	AWS Cost Explorer / Azure Cost Mgmt. demo	2 hours	Manage cloud infrastructure with a focus on cost efficiency
14	Mini Project Work & Hands-on Lab: Teams build a small cloud deployment, VMs, IAM, pricing, dashboarding	CO3	Project session	2 hours	Apply full lifecycle of cloud deployment in a guided mini project
15	Project Presentation & Review: Present project architecture, costs, security, Peer evaluation and feedback	CO3, CO4	Presentations + Reflection	2 hours	Consolidate learning, present solutions, reflect on outcomes

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Textbooks

Sr. No.	Book's Name	Author's Name
1	Cloud Computing: Concepts, Technology & Architecture	Thomas Erl
2	Mastering Cloud Computing	Rajkumar Buyya, Christian Vecchiola, S. Thamarai Selvi
3	Virtualization Essentials	Matthew Portnoy

Reference books:

Sr. No.	Book's Name	Author's Name
1	Architecting the Cloud	Michael J. Kavis
2	Cloud Computing Bible	Barrie Sosinsky
3	AWS Certified Solutions Architect Official Study Guide	Ben Piper, David Clinton

Recommended Reading

- Whitepapers from AWS, Google Cloud, Microsoft Azure
- NIST Cloud Computing Standards and Guidelines
- Gartner Magic Quadrant reports on Cloud Providers
- Research articles from IEEE Cloud Computing
- YouTube/Demo Labs: AWS Academy, Azure Labs, IBM SkillsBuild

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Semester 3

Course Code: 24IE3.8 Course Name: Data Mining and Business Intelligence

Sr. No.	Heading	Particulars
1	Vertical	Elective-Specialization (IT)
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course offers a strategic overview and technical foundation in Data Mining and Business Intelligence. It focuses on discovering knowledge from data using mining techniques, and how business intelligence systems convert data into actionable insights. Topics include data preparation, classification, clustering, association, and BI tools for decision support.

Prerequisites:

- Basic understanding of databases and statistics
- Familiarity with Excel and data visualization tools is helpful

Course Objectives:

- To understand key concepts and applications of data mining and business intelligence
- To apply data preprocessing, classification, clustering, and association techniques
- To explore BI frameworks for informed decision-making
- To use visualization and reporting tools in BI platforms
- To evaluate business case scenarios using BI and mining approaches

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the foundational concepts of data mining and business intelligence	Understand	2
CO2	Apply data preprocessing, classification, and clustering methods to datasets	Apply	3
CO3	Analyze patterns and associations to extract knowledge from data	Analyze	4

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CO4	Create BI reports and dashboards for decision-making	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Data Mining & BI: Knowledge Discovery in Databases (KDD) process, BI architecture and lifecycle, Applications in marketing, CRM, finance	CO1	Lecture, Case illustrations from industry	2 Hours	Understand foundational concepts, architecture, and business applications of DM and BI
2	KDD and BI Lifecycle in Detail: Data understanding, selection, transformation, Roles of data analysts and business analysts	CO1	Group discussion on real BI pipelines	2 Hours	Identify stages and actors in a typical BI project pipeline
3	Data Preprocessing Fundamentals: Data cleaning, integration, reduction, transformation techniques	CO2	Lab using Excel/Python, Missing value handling	2 Hours	Apply preprocessing for quality data mining outcomes
4	Data Warehousing Concepts: Star and snowflake schema, facts and dimensions, ETL and data staging	CO2	Hands-on schema creation, ETL mapping exercise	2 Hours	Design data warehouses and differentiate between OLTP and OLAP

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5	Classification Overview: Decision Trees, Naïve Bayes, K-Nearest Neighbor (KNN)	CO2, CO3	Tool-based demo using Orange/RapidMiner	2 Hours	Build basic classification models and apply supervised learning
6	Model Evaluation Techniques: Confusion matrix, accuracy, precision, recall, F1 score	CO3	Metrics interpretation workshop	2 Hours	Evaluate model performance using classification metrics
7	Clustering Techniques: K-Means, Hierarchical Clustering, DBSCAN, Choosing k, dendrograms	CO3	Clustering lab, visual interpretation	2 Hours	Apply unsupervised learning for customer segmentation and data discovery
8	Association Rule Mining: Apriori and FP-Growth algorithms, Confidence, support, lift	CO3	Use case: Market Basket Analysis	2 Hours	Analyze hidden patterns in transaction data
9	Pattern Discovery and Sequence Mining: Sequential patterns and web usage mining	CO3	Case analysis, Sequential mining demo	2 Hours	Discover behavioral patterns over time in user interactions
10	BI Tools Introduction: Overview of BI tool types and comparison (Power BI, Tableau)	CO4	Live walkthrough of Power BI/Tableau	2 Hours	Explore major tools used in BI solution development
11	Dashboard and Report Design: KPIs, Scorecards,	CO4	Build interactive dashboards in Power BI	2 Hours	Create impactful dashboards aligned with strategic goals

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	Visualization design principles				
12	Data Visualization Techniques: Charts, maps, filters, and interactivity	CO4	Visualization lab exercise	2 Hours	Apply design principles for storytelling through data
13	BI Project Planning: Requirement gathering, KPI setting, stakeholder alignment	CO2, CO4	Role-play of BI analyst-stakeholder meeting	2 Hours	Understand how to scope and plan a BI initiative
14	BI in Functional Domains: BI in finance, marketing, operations, HR	CO1, CO4	Domain-specific mini-project discussion	2 Hours	Relate BI implementations to various enterprise functional areas
15	Final Mini-Project & Review: Dashboard presentation + insights, Feedback session	CO2, CO3, CO4	Student-led project demonstration	2 Hours	Integrate all concepts into a cohesive BI solution and reflect on learning

Textbooks

Sr. No.	Book's Name	Author's Name
1	Data Mining: Concepts and Techniques	Jiawei Han, Micheline Kamber
2	Business Intelligence: A Managerial Perspective	Ramesh Sharda, Dursun Delen, Efraim Turban
3	Introduction to Data Mining	Pang-Ning Tan, Michael Steinbach, Vipin Kumar

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Reference books:

Sr. No.	Book's Name	Author's Name
1	Data Mining Techniques	Arun K. Pujari
2	The Data Warehouse Toolkit	Ralph Kimball
3	Business Intelligence Guidebook	Rick Sherman

Recommended Reading

- IBM SPSS, Microsoft Power BI documentation
- Research papers from ACM and IEEE on BI trends
- Blogs: KDnuggets, Analytics Vidhya, Towards Data Science
- Case studies from companies using BI for operational efficiency (e.g., Walmart, Netflix, Swiggy)

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Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 3

Course Code: 24IOE3.9 Supply Chain Management and Blockchain Technologies

Sr. No.	Heading	Particulars
1	Vertical	Open Elective- Across Specialization
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course provides a deep insight into the fundamentals of blockchain technology and its transformative application in managing modern supply chains. Students will explore blockchain architecture, smart contracts, and decentralized applications (DApps) and their integration with supply chain management, focusing on efficiency, transparency, and security improvements.

Prerequisites:

- Basic understanding of supply chain management and information systems. Fundamental awareness of IT infrastructure.

Course Objectives:

- To introduce the structure, operation, and evolution of blockchain technology.
- To understand blockchain application development and decentralized solutions.
- To analyze supply chain operations and the role of blockchain in optimizing inventory and logistics management.
- To develop skills in blockchain-based supply chain modelling and smart contract implementation.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand blockchain fundamentals and types of blockchain systems	Understand	2
CO2	Apply blockchain principles to supply chain processes and applications	Apply	3

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CO3	Analyze challenges and opportunities in traditional and blockchain-based SCM	Analyze	4
CO4	Evaluate blockchain integration strategies and performance for supply chain optimization	Evaluate	5

Course Contents:

Sr. No.	Topics (with Subtopics)	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Blockchain Technology: History and evolution of blockchain, Key concepts: blocks, transactions, public ledger, Blockchain layers: network, consensus, data, Types of blockchains: public, private, consortium, sidechains	CO1	Lecture, Infographic walkthrough, Demo videos	2 Hours	Understand basic blockchain structure and operation
2	Blockchain Properties and Use Cases: Immutability, decentralization, consensus mechanisms, Use cases in BFSI, healthcare, education, SCM	CO1	Case study: Blockchain vs traditional database	2 Hours	Explain blockchain's advantages and real-world applications
3	Structure of a Block and Transactions: Block headers, hashes, Merkle trees, linking blocks, and validating transactions	CO1	Activity: block formation simulation	2 Hours	Visualize how blockchain ensures integrity and security
4	Types and Tiers of Blockchain Networks: Tiered architecture (1-tier, 2-tier, 3-tier), Permissioned vs permissionless chains	CO1	Comparative discussion	1 Hours	Classify blockchain types by access control and use

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5	Blockchain Architecture and Development: Key components of blockchain application design, Development workflow, and platform choices	CO2	Whiteboard architecture diagramming	1 Hours	Understand how blockchain applications are built
6	Smart Contracts: Concepts and Examples, how smart contracts work, Use cases and execution on Ethereum	CO2	Smart contract template walkthrough	1 Hours	Define smart contracts and describe their purpose
7	Ethereum and Solidity Basics, Introduction to Ethereum ecosystem, writing simple contracts using Solidity	CO2	Solidity code lab – Hello World	2 Hours	Develop and test basic smart contracts
8	Decentralized Applications (DApps): DApps architecture and benefits, Case studies: Uniswap, MetaMask, Golem	CO2	Case analysis + design blueprint	1 Hours	Understand how DApps are structured and function
9	Overview of Supply Chain Management (SCM) Functions: sourcing, procurement, logistics, fulfillment, Flow of goods, information, finances	CO3	Interactive SCM flowchart activity	1 Hours	Identify key SCM components and objectives
10	Value Drivers in SCM: Quality, delivery, flexibility, cost, responsiveness	CO3	Discussion on trade-offs and optimization	1 Hours	Explain how SCM performance is measured
11	Inventory Management Techniques: Types of inventory, control strategies, ABC and VED analysis, EOQ models	CO3	Excel-based inventory analysis	2 Hours	Apply inventory methods to optimize stock levels

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12	Challenges in Traditional SCM: Lack of transparency, traceability, fraud risks, Bullwhip effect, siloed data systems	CO3	Group discussion + problem-solution mapping	1 Hours	Analyze limitations of conventional SCM approaches
13	Blockchain for SCM: Integration Benefits: Transparency, auditability, real-time tracking, Secure provenance, and supplier authentication	CO4	Case comparison: pre vs post-blockchain SCM	1 Hours	Evaluate blockchain's value addition in SCM
14	Architecture of Blockchain-based SCM Systems: Data flows, nodes, consensus in supply networks	CO4	Draw and present network architecture	1 Hours	Visualize end-to-end blockchain-enabled SCM
15	Smart Contracts for SCM Automation: Auto-invoicing, payment release, validation checks	CO4	Demo simulation (Ethereum or testnet)	1 Hours	Describe automation benefits using smart contracts
16	Hyperledger Fabric and Enterprise Blockchain: Components: peers, orderers, channels, chaincode, Setup and application in SCM context	CO4	Intro lab on Hyperledger tools	2 Hours	Understand enterprise-grade blockchain deployments
17	Case Study: Blockchain in Food Supply Chains, IBM Food Trust, Walmart use cases, Cold chain, traceability, waste reduction	CO4	Video + discussion + critique	2 Hours	Analyze a successful blockchain implementation in the food sector
18	Prototype Project: Blockchain-Enabled SCM Design, Team project setup, objective formulation, Decide industry (e.g., pharma, agri, FMCG)	CO3, CO4	Team project kickoff + brainstorming	2 Hours	Apply course knowledge to real-world supply chain redesign

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19	Team Project Development: Smart Contract Design, Logic definition, automation points, Platform/tool selection	CO3, CO4	Hands-on coding (optional tools: Remix, Truffle)	2 Hours	Build a working model of the blockchain-based SCM process
20	Final Presentations & Review: Each group presents its blockchain-integrated SCM use case, Peer evaluation and feedback	CO3, CO4	Presentations and Q&A	2 Hours	Demonstrate the ability to design, apply, and communicate solutions

Textbooks

Sr. No.	Book's Name	Author's Name
1	Blockchain Basics: A Non-Technical Introduction	Daniel Drescher
2	Blockchain for Supply Chain Management	Sourya Datta, Shilpi Nandi
3	Blockchain Revolution	Don Tapscott, Alex Tapscott

Reference books:

Sr. No.	Book's Name	Author's Name
1	Mastering Blockchain	Imran Bashir
2	Blockchain Technology Explained	Alan T. Norman
3	Hyperledger Fabric Developer Guide	IBM Hyperledger Community

Recommended Reading

- IBM Food Trust Blockchain Solutions whitepapers
- Research articles from IEEE and Gartner on Blockchain in SCM
- Hyperledger Fabric official documentation
- Blogs: Blockchain Council, ConsenSys, IBM Blockchain Blog
- Case studies on Walmart, IBM, and Maersk blockchain supply chain deployments

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St. Francis Institute of Management and Research (SFIMAR)

Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 4

Course Code : 24OE4.6 Course Name: Operations, Applications and Cases

Sr. No.	Heading	Particulars
1	Vertical	Operations Elective
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

This course emphasizes the application of operations management theories to real-world business contexts through cases, simulations, and digital tools. Students will explore how emerging technologies like AI, IoT, Blockchain, Additive Manufacturing, and Cloud Computing are transforming operational processes. It builds industry-readiness by integrating experiential learning with analytical frameworks and practical decision-making.

Prerequisites:

Understanding of basic Operations Management, Supply Chain Management, and Project Management concepts.

Course Objectives:

1. To apply core operations management principles to real-life business problems.
2. To develop analytical skills to evaluate operational effectiveness using quantitative tools.
3. To integrate Industry 4.0 technologies (AI, IoT, Blockchain, 3D Printing) into operations and supply chains.
4. To foster data-driven decision-making in planning, sourcing, production, and logistics.
5. To evaluate operational performance with sustainability and ethical considerations.

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Semester 4

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Recall and interpret key concepts in operations management and process analysis.	Understand	2
CO2	Apply quantitative and case-based methods to analyze resource and production planning.	Apply	3
CO3	Integrate digital transformation tools (AI, IoT, Blockchain, Additive Manufacturing) into operations design.	Analyze	4
CO4	Evaluate cost efficiency, quality, and sustainability outcomes using data analytics.	Evaluate	5
CO5	Develop innovative operational strategies through simulation and case-based problem solving.	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	**Introduction to Applied Operations Management** – Role of OM in decision-making; Case-based approach	CO1	Lecture + Case	4.5 hrs	Understand the strategic role of operations management and decision-making frameworks used in business.
2	**Lean and Agile Systems** – VSM, Kaizen, JIT, Agile Production	CO2	Case + Simulation	6 hrs	Apply lean and agile principles to identify waste, improve flow, and enhance flexibility in operations.
3	**Resource & Workforce Planning**	CO2, CO3	Excel Lab	6 hrs	Perform resource optimization and

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	– Capacity, scheduling, and shift optimization				workforce scheduling using analytical and Excel-based tools.
4	**Demand Forecasting and Inventory Optimization** – Time series, EOQ, and ML forecasting models	CO2, CO3	Case + Analytics	6 hrs	Analyze and forecast demand patterns and determine optimal inventory levels using quantitative models.
5	**Maintenance & Reliability** – Predictive maintenance, IoT sensors, RPA	CO3	Demo + Case Video/expo/ industrial visit	6 hrs	Explore predictive maintenance techniques and IoT and RPA tools for asset management.
6	**Tendering, Bidding & E-Procurement** – Cost estimation, Role of blockchain in procurement	CO4	Simulation + Case	6 hrs	Evaluate procurement efficiency and understand role of blockchain for transparency in bidding processes.
7	**Service Operations** – Insurance, BPO, ITES, healthcare, and entertainment	CO5	Case + Discussion	6 hrs	Apply operations framework models to service sectors to enhance quality and customer satisfaction.
8	**Digital Transformation in Operations** – ERP, CRM ,Smart factories, additive manufacturing, AI applications.	CO3, CO4	Seminar + Case	4.5 hrs	Integrate Industry 4.0 technologies such as AI, IoT, and 3D printing into operational designs.

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Practical Application/ Experiential Learning (15 hours)

- Develop an integrated operations solution applying analytics, technology, and lean frameworks to a real-world case

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Operations Management	Nigel Slack, Alistair Brandon-Jones, Robert Johnston (Pearson, 2023)
2.	Operations and Supply Chain Management	F. Robert Jacobs & Richard B. Chase (McGraw Hill, 2023)
3.	Operations Management	Heizer and Render, 2021

Reference books:

Sr. No.	Book's Name	Author's Name
1.	**Smart Manufacturing & Industry 4.0**	Vikram Sharma (2022)
2.	**Digital Supply Networks**	Deloitte Insights Report (2023)
3.	**Blockchain Revolution**	Don & Alex Tapscott (2020)
4.	**Service Operations Management**	Johnston & Clark (2021)

Recommended Reading

- Harvard Business Review – Operations and Strategy
- McKinsey Insights: Digital Operations
- Coursera: Operations Analytics, Digital Transformation in Operations
- NPTEL: Industry 4.0 & Smart Manufacturing

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Course Code: 24OE4.5 **Course Name: Operations Strategies**

Sr. No.	Heading	Particulars
1	Vertical	Operations Elective
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

This course explores the strategic role of operations in achieving competitive advantage and long-term organizational success. Students will examine how operations decisions—ranging from process design, capacity planning, supply chain management, and quality management—align with overall business strategy. The course emphasizes the integration of operational capabilities with corporate goals, including cost leadership, differentiation, and innovation. Through case studies, simulations, and project-based learning, students will develop the skills to analyze, design, and implement effective operations strategies that enhance efficiency, flexibility, and sustainability in dynamic business environments.

Prerequisites: Operations Management, Supply Chain Management

Course Objectives:

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

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Remember / Recall fundamental principles of operations strategy and competitive advantage	Understand	2
CO2	Understand frameworks for formulating and implementing operations strategies	Understand	2
CO3	Apply operations strategy tools in real-world business scenarios	Apply	3
CO4	Analyse the impact of strategic decisions on operational performance.	Analyse	4
CO5	Critically evaluate operations strategies for various industries	Evaluate	4

Course Contents:

Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
1	Foundations of Operations Strategy Definition & Scope of Operations Strategy, Competitive Priorities in Operations, Role of Operations in Corporate Strategy	CO1, CO2	Lecture with classroom discussion, examples,	3 hours	Preparation for the course in respect of the Operations Strategy
2	Strategic Alignment & Value Chain Analysis Integrating Operations & Business Strategy, Value Chain Analysis & Competitive Advantage (Suggested Case Study: Amul's Value Chain Excellence)	CO2, CO3	Lecture with classroom discussion, examples, problem-solving/ numerical exercises.	3 hours	Introduction to Strategic Alignment & Value Chain Analysis
3	Capacity Strategy & Long-Term Planning Capacity Planning: Long-Term & Short-Term,	CO2, CO3	Lecture with classroom discussion,	3 hours	Capacity Strategy & Long-Term Planning

	Economies of Scale & Scope		problem-solving/ numerical exercises.		
4	Process Design & Continuous Improvement Process Choice & Layout Strategies	CO3, CO4	Video cases	3 hours	Detail understanding of Process Design
5	Process Design & Continuous Improvement Lean Systems & Continuous Improvement (Suggested Case Study: Toyota Kirloskar's Lean Manufacturing in India)	CO3, CO4	Video/ Role play	3 hours	Introduction to Process Design & Continuous Improvement Lean Systems
6	Manufacturing & Service Strategies Make-to-Stock vs. Make-to-Order, Agile & Flexible Manufacturing (Suggested Case Study: Tata Steel's Agile Manufacturing Approach)	CO3, CO4	Lecture with classroom discussion, examples, problem-solving/ numerical exercises and Case Studies	3 hours	To understand Manufacturing & Service Strategies
7	Customer Value Models, its components, concept, and strategy	CO3, CO4	Case studies	3 hours	Understanding Customer Value Models
8	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	Lecture with classroom discussion, examples	3 hours	Understand Technology & Innovation in Operations Strategy
9	Risk & Resilience in Operations	CO4, CO5	Lecture with classroom	3 hours	Understanding Risk &

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	Managing Disruptions in Operations		discussion, Illustrations.		Resilience in Operations
10	Risk & Resilience in Operations Risk Mitigation Frameworks (Suggested Case Study: Tata Motors' Risk Management during Supply Chain Disruptions)	CO4, CO5	Case studies	3 hours	Understanding Risk Mitigation Frameworks
11	Sustainable Operations Strategy Green Supply Chains, Circular Economy in Operations	CO5	Case studies	1.5 hours	Understanding Sustainable Operations
12	Value Strategies and Value Operations	CO4, CO5	Lecture with classroom discussion, Illustrations.	1.5 hours	Understanding Value Strategies and Value Operations
13	Performance & Productivity Metrics in Operations Balanced Scorecard & Productivity KPIs, Overall Equipment Effectiveness (OEE) (Suggested Case Study: Infosys' Balanced Scorecard Approach)	CO4, CO5	Case studies	1.5 hours	Understanding Balanced Scorecard & Productivity KPIs
14	Value Chain in Global Operations, Framework for Operations Measurement	CO5	Lecture with classroom discussion, Illustrations.	1.5 hours	Understanding Value Chain in Global Operations
15	Industry-Specific Operations Strategies Strategies in Retail, Healthcare, and Manufacturing industries Case Studies from Leading Companies	CO3, CO4	Case studies	1.5 hours	Understanding Industry-Specific Operations Strategies

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	(Suggested Case Study: Apollo Hospitals' Healthcare Operations Strategy.)				
16	Behavioural & Cultural Aspects of Operations Strategy Change Management in Operations	CO3, CO4	Lecture with classroom discussion, Illustrations.	1.5 hours	Understanding Behavioural & Cultural Aspects of Operations
17	Behavioural & Cultural Aspects of Operations Strategy Organizational Culture & Strategy	CO3, CO4	Case studies	1.5 hours	Case Study on Behavioural & Cultural Aspects of Operations
18	Global Operations Strategy Offshoring & Nearshoring Strategies, Global Sourcing & Expansion	CO3, CO5	Case studies	1.5 hours	Understanding Global Operations Strategy
19	Implementing Operations Strategy Performance Metrics & KPIs,	CO5	Case studies	1.5 hours	Case Study on Implementing Operations Strategy Performance Metrics & KPIs
20	Balanced Scorecard & Strategy Execution (Suggested Case Study: Hindustan Unilever's Execution of Operations Strategy)	CO4, CO5	Case studies	1.5 hours	Project Presentations

15-hour experiential learning plan for Operations Strategy:

1. Students undertake a real-world process mapping and improvement project to identify bottlenecks and strategic trade-offs.
2. A live case analysis that links business strategy with operations decisions such as capacity and technology.
3. Students shall participate in an industry interaction or field visit to understand real operational constraints.
4. An ESG-focused project on sustainability and resilience in operations strategy.

Reference Books:

Sr. No.	Book's Name	Author's Name
1.	"Operations Strategy & Business Performance"	Rajesh Kumar
2	"Global Supply Chain Strategies"	P. Gopalakrishnan

Textbooks

Sr. No.	Book's Name	Author's Name & Publication
1.	"Productivity Techniques"	Uday Salunkhe & Gondhalekar, Himalaya Publishing House
2.	"Production & Operations Management"	K. Aswathappa & Shridhara Bhat, Books Mountain
3.	"Smart Manufacturing & Industry 4.0"	Vikram Sharma

Recommended Reading

- Journals - International Journal of Operations & Production Management (IJOPM): Covers supply chain, operations management, production systems.
- Case Study: E-Services: Operations Strategy, A Case Study and a Method for Analyzing Operational Benefits (Boyer, Hallowell & Roth, 2002) – an HBS-published article that examines operations strategy in a service context.
- Case Study: ITC's Sustainability Initiatives
- Case Study: Reliance Jio's Telecom Expansion Strategy
- Case Study: Hindustan Unilever's Change Management Strategy.
- Case Study: Mahindra's Global Sourcing Strategy

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Course Code: 24IE4.6 **Course Title: IT Consulting & Managing for Business**

Sr. No.	Heading	Particulars
1	Vertical	IT Elective
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:
This course provides comprehensive exposure to the principles and practices of IT consulting and digital business management. It focuses on consulting methodologies, client engagement, project execution, and digital transformation strategies. Learners will integrate modern technologies like AI, Blockchain, Cloud Computing, and Data Analytics in solving real-world IT management challenges.

Prerequisites:
Understanding of basic Operations Management, Supply Chain Management, and Project Management concepts.

Course Objectives:

1. Introduce the role and scope of IT consulting in business transformation and value creation.
2. Equip learners with consulting tools, frameworks, and methodologies used in digital projects.
3. Develop the ability to manage IT consulting engagements, project scope, and client relationships.
4. Build understanding of governance, risk, compliance (GRC), and ethics in IT advisory.
5. Explore emerging technologies shaping the IT consulting and digital transformation landscape.

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Explain IT consulting principles, engagement models, and practices.	Understand	2
CO2	Apply IT consulting frameworks, methodologies, and tools for client problem-solving.	Apply	3
CO3	Analyze strategies for managing technology-driven businesses and consulting projects.	Analyze	4
CO4	Evaluate governance, risk, compliance, and ethical considerations in consulting engagements.	Evaluate	5
CO5	Design technology-based consulting solutions integrating AI, Blockchain, and Cloud technologies.	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	**Fundamentals of IT Consulting** – Overview, engagement models, Need of Consultancy, consulting lifecycle, client handling	CO1, CO2	Lecture + Case	6 hrs	Explain the nature, scope, and engagement models of IT consulting.
2	**Consulting Frameworks & Methodologies** – ITIL, Agile, Scrum, TOGAF, and project	CO2, CO3, CO5	Case + Simulation	6 hrs	Apply structured consulting methodologies and frameworks in client contexts.

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	management models, Challenges with frameworks, Case studies based on the adoption of various frameworks				
3	**Technology Business Management** – IT business models, CRM, finance integration	CO3	Case + Lab	6 hrs	Analyze and design IT business management strategies for competitive advantage.
4	**Governance, Risk & Compliance (GRC)** – COBIT, ISO standards, risk management, and IT governance	CO4	Lecture + Discussion	6 hrs	Evaluate governance structures and compliance frameworks for consulting projects.
5	**Emerging Technologies in Consulting** – Cloud, Blockchain, AI, Data Analytics, and RPA, Challenges related to these technologies	CO4, CO5	Seminar + Case	6 hrs	Integrate emerging technologies into digital consulting frameworks.
6	**Digital Transformation & Change Management** –	CO3, CO5	Case + Workshop	6 hrs	Design digital transformation strategies using real industry cases.

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	Digital maturity, automation, cloud migration, case studies				
7	**Client Engagement & Communication Skills** – Negotiation, stakeholder management, and consulting communication, Technical Communication, and writing skills	CO2	Role Play + Simulation	6 hrs	Demonstrate effective client communication, presentation, and negotiation skills.
8	**Ethics in Consulting and Global Practices** – Professional conduct, data privacy, global frameworks	CO4	Case + Discussion	3 hrs	Assess ethical principles, professional codes, and global consulting practices.

Practical Application/ Experiential Learning (15 hours)

- Develop an IT consulting solution using real or simulated client data
- Present a holistic consulting proposal integrating frameworks and technologies.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	IT Consulting and Management, Laxmi Publications.	R.P.S. Sengar.
2.	IT Consulting: Managing IT for Business Success, Pearson Education India.	Amit Bhatnagar

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3.	Managing Information Technology in Business, PHI Learning.	V.K. Jain

Reference books:

Sr. No.	Book's Name	Author's Name
1.	IT Consulting: Strategies, Models, and Business Solutions, Wiley India.	Amit Tiwari
2.	IT Governance and Management, PHI Learning.	S.K. Gupta
3.	Essentials of IT for Managers, Oxford University Press.	Shailendra Singh
4.	IT and Digital Transformation for Business Managers, S. Chand Publishing.	P.K. Suri

Recommended Reading

- Digital Transformation — Thomas M. Siebel
- The McKinsey Way — Ethan M. Rasiel

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Course Code: 24IE4.5-IT Governance Compliance and Cyber Law

Sr. No.	Heading	Particulars
1	Vertical	Specialisation Elective
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

This course provides a comprehensive understanding of IT governance, compliance, and cyber laws essential for modern organizations. It introduces key governance frameworks such as COBIT, ITIL, and ISO standards, along with regulatory requirements including the IT Act, SOX, GLBA, and banking-specific guidelines. Students will explore cybersecurity standards like ISO 27001 and the NIST framework while gaining insights into Indian and global cyber laws covering data privacy, cybercrime, and intellectual property rights. The course emphasizes practical application, risk management, ethical IT practices, and developing governance strategies aligned with business objectives and legal compliance.

Prerequisites:

- Basic understanding of information systems and IT infrastructure
- Fundamental knowledge of networking and cybersecurity concepts
- Awareness of organizational processes and business functions
- Familiarity with risk management principles (preferred but not mandatory)
- General understanding of legal and regulatory environments (optional)

Course Objectives:

- To familiarize students with the principles and components of IT governance, compliance standards, and cybersecurity regulations.
- To equip learners with practical skills to implement governance frameworks such as COBIT, ITIL, and ISO standards.
- To develop analytical abilities for aligning IT governance with organizational strategy and legal requirements
- To provide understanding of Indian and global cyber laws, data privacy regulations, and intellectual property rights.

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- To cultivate strategic insights into IT risk management, accountability, and ethical technology practices.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Explain the purpose and structure of IT Governance frameworks such as COBIT and ITIL	Understand	2
CO2	Analyze and compare different governance standards and compliance frameworks	Analyze	4
CO3	Applying IT governance principles to organizational scenarios	Apply	3
CO4	Evaluate legal and regulatory compliance requirements, including SOX and the IT Act	Evaluate	5
CO5	Interpret key components of cyber laws, including data privacy, IPR, and cybersecurity	Understand / Analyze	2 / 4
CO6	Develop IT governance and compliance strategies that align with cyber laws	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to IT Governance and COBIT, Framework- Need for IT Governance- COBIT as an	CO1, CO3	Lecture, PPT, Framework Walkthrough, Case Example, Class Discussion	7 Hours	Students will understand IT governance fundamentals, explain COBIT structure, and apply COBIT

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	umbrella framework- COBIT Domains and KPAs- Implementing COBIT- COBIT from an audit perspective				concepts from an audit perspective.
2	Governance Frameworks and Standards- Importance of IT governance and compliance- Overview of standards: COBIT, ISO 27000, ITIL/ITSM- Comparison of frameworks	CO1, CO2	Comparative Analysis, Group Discussion, Charts/Framework Mapping Activity	7 Hours	Students will analyze and compare major IT governance and compliance frameworks.
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	Case Analysis, Legal Document Review, Lecture, Real-life Compliance Examples	7 Hours	Students will evaluate legal and regulatory compliance requirements relevant to IT and BFSI sectors.
4	Cybersecurity Standards and Best Practices-BS 7799 / ISO 27001- ITIL/ITSM revisited-NIST Framework- Industry-specific	CO2, CO3	Demonstration of Standards, Videos, Framework Mapping, Class Discussion	7 Hours	Students will apply cybersecurity standards and best practices in designing secure

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	regulations and guidelines				organizational processes.
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	Case Studies, Scenario-based Learning, Legal Interpretation Exercises	7 Hours	Students will interpret cyber laws, privacy regulations, and intellectual property rights in digital contexts.
6	Cyber Laws – Important Global Regulations- GDPR (EU)- CCPA (California)- CFAA & DMCA (USA)- EU Cybersecurity Act- Compliance strategy development	CO4, CO5, CO6	Regulatory Comparison, Group Activity, Compliance Strategy Workshop	7 Hours	Students will evaluate global cyber regulations and develop multi-jurisdictional compliance strategies.
7	Emerging Trends in IT Governance, Compliance and Cyber Laws with related case studies	CO4, CO5, CO6	Case-based Learning, Videos, Interactive Discussion, Mini Projects	3 Hours	Students will gain insight into emerging governance trends (AI, Cloud, Blockchain) and apply them to real-world cases.

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Note: Teaching–Learning Structure (Total: 60 Hours)

- **45 Hours** – Classroom Teaching & Conceptual Learning
- **15 Hours** – Practical / Experiential Learning consists of the following tasks:
  - Students will gain practical exposure to IT governance decision-making through a simulation-based management game where they act as CIOs, CISOs, auditors, and compliance officers to manage IT risks, controls, and regulatory requirements of a virtual organization.
  - Students will research secondary data sources such as textbooks, regulatory portals (ISACA, ISO, NIST), government websites, industry reports, and scholarly articles to study recent trends, frameworks, and compliance practices in IT governance, cybersecurity, and cyber laws, and present their findings.
  - Students will prepare and perform role plays based on real-world scenarios including IT audit meetings, data breach response, compliance negotiations with regulators, vendor risk assessment, and board-level IT governance discussions.
  - Students will analyze movies, documentaries, or web series related to cybersecurity incidents, digital frauds, data privacy, or ethical hacking (e.g., data breaches, cybercrime investigations) and submit a reflective report linking the storyline to IT governance principles and cyber law implications.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Enterprise Governance of Information Technology: Achieving Alignment and Value, Featuring COBIT 5	Steven De Haes, Wim Van Grembergen
2.	Strategies for Information Technology Governance	Wim Van Grembergen
3.	COBIT 2019 Framework: Introduction and Methodology	ISACA
4.	Information Security Governance: Guidance for Information Security Managers	W. Krag Brotby
5.	IT Governance: How Top Performers Manage IT Decision Rights for Superior Results	Peter Weill, Jeanne W. Ross
6.	Cyber Law: The Indian Perspective	Pavan Duggal
7.	Information Technology Law and Practice	Vakul Sharma

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Reference books:

Sr. No.	Book's Name	Author's Name
1.	The Law of Cyber Crimes and Information Technology Law	S. V. Joga Rao
2.	Managing Information Security	John R. Vacca
3.	The Complete Guide to IT Service Management	Addie Schwartz
4.	Understanding SOX and Internal Controls for the IT Professional	Chris Davis, Mike Schiller
5.	GDPR: A Practical Guide	Suzanne Dibble

Recommended Reading

- ISACA Publications – COBIT 2019 Framework, IT Governance Guidelines, IT Audit Manuals
- ISO/IEC Standards Documentation – ISO 27001, ISO 27002, and ISO 27000-family guidance on information security
- NIST Cybersecurity Framework (CSF) – Official NIST guidelines for risk management and security controls
- Harvard Business Review Articles on IT Governance, Risk Management, Digital Compliance, and Strategic Alignment
- Gartner Research Reports on Governance Models, Compliance Technologies, Cybersecurity Maturity, and ITSM trends
- MIT Sloan Management Review – Papers on Data Privacy, IT Strategy, Digital Trust, and Enterprise Risk
- IEEE Xplore Digital Library – Research papers on cybersecurity standards, cyber laws, and IT governance models
- McKinsey Insights on Cyber Risk, Digital Resilience, Enterprise Security, and Technology Governance
- World Economic Forum (WEF) Reports on Cybersecurity, Data Protection Policies, and Ethical AI Governance
- CERT-In Guidelines & Indian Government Publications related to the IT Act 2000, Amendments, and Cybercrime Handling
- EU GDPR Official Documentation – Articles, compliance guides, and data privacy case analyses

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- US Legal Framework Resources – CFAA, DMCA, SOX, GLBA regulatory summaries and audit guidelines
- Accenture Technology Vision Reports – Digital Trust, Emerging Cybersecurity Models, and Cloud Compliance
- NASSCOM, PwC, and Deloitte Reports on IT Compliance, BFSI Regulations, and Cyber Law Enforcement in India
- Books & White Papers on Cybercrime, Digital Forensics, Intellectual Property Rights, and Privacy Regulations

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Course Code: 24HE4.6 **Course Name: Personal Growth Laboratory**

Sr. No.	Heading	Particulars
1	Vertical	Specialization Elective
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

Personal Growth Laboratory is aimed at enhancing personal and interpersonal effectiveness of students by developing key soft skills including personality awareness, stress management, emotional intelligence, NLP, team building and creativity. The course utilizes experiential learning methods such as role plays, group discussions, case studies, and self-assessments.

Prerequisites: Organizational Behaviour.

Course Objectives:

1. To understand the concept and scope of personal growth and personality development.
2. To explore the fundamentals of emotional intelligence and stress management.
3. To introduce NLP and transactional analysis tools for personal effectiveness.
4. To develop team building skills through interactive and experiential activities.
5. To enable creativity, interpersonal relations and self-awareness through structured models.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Explain concepts of personal growth, self-awareness and personality theories	Understand	2
CO2	Apply emotional intelligence models and NLP techniques	Apply	3

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CO3	Analyze sources of stress and implement appropriate stress management tools	Analyze	4
CO4	Evaluate interpersonal relations and team effectiveness using assessment tools	Evaluate	5
CO5	Create solutions using creativity tools and experiential learning methods	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Personal Growth: Meaning, Scope, Role Clarity, Self-awareness	CO1	Lecture and Activity	3 hours	Basics of personality, Meaning of personal growth, meaning of self-awareness and self esteem
2	Personality Theories - Carl Jung, MBTI	CO1	Lecture and discussion	4.5 hours	Implementation of personality theories to find the personality type
3	Trait Theories - Big 5, Type A & B, PF16	CO1	Lecture and discussion	4.5 hours	Implementation of personality theories to find the personality type
4	Creativity & Innovation, Blocks to Creativity, Six Thinking Hats	CO5	Lecture and Activity	3 hours	Methods of improving creativity, Basics of different type of thinking techniques
5	Introduction to NLP and its Implementation	CO2	Lecture and discussion	3 hours	Basics of NLP and NLP implementation
6	Emotional Intelligence, Enneagram Test	CO2	Lecture and Self-Assessment Exercise	4.5 hours	Understand emotional intelligence, Enneagram and its implementation

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
7	Stress and Stress Management Techniques	CO3	Lecture and discussion	3 hours	Causes of stress and stress management techniques
8	Interpersonal Relations, FIRO-B	CO4	Lecture, Case and Exercise	4.5 hours	Basics of Interpersonal Relations, implementation through Firo-B
9	Transactional Analysis, Johari Window	CO4	Lecture and Case Study	3 hours	Basics and implementation of Transactional Analysis and Johari Window
10	Team Building and Conflict Management	CO4	Lecture and Simulation Activity	3 hours	Understand the ways to manage conflict in a group and how to build a team effectively
11	Team Dynamics	CO4	Group Task	3 hours	Understanding the dynamics of working in teams through group task
12	T-Group & Sensitivity Training	CO5	Lecture	3 hours	Learning about the application of Sensitivity Training and T-Groups
13	Assessment Centres - Application and Tools	CO5	Lecture and case	3 hours	Leaning about the concept of Assessment Centres

Experiential Learning (15 hours)

- Students will research secondary sources of data - books, newspaper articles, World Wide Web for the latest trends and applications in the field of Personality and self-awareness and present the same in groups.
- Students will prepare for roleplays dealing with various concepts of personality and self-growth and present the same.

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- Students will review movies based on the theme of personal growth and submit a report.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Organizational Behavior	Stephen P. Robbins, Timothy A. Judge, Neharika Vohra
2.	Emotional Intelligence: Why It Can Matter More Than IQ	Daniel Goleman
3.	Personality Theories	Bem P. Allen

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Six Thinking Hats	Edward De Bono
2.	Introducing NLP	Joseph O'Connor
3.	Essential Enneagram	David Daniels & Virginia Price
4.	Assessment Centres	Nitin Sawardekar
5.	The Johari Window: A Graphic Model of Awareness	Joseph Luft

Recommended Reading:

- https://hbr.org/topic/subject/personal-growth-and-transformation
- Case on Stress Management
- Case on Team Building
- Case on Creativity and Innovation
- Case on Emotional Intelligence

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Course Code 24HE4.5 **Course Name: Organization Development and Change Management**

Sr. No.	Heading	Particulars
1	Vertical	Specialization Elective
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

The course teaches how to strategically plan, implement, and manage significant changes in an organization structure, culture, processes, and technology, focusing on enhancing effectiveness through behavioral science, leadership, and employee engagement to drive sustainable growth, overcome resistance, and achieve strategic goals in dynamic environments.

Prerequisites: Organizational Behaviour

Course Objectives:

- Human resource specialization students understand the changes to the structure, culture, and processes of an organization to enhance its overall effectiveness.
- Students understand the role of individuals, groups and organizations, using of theories and methods of interventions.
- Student can analyze the primary objective of organization development (OD) interventions of helping organizations accomplish their objective by resolving an issue.
- Students understand OD Approaches and Models.
- Students gain knowledge of trends in OD and Change Management.

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Explain the concepts of planned change and Organisational Development	Understand	2
CO2	Demonstrate the applications of Organisational Development approaches and models for business growth	Apply	3
CO3	Analyze the implications of the Organisational Development approaches and models on business	Analyze	4
CO4	Combine the theoretical and practical aspects of OD strategies that will enable organizations to achieve both operational and strategic goals	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
1.	Introduction to OD and Planned change	CO1, CO2	Lecture and discussion	9 hours	Definition of OD, objectives, characteristics, alternate interventions, action-research process, salient issues of OD etc., Planned change, role of the change

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Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
					agent, implementation of change.
2.	The Change process	CO2, CO3, CO4	Lecture, cases and discussion	6 hours	Kurt Lewin's 3-step model, Lary Griener's Equential process and Harold J. Leavitt's System Model.
3.	OD intervention	CO2, CO3, CO4	Lecture, videos and discussion	3 hours	Meaning, need and objectives of interventions.
4.	Alternate interventions. (At individual level)	CO2, CO3, CO4	Lecture, cases and discussion	3 hours	Role analysis, Appreciative inquiry T-group training, Role-negotiation technique
5.	Alt. Int. cont'd. (At individual level & group level)	CO2, CO3, CO4	Lecture and discussion	6 hours	Grid OD, Intergroup team building.
6.	Alt. Int. cont'd. group level & orgn level)	CO3, CO4	Lecture, videos and discussion	6 hours	Orgn mirror, Survey feedback, Third-party peacemaking, Transactional analysis, Life and career planning.
7.	Alt. Int. cont'd. (orgn level-structural level).	CO1, CO4	Lecture and discussion	3 hours	MBO and appraisal, TQM and business reengineering.

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Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
8.	Executive coaching	CO3, CO4	Lecture, cases and discussion	3 hours	Coaching for CEOs, CFOs, CXOs etc.
9.	Institution building	CO2, CO4	Lecture and discussion	3 hours	Change agent's role in IB.
10.	Limitations and criticisms of OD	CO1, CO2	Lecture and discussion	3 hours	Salient issues in OD and why OD fails.
11.	Experiential Learning (*)			15 hours	

Experiential Learning (*15 hours)

- Students will research secondary sources of data - books, newspaper articles, World Wide Web for the latest trends to understand organizational change and its applications and present.
- Students will prepare for roleplays dealing with various OD interventions at individual, group, and organizational levels and present the same.
- Students will review movies based on the theme of OD and submit a report of the same.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Organization development	French Wendell L, Bell Jr Cecil H, Vohra Veena -2017 edition
2.	Organization Development and Change	Thomas G. Cummings, Christopher G. Worley (11th edition May 2023)

Reference books:

Sr. No.	Book's Name	Author's Name
1.	HRD	T.V.S. Rao & Uday Pareek

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2.	Recent experiences in human resource development	T. V. Rao & D.F. Pereira

Recommended Reading:

1. https://hbr.org/topic/subject/change-management
2. https://hbr.org/topic/subject/organizational-change
3. https://hbr.org/topic/subject/organizational-development

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Course Code: 24ME4.5 **Course Name: B2B Marketing**

Sr. No.	Heading	Particulars
1	Vertical	Marketing Elective
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

B2B marketing course provides a comprehensive overview of marketing products and services to other businesses rather than consumers. It covers organizational buying behavior, relationship management (CRM), market segmentation (STP), and strategic planning. The curriculum includes pricing, channel management, digital marketing, and sales, using case studies for practical applications.

Prerequisites: Fundamentals of Marketing, Application of Marketing Theory and Practice.

Course Objectives:

1. To familiarize students with unique principles and strategies of business-to-business (B2B) marketing.
2. To equip students with practical skills for segmentation, targeting, and relationship management in B2B markets.
3. To develop analytical capabilities for assessing industrial buying behavior and decision-making processes.
4. To foster understanding of strategic pricing, sales processes, and supply chain dynamics in B2B contexts.
5. To cultivate insights into contemporary trends, digital innovations, and effective communication strategies in B2B marketing.

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the key factors in B2B segmentation, role of DMU's in organization purchases, and value creation in B2B markets	Understand	2
CO2	Apply the concepts learnt in the course to develop an appealing value- proposition for business customers	Apply	3
CO3	Analyze the buyer value system to identify opportunities	Analyze	4
CO4	Evaluate the competitor's strategies, position in the ecosystem / network and identify the most suitable position for the firm.	Evaluate	5
CO5	Create a business plan for launch of a product/solution from theories learnt in the course	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Nature of Business markets, key differences between B2B and B2C markets; Global or cross- border B2B contexts - export/import.	CO24ME4.5.1 CO24ME4.5.2	Lecture and discussion	4.5 hours	**Understand** fundamental differences between B2B and B2C marketing. Extrapolate the same to International Business

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
2	Assessing market opportunities, industrial market segmentation, targeting, and positioning; fit between product variables and target segment; account-based marketing; segmentation and hyper- focused targeting on high- value accounts; refining B2B segmentation and positioning; Coordinating marketing and sales for customized pitches.	CO24ME4.5.1 CO24ME4.5.2	Lecture and discussion	4.5 hours	**Apply** concepts learnt to identify market opportunities, market segmentation , targeting and positioning. Process of identifying High Value B2B accounts with examples.
3	Decision Making Units – roles in purchase decision, composition, priorities and interests, size and formal organization, power structure, Global teams and virtual DMU's, cultural issues. P2P MARKETING	CO24ME4.5.1 CO24ME4.5.2 CO24ME4.5.3	Lecture and discussion	4.5 hours	**Analyse** the functioning of DMUs in an organization. **Understand** how P2P Marketing works with examples
4	Types of products – straight rebuy, modified rebuy, new tasks, B2B benefits typology – economic, tangible benefits; non-economic, tangible benefits; economic, intangible benefits, non-	CO24ME4.5.1 CO24ME4.5.2 CO24ME4.5.3	Lecture and discussion	6 hours	**Analyze** decision-making stages and psychological factors, and **evaluate** the role of social media in influencing consumer behaviour.

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	economic intangible benefits; Industrial Product Lifecycle Analysis; solutions marketing v/s product marketing; product/service bundling				
5	New Product Development Process, impact of technology, diffusion of innovation; AI role in product/solutions innovation, predictive analytics, personalization, big data analytics	CO24ME4.5.2 CO24ME4.5.3	Lecture, discussion, videos and cases	4.5 hours	**Understand** New Product Development Process in B2B Marketing. **Application** of Technology(AI, Big Data etc.) and their role in Product/Solutions
6	Value Proposition in B2B markets – resonating focus, deep understanding of customer and priorities.	CO24ME4.5.2 CO24ME4.5.3 CO24ME4.5.4	Lecture and discussion	4.5 hours	Evaluate Value Propositions in B2B Markets. **Analyse** impact of customer priorities on Value Proposition
7	B2B branding, sustainability and ESG as emerging consideration in purchase decisions	CO24ME4.5.3 CO24ME4.5.4	Lecture and discussion	3 hours	**Analyse** impact of ESG & Sustainability Branding on Purchase decisions.
8	Platform Business Model – network effects, role of platforms, platform decisions, coring of platform.	CO24ME4.5.3 CO24ME4.5.4	Lecture and discussion	4.5 hours	**Analyse** Network effects on Platform Business Models. **Evaluate** Role of Platforms.
9	Pricing strategies – determinants of price, competitive bidding, price	CO24ME4.5.3 CO24ME4.5.4	Lecture and discussion	3 hours	**Evaluate** various Pricing Strategies in B2B Marketing.

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	negotiations; value-based pricing and subscription models; linking price to ROI and outcome metrics				**Analyse** Value Based and Subscription models linkage to ROI.
10	Managing Logistics, channels of distribution, channel design decisions, identification of cost centres; digital channels and e-commerce, B2B procurement online portals, self- serve SaaS signups.	CO24ME4.5.3 CO24ME4.5.4	Lecture and discussion	3 hours	**Evaluate** various channels of distribution. **Analyse** B2B Online Procurement, Self-Serve SaaS sign ups
11	Managing the sales force – design, structure – product, market, geography, key account management, planning the sales organization; use Martech to track and monitor sales	CO24ME4.5.3 CO24ME4.5.4 CO24ME4.5.5	Lecture and discussion	1.5 hours	**Design** Sales Force structure **Apply** B2B Marketing concepts to Import/Export in International markets. Using Martech to track and monitor Sales
12	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	CO24ME4.5.3 CO24ME4.5.4	Lecture and discussion	1.5 hours	**Evaluate** impact of various promotions techniques in B2B Markets. **Analyse** their impact in various sales cycle stages.

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Application/ Experiential Learning (15 hours)

- Create an Ideal Customer Profile (ICP) + Target Accounts:
- DMU Role Play (Buying Decision Simulation)
- Build a Value Proposition + Pitch

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Marketing Management, 15/16e	Kotler, Keller, Chernev, Sheth, Shainesh, Pearson Education
2.	Marketing: Theory, Evidence, Practice	Byron Sharp, Oxford University Press.
3.	Industrial Marketing	Robert R. Reeder, Briety & Betty H. Reeder, Prentice Hall India

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Why we Buy? The Science of Shopping	Paco Underhill
2.	How Brands Become Icons – The Principles of Cultural Branding – Douglas Holt	Douglas Holt
3.	How Customers Think – Essential Insights into the minds of the Market	Gerald Zaltman
4.	Marketing Metaphoria: What Deep Metaphors Reveal About the Minds of Consumers	Gerald Zaltman
5.	Marketing as Strategy: Understanding CEO's agenda for Driving growth and Innovation	Nirmalya Kumar

Recommended reading

- The Challenger Customer by Brent Adamson, Matthew Dixon, and Pat Spenner
- They Ask, You Answer by Marcus Sherida

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Course Code: 24FE4.7 Course Name: Wealth Management

Sr. No.	Heading	Particulars
1	Vertical	Specialization Elective
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description: This course on Wealth Management provides learners with a comprehensive understanding of financial planning, investment strategies, risk management, taxation, retirement and estate planning, and behavioral aspects of wealth psychology. It explores financial markets, portfolio theories, alternative and sustainable investments, and the evolving role of wealth managers in meeting diverse client needs. The curriculum integrates regulatory frameworks, ethical practices, and global perspectives while highlighting the impact of emerging technologies such as FinTech, robo-advisors, blockchain, and AI on wealth advisory services. Through lectures, examples, illustrations, and case studies, the course equips learners with the knowledge and skills to make informed financial decisions and excel as wealth managers or financial advisors in a dynamic financial landscape.

Prerequisites: Financial Management, Security Analysis and Portfolio Management, Taxation.

Course Objectives:

1. To familiarize students with core concepts, principles, and strategies of wealth management.
2. To equip students with practical skills in portfolio management, financial planning, and advisory services.
3. To develop analytical capabilities for managing high-net-worth clients and wealth preservation strategies.
4. To foster understanding of regulatory compliance, tax planning, and estate management.
5. To cultivate strategic insights into contemporary trends, digital tools, and innovations in wealth management.

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Explain the key concepts and principles of Wealth Management	Understand	2
CO2	Explain the role of different asset classes in Portfolio Management and their risk-return characteristics.	Understand	2
CO3	Examine the Financial Planning Principles for Individual and Institutional Wealth.	Apply	3
CO4	Analyse the Investment portfolios and asset allocation strategies.	Analyse	4
CO5	Assess risk management techniques in wealth planning.	Evaluate	5
CO6	Create Comprehensive wealth management plans incorporating tax and estate planning.	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
1	Introduction to Wealth Management: Definition, Importance, Scope, and Process of Wealth Management, Evolution of Wealth Management	CO1, CO2	Lecture, Examples, Illustration	5	Explain the scope, evolution, and ethical role of wealth managers across different client segments.

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Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
	Industry, Role of a Wealth Manager, Investment Advisor – Functions, Code of Ethics of Wealth Manager, Different Client Segments & Needs				
2	Financial Markets & Instruments: Market Trends & Economic Indicators, ETFs, and REITs, and Structured Products, Global Investment strategies, Time Value of Money for investment.	CO1, CO2, CO3	Lecture, Examples, Illustration	3	Understand financial instruments, market indicators, and global investment strategies including time value of money.
3	Portfolio Management Theories: Portfolio Modelling and Rebalancing Strategies, Portfolio Performance Measurement, Asset Allocation & Diversification Strategies, Smart Beta Strategies & Factor Investing	CO3, CO4	Lecture, Examples, Illustration.	3	Apply diversification strategies to model, rebalance, and evaluate portfolios.
4	Risk Management in Wealth Planning: Risk Meaning, Types and Categories of Risk, Risk Profiling & Risk-Return Trade-off, Behavioural Aspects	CO3, CO4 CO5	Lecture, Examples, Illustration, Case Study	3	Identify, profile, and manage risks using hedging, stress-testing, and behavioral insights.

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Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
	of Risk Management, Hedging Techniques & Stress Testing, Portfolio Risk Management				
5	Investment Planning & Strategies: Active vs. Passive Investing, Investment Strategies, Concept of Benchmarking, Fee Structures, and the costs involved in investing	CO2 CO3, CO4 CO5	Lecture, Examples, Illustration, Case Study	4.5	Design investment strategies using fundamental/technical analysis, benchmarking, and alternative investments.
6	Taxation & Wealth Preservation Strategies: Taxation of Various Investment Vehicles and Products, Estate Planning & Succession Planning, Tax-efficient Investment Strategies, Global Taxation Aspects & Cross-border Wealth Management	CO4 CO5 CO6	Lecture, Examples, Illustration	6	Apply tax-efficient investment and succession planning strategies in domestic and global contexts.
7	Retirement & Estate Planning: Succession Laws, Wealth Transfer Strategies, Types of Retirement Plan, Pension fund, and retirement fund, Trusts, Wills, and Power of Attorney,	CO4 CO5 CO6	Lecture, Examples, Illustration	6	Evaluate retirement plans, trusts, wills, and wealth transfer strategies for different life stages.

Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
	Intergenerational Wealth Transfer, Financial Planning for Different Life Stages, Wealth Creation Factors, and Principal Pre and Post Retirement Strategies				
8	Behavioural Finance & Wealth Psychology: Behavioural Finance – Meaning and relevance in Investment Decision, Psychological Biases in Investment Decisions, Emotional Aspects of Wealth Management, Strategies to Overcome Behavioural Biases, Investor Profiling & Decision-Making Patterns	CO3, CO4, CO6	Lecture, Examples, Illustration, Case Study	4	Analyze investor biases and apply behavioral finance principles to improve decision-making.
9	Financial Planning & Advisory Process: Client and Risk Profiling, Goal Setting, and Budgeting, Steps in Financial Planning, and Financial Advisory Business Models	CO3, CO4, CO5	Lecture, Examples, Illustration	3	Execute client profiling, goal-setting, and financial planning within different advisory models.

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Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
10	Regulatory & Compliance Framework: Role of SEBI, RBI, and other statutory Bodies, Anti-Money Laundering (AML) and KYC Norms, Ethical & Legal Considerations in Wealth Management, Global Compliance & Fiduciary Responsibilities	CO3, CO4, CO5	Lecture, Examples, Illustration	4	Understand compliance, fiduciary, and ethical responsibilities under SEBI, RBI, and global norms.
11	Role of Technology in Wealth Management: Financial Modelling & Decision-making Frameworks, Fin-Tech – Innovation and its Impact, ROBO Advisor, Artificial Intelligence and Machine Learning in Digital Assets, Blockchain, and Crypto Currencies	CO4, CO5 CO6	Lecture, Examples, Illustration	4	Evaluate the impact of fintech, robo-advisors, AI, blockchain, and digital assets on wealth management.

Practical / Experiential Learning (15 hours)

1. Portfolio Creation and Rebalancing based on financial goals and risk profiling.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Personal Finance (McGraw-Hill)	Kapoor, J. R., Dlabay, L. R., & Hughes, R. J.

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2.	Wealth Management (New Age International)	Hiriyappa, B.
3.	Personal Financial Planning (McGraw-Hill)	Hallman, G. V., & Rosenbloom, J. S.

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Investment Analysis and Portfolio Management (McGraw-Hill)	Prasanna Chandra
2.	Security Analysis and Portfolio Management (PHI)	Kevin, S.
3.	Investments (McGraw-Hill)	Bodie, Kane, & Marcus

Recommended Reading

1. The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets (CFA Institute Investment Series Book 28)
2. You Weren't Supposed To See That: Secrets Every Investor Should Know – Joshua Brown

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Course Code: 24FE4.5 **Course Name: Investment Banking and Alternate Investment Funds**

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

The course introduces learners to the structure and functions of investment banks, including capital raising, mergers and acquisitions, corporate restructuring, and advisory services. Participants will gain insights into deal structuring, valuation techniques, regulatory frameworks, and global investment banking practices. In addition, the program explores the world of alternate investments, such as private equity, venture capital, hedge funds, real estate, infrastructure funds, commodities, and sustainable/impact investing.

Prerequisites: Corporate Finance and Financial Markets and Institutions

Course Objectives:

1. To provide comprehensive knowledge of investment banking operations, services and financial instruments.
2. To equip students with practical skills in deal structuring, valuation, and execution of investment banking transactions.
3. To develop analytical capabilities for evaluating alternate investment funds, private equity, and venture capital.
4. To foster understanding of regulatory environment and compliance practices for investment banking.
5. To cultivate strategic insights into contemporary trends and opportunities within the alternate investment sector.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No.	Course Outcome	Cognition Level	Cognition Level ID
CO1	Explain the fundamentals of Investment Banking and Alternative Investment	Understand	2

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	Funds (AIFs), including their roles and structures.		
CO2	Describe and explain the processes of capital raising, issue management, and due diligence in financial transactions.	Understand	2
CO3	Critically examine various services in project finance and structured finance to evaluate feasibility and structure of funding models.	Analyze	4
CO4	Analyze the characteristics and management strategies of alternative investment products and their use in investment portfolios.	Analyze	4
CO5	Apply AIF models in assessing risk scenarios and evaluate overall AIF formats and structures.	Apply	3

Course Contents (45 hours):

Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
1	Introduction to Financial System-An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding continuance of association of lead manager with an issue.	CO1	Lecture with classroom discussion, examples	4.5 hours	Preparation for the course in respect of the Indian Financial System, Investment Banking in India
2	Introduction to Investment Banking- Introduction investment banking and corporate finance careers, What is an investment bank? What is the structure of an investment bank? What do investment	CO1	Lecture with classroom discussion, examples, problem-solving/	4.5 hours	Introduction to investment banking and corporate finance

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	banks do? What are the types of groups within the investment banking division? What is the hierarchy within the investment bank? What kind of work do investment bankers do? Overview of private equity, venture capital and hedge funds		numerical exercises.		
3	Types of Investment Banking - Corporate Finance - Raising Capital. Equity Capital market as well as Debt Capital market	CO1	Lecture with classroom discussion, problem-solving/ numerical exercises.	1.5 hours	Types of Investment Banking
4	Equity Capital market, Debt Capital market	CO2	Lecture with classroom discussion, problem-solving/ numerical exercises.	1.5 hours	
5	Funding of start-ups, funding stages	CO2	Lecture with classroom discussion, problem-solving/ numerical exercises.	1.5 hours	
6	Issue Management- Public Issue: classification of companies, eligibility, issue pricing, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters.	CO2	Video cases	4.5 hours	Detail understanding of Issue Management
7	Due Diligence: Concept, Need and steps in due diligence	CO2	Lecture with	3 hours	Introduction to Due Diligence

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	specially in Mergers and Acquisitions		classroom /Video		
8	Project Finance: Infrastructure projects, Large Scale Industrial Developments, Energy and Renewable Energy Projects and Complex Long Term Financing Arrangements	CO3	Lecture with classroom discussion, examples, problem-solving/ numerical exercises and Case Studies	4.5 hours	To understand Project Finance
9	Structured Finance: Create Financial Instruments-Collateralized Debt Obligations (CDOs), Asset Backed Securities (ABS), Credit Default Swaps (CDS). Develop Innovative Financing Solutions-Structured Leasing, Project-Linked Bonds, Hybrid Instruments. Manage Risk Through Financial Engineering-Credit Enhancement, Interest Rate Hedging, Liquidity Management. Designing Securitization Strategies - Asset Pooling, Trenching, Issuance of Securities	CO3	Case studies	6 hours	Understanding Structured Finance
10	Overview of Alternative Investments: Introduction, Different Avenues, Alternative Investments – Antecedents and Growth, Alternative Assets, Role of Alternative Investments in Portfolio Management	CO4	Lecture with classroom discussion, examples	3 hours	Understand Alternative Investments
11	Growth of Alternative Investment Funds in India and Suitability of Category III AIFs: Evolution and growth of Category III Alternative Investment Funds in India and	CO4	Lecture with classroom discussion, Illustrations.	3 hours	Understanding Alternative Investment Funds in India and Suitability of Category III AIFs

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	their types, Different categories of AIFs as per SEBI (AIF) Regulations, 2012. Suitability of Category III AIF products to different class of investors. Current market status of Category III AIFs in India				
12	Introduction to Category III AIF Ecosystem: Investments and characteristics of funds under Category III AIFs Category III AIF ecosystem Various Concepts of Category III AIF & Comparison of Category III AIF with PMS and Mutual Funds Role of Category III AIF in portfolio diversification Use of Category III AIF as a risk management tool (Alpha/ Beta management)	CO5	Case studies	3 hours	Category III AIF Ecosystem
13	Category III AIF: Fund Structures and Service Providers Fund structures of Category III AIFs Roles of various service providers in Category III AIF industry Documentations done for Category III AIFs at On shore and Off-shore Levels Various Investment Strategies (Equity market strategies, Convertible arbitrage strategy, Event driven strategies)	CO5	Case studies	4.5 hours	Understanding Category III AIF

Experiential Learning (15 hours)

1. Designing a proposal for an AIternative Investment Fund as per SEBI AIF Regulations or
2. Evaluation of a proposal for Project Financing in an infrastructure project.

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	Investment Banking- Concept, Analysis and Cases by Pratap Giri, 4th Edition, McGraw Hill; Forth edition (29 October 2021), New Delhi	Pratap Giri
2.	Workbook for NISM-Series-XIX-B: Alternative Investment Funds (Category III) Distributors Certification Examination - Taxmann Publication	NISM

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Investment Banking: Valuation, LBOs, M&A, And IPOs by Joshua Rosenbaum and Joshua Pearl, John Wiley & Sons Inc; Updated edition (23 February 2022)	Joshua Rosenbaum
2	NISM's Alternative Investment Funds (Category I and II) Distributors, by NISM (An Educational Initiative of SEBI), 3 November 2022	NISM

Recommended Reading

Journals

- Journal of Financial and Quantitative Analysis (JFQA)
- Journal of Applied Corporate Finance

Case Studies

Harvard Business School (HBS) Case Studies:

- Goldman Sachs: Anchoring Standards After the Financial Crisis
- Private Equity and Venture Capital in India

Ivey Publishing:

- SoftBank Vision Fund: Betting Big on Disruption
- The Carlyle Group and China Fishery

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Course Code 24C4.2 **Course Name: Business Ethics and Corporate Governance**

Sr. No.	Heading	Particulars
1	Vertical	Core Common
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description: Business Ethics and Corporate Governance

This course provides a comprehensive understanding of business ethics and corporate governance with a focus on Indian regulatory frameworks such as the Companies Act, 2013 and SEBI (LODR) Regulations. It examines the roles and responsibilities of boards, board committees, and leadership in ensuring ethical conduct, accountability, risk management, and stakeholder value creation.

The course integrates ethical theories, CSR, and ESG practices to enable students to analyze corporate behavior, governance effectiveness, and sustainability disclosures. Through case discussions, experiential activities, and real-world examples, students develop the ability to apply ethical reasoning and governance principles to contemporary business challenges.

Core Common - Sem IV

Prerequisites: None

Course Objectives:

1. To introduce students to foundational concepts, principles, and frameworks of corporate governance.
2. To equip students with practical skills for implementing ethical governance practices and compliance programs.
3. To develop analytical capabilities for assessing corporate governance effectiveness and stakeholder management.
4. To foster understanding of regulatory frameworks, responsibilities of boards, and executive accountability.
5. To cultivate strategic insights into contemporary governance challenges, sustainability, and ethical decision-making.

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Semester 4

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Demonstrate an understanding of corporate governance principles, board roles, and regulatory frameworks in the Indian context.	Demonstrate	2
C02	Understand key ethical frameworks, principles, and values that guide ethical conduct in business and professional practice.	Understand	2
CO3	Apply governance and ethical frameworks to business practices in compliance with Indian corporate laws and SEBI regulations	Apply	3
CO4	Analyze governance, CSR, and ESG practices of Indian companies using real world disclosures and case examples.	Analyze	4
CO5	Evaluate corporate decisions and leadership approaches through ethical and governance perspectives for accountability and sustainability.	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
1	**Introduction to Corporate Governance:** Concept, evolution, global principles (OECD), SEBI LODR & Companies Act 2013 provisions	CO1	Lecture and Discussion	3	Understand CG principles and Indian legal frameworks.
2	**Board Structures and Responsibilities in India:** Independent directors, DEI initiatives, D&O insurance, NRC roles	CO1	Lecture and Case study	3	Comprehend board diversity and responsibility mechanisms.
3	**Strategic Role of Boards:** Oversight of strategy, M&A, capital allocation, minority shareholder protection	CO1, CO3	Lecture and discussion	3	Apply board-level decision frameworks.

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Sr. No.	Topics	CO Mapping	Activity	Duration	Outcome
4	**Risk & Financial Oversight:** Role in policy formation, capital structure, and emerging risk (AI, cyber, climate)	CO3, CO4	Lecture and discussion	4	Apply governance mechanisms in financial and risk oversight.
5	**Board Committees in Indian Corporates:** Audit, CSR, ESG, Risk Management Committees	CO3, CO4	Lecture and discussion	3	Analyze board committee functions and accountability.
6	**Corporate Social Responsibility (CSR):** Section 135, Schedule VII, impact assessments, best practices	CO4	Lecture and discussion	4	Design CSR strategy aligned to statutory provisions.
7	**Environmental, Social & Governance (ESG):** BRSR, ESG metrics, risks, sustainability compliance	CO4	Lecture and discussion	4	Evaluate ESG disclosures and risk management.
8	**Ethical Leadership and Culture:** Building integrity and trust-driven leadership	CO2 CO3	Lecture and discussion	4	Evaluate leadership ethics and organizational values.
9	**Managing Ethical Dilemmas:** Legal obligations vs. ethical conscience, whistleblowing, frameworks for resolution, managing conflict of interest.	CO3	Lecture and discussion	4	Analyze ethical issues in business decision-making.
10	**Key ethical frameworks, principles, and values, Theories of Ethics like Theology, Utilitarianism, Buddhist Ethics, Gandhian philosophy**	CO2	Lecture and Case study	3	Understnd Key ethical frameworks, principles, and values, Theories of Ethics
11	**Stakeholder Governance:** Shareholder vs. stakeholder responsibility; CSR-ESG alignment, AA1000 standard.	CO5	Lecture and discussion	4	Apply ethical reasoning for stakeholder governance.
12	theory of ethics, role and function of ethical managers	CO5	Lecture and discussion	3	understanding theories of ethics and managerial functions.
12	**Case Discussions & Presentations:** Integrative analysis of CG, CSR, and ESG practices	CO5	Group presentation	3	Apply integrated governance learning to Indian cases.

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Semester 4

Experiential Learning (*15 hours)

- Students will research secondary sources of data - books, newspaper articles, World Wide Web for the CSR initiatives of any company and submit a report.
- Students will prepare for roleplays dealing with business ethical dilemmas and present the same.
- Students will review Business Responsibility and Sustainability Reporting reports and present on the ESG footprints of the company.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	A Primer on Corporate Governance	Cornelis A. de Kluyver.
2.	Ethics Without the Sermons	Laura L Nash

Reference books:

Sr. No.	Book's Name	Author's Name
1.	A Strategic and Tactical Approach to Global Business Ethics	Lawrence A. Beer
2.	Ethics and the Conduct of Business	John R. Boatright

Recommended Reading:

1. Entrepreneur's Handbook: Independent Directors, Corporate Governance, and Leadership. 3 Vols. Institute of Directors

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Semester 4

Course Code: 24C4.1 **Course Name: International Business**

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

The *International Business* course provides students with a comprehensive understanding of how businesses operate in the global marketplace. It explores the complexities and opportunities of conducting business across borders in an increasingly interconnected world. The course covers key concepts such as globalization, international trade theories, foreign direct investment, global market entry strategies, cross-cultural management, and the role of international institutions and regulatory frameworks.

Prerequisites: Strategic Management

Course Objectives:

1. To familiarize students with foundational concepts, frameworks, and dynamics of international business.
2. To equip students with practical skills for managing cross-border operations, trade, and market entry strategies.
3. To develop analytical capabilities to evaluate global business environments, opportunities, and risks.
4. To foster understanding of international business regulations, trade agreements, and economic integration.
5. To cultivate strategic insights into managing cultural diversity, ethical considerations, and global competitive strategies.

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Course Outcomes

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the concepts of international business for working in business organizations.	Understand	1
CO2	Apply the framework for country analysis and cross-cultural management to know the impact on business operations.	Apply	3
CO3	Formulate strategic decisions on entry modes, market selection, and subsidiary structuring.	Analysis	4
CO4	Assess financial, legal, cultural, and operational challenges in cross-border operations.	Evaluate	5
CO5	Design comprehensive country entry strategies considering institutional, cultural, and competitive factors.	Design	6

Course Contents

Sr. No.	Content	CO Mapping	Pedagogy	Duration	Outcomes
1	Global Business Landscape: Understanding globalization, political-economic dynamics, Thucydides' Trap, and their implications for firms. Nair Case: Clash of National Interests	CO1	Lecture, Case Study Discussion	3	Understand the complex interactions between global economic forces, political dynamics, and national interests, and their implications for business strategy
2	Theories of International Trade: Mercantilism, Absolute and Comparative Advantage, Heckscher- Ohlin, and Product Lifecycle Theory.	CO1	Lecture and Disucssion	3	understanding these theories helps explain historical trade patterns, justify modern trade policies (like free trade vs. protectionism.
3	Drivers and Process of Internationalization: Strategic intent, global pressures, and common pitfalls.	CO1, CO2	Lecture and Discussion	3	Analyze the rationale behind a firm's decision to internationalize, considering various

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					motivations such as market saturation, cost advantages, and the pursuit of competitiveness.
4	Country Analysis Frameworks: PESTEL, CAGE, and Economic Complexity Atlas; Quantitative and qualitative methods to assess market attractiveness.	CO2	Lecture, case study discussion	4	Analyse Market attractiveness by using frameworks such as **PESTEL, CAGE,** and the **Economic Complexity Atlas.**

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5	Market Entry Strategy Design: Ghemawat's AAA framework; designing entry strategies based on institutional and cultural differences.	CO2, CO5	Lecture, case study discussion	6	Design the marketing entry strategy using various frameworks.
6	Modes of Entry: Exporting, Licensing, Franchising, Joint Ventures, Strategic Alliances, and M&As – strategic fit, risk, and control.	CO3, CO5	Lecture, case study discussion	3	Analyze and design entry strategy by using various modes of entry.
7	Subsidiary Management and MNE Structures: Types, autonomy, performance evaluation, and mandate assignment in MNE networks.	CO3	Lecture, discussion	3	Analyze the MNE structure and its impact on the performance
8	Competitive Advantage of Nations: Porter's Diamond, industry clusters, and implications for firm location and innovation.	CO3	Lecture, case study discussion	3	Analyse and compare the competitive advantage of the countries.
9	Bottom-of-the-Pyramid Markets: Institutional voids, product/service innovation for emerging markets, and alternate operating models.	CO3, CO4	Lecture, case study discussion	3	Evaluate the market attractiveness of the bottom of the pyramid markets.
10	Cross-Cultural Management and HRM: Hofstede dimensions, Meyer's cultural map, expatriate management and compensation, and the EPRG framework. Employer on Record (EOR); Global Dexterity (by Andy Molinski)	CO4	Lecture, examples, discussion	5	Evaluate the cultural difference between the nations.

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11	International Trade Mechanics: INCO terms, trade documentation, letters of credit, and global logistics.	CO1	Lecutre, examples	3	Understand the INCO terms and trade documentation.
12	Global Finance and Risk Management: Currency structures- exchange rates, capital sourcing, fund transfer, multilateral netting, and exposure management; Hedging; Taxation; Case study- UK govt to HNIs	CO4	Lecture, case study	3	Evaluate the analytical frameworks to navigate international markets, make informed financial decisions.
13	Regulatory Institutions and Trade Agreements: WTO, FTAs, MFN principles, and impact on national policy and corporate decisions.	CO3	Lecture, examples	3	Develop analytical skills to understand and navigate the complex legal and economic framework of international commerce.

Practical/ Experiential Learning (15 hours)

45 hours of classroom teaching

15 hours of experiential learning

1. **International Market Research for Exporters**: Provide direct research support to local businesses by identifying emerging market trends or regulatory requirements in overseas territories. (5 Hours)

2. **Bottom-of-the-Pyramid (BoP) Markets Study**: Conduct research for remote projects focused on business models that serve low-income populations in emerging economies. (5 Hours)

3. Analyse real-life dilemmas faced by global firms and present solutions to a panel of evaluators. (5 Hours)

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Textbooks:

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

Reference Books:

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

Recommended Reading

1. International Business by Hill & Hutt
2. The World is Flat by Thoman L Friedman
3. Heart of Business by Hubert Joly

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Course code: 25E2.11 Indian Business Economic Environment

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

The course aims to provide students with a comprehensive understanding of India's business and economic ecosystem by linking classroom theories with real-time industry developments. It emphasizes analytical interpretation of sectoral trends, macroeconomic indicators, policy reforms, and global influences impacting Indian businesses. Learners will critically engage with contemporary business news, government policies, and industrial insights to develop a holistic view of the economic environment in which Indian enterprises operate.

Prerequisites:

Basics of Economics

Course Objectives:

- To develop a conceptual and practical understanding of India's economic and business environment.
- To interpret macroeconomic and policy changes and their implications for Indian industry.
- To analyze the impact of technology, globalization, and sustainability on sectoral performance.
- To enhance students' ability to correlate real-world developments with theoretical frameworks.
- To foster research, discussion, and presentation skills through active engagement with current issues.

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the components and interlinkages of the Indian Business Economic Environment	Understand	2
CO2	Apply theoretical frameworks to interpret industry and policy developments	Apply	3
CO3	Analyze the impact of economic and technological changes on sectors and enterprises	Analyze	4
CO4	Evaluate contemporary issues influencing the Indian business ecosystem	Evaluate	5
CO5	Critically evaluate and provide insightful assessment of the Indian industry through analytical and evidence-based perspectives	Evaluate	5

Course Contents:

Sr. No	Thematic Focus	CO Mapping	Pedagogy	Duration	Expected Outcome
1.	Understanding the Indian Economic Landscape – GDP composition, key sectors, and macroeconomic indicators	CO1	Lecture, PPT	1.5 hrs	Students identify key components shaping India's economy

2.	Government Policies and Reforms – Budget, fiscal policy, FDI, Atmanirbhar Bharat, PLI schemes	CO1, CO2	Lecture + Case Discussion	1.5 hrs	Evaluate how government measures affect industry performance
3.	Monetary Environment and Financial Institutions – RBI, interest rate trends, credit growth	CO1, CO2	Lecture + Case Discussion	1.5 hrs	Understand role of monetary policies in shaping growth
4.	Global Linkages and Trade – India's trade policy, exports, imports, tariffs, WTO role	CO2	Lecture +Discussion	1.5 hrs	Evaluate India's position in the global economy
5.	Sustainability and ESG in Indian Business – Green energy, corporate responsibility	CO3, CO4	Lecture+Video + Discussion	1.5 hrs	Examine sustainable business models
6.	Current Market Dynamics – Stock market movements, corporate mergers, startup ecosystem	CO4	Real-time News Analysis, Quiz	1.5 hrs	Interpret ongoing business developments
7.	Case Review: Policy and Industry Interface – Industrial policy,	CO2, CO3	Lecture + Case Study	1.5 hrs	Relate policies with business performance

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	taxation, MSME reforms				
8.	Economic Challenges – Inflation, unemployment, fiscal deficit, inequality	CO2	Lecture + Quiz	1.5 hrs	Identify key constraints in economic growth
9.	Debate & Analysis: Globalization vs Protectionism in Indian Context	CO4	Lecture + Debate	1.5 hrs	Compare policy choices and their implications
10.	Contemporary Trends: Startups, Unicorns, Digital India, and AI Economy	CO3, CO5	Lecture +discussion +Quiz	1.5 hrs	Connect innovation and entrepreneurship trends
11.	Regional and Sectoral Disparities in India	CO2	Lecture	1.5 hrs	Analyze regional economic variations
12.	Business Ethics, Governance & Regulatory Environment in India	CO4, CO5	Lecture + Case Analysis (SEBI cases, corporate governance lapses, CSR examples)	1.5 hrs	Students evaluate ethical practices, governance standards, and regulatory compliance in Indian businesses and assess their economic implications.
13.	Economic Forecasting & Sectoral Outlook – Using Reports (RBI, Economic	CO2, CO5	Report Review + Analytical Discussion	1.5 hrs	Students interpret major national and global reports, build evidence-based economic insights, and

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	Survey, NITI Aayog, World Bank)				forecast sectoral performance using analytical frameworks.
14.	Project Presentations & Reflection Reports	CO5	Discussion +Presentation	3 hrs	Integrate learnings into final reports
15.	Technological Disruptions in Indian Business – AI, fintech, green tech, digital infrastructure	CO3	Lecture + Presentation	1.5 hrs	Assess impact of digital transformation on industries
16.	Sectoral Analysis I: Manufacturing and Infrastructure – Steel, Cement, Energy, Automobile	CO3	Lecture + Presentation	1.5 hrs	Analyze industry-level challenges and opportunities
17.	Sectoral analysis II: Services and Consumer Economy – Telecom, Retail, E-commerce, Banking	CO3	Lecture + Industry oriented Presentation	1.5 hrs	Apply analytical frameworks to service sector
18.	Presentation of news reading session with news	CO4	News presentations +Quiz	1.5 hrs	Evaluating how current news impacts the economy, connect classroom concepts with real-world events, and enhance their critical thinking and awareness of

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					national and global trends.
19.	Presentation of news reading session with news	CO4	News presentations +Quiz News presentations +Quiz	1.5 hrs	Evaluating how current news impacts the economy, connect classroom concepts with real-world events, and enhance their critical thinking and awareness of national and global trends.

Textbooks

- *Business Environment: Text and Cases* – Francis Cherunilam
- *Indian Economy* – Ramesh Singh
- *Economic Environment of Business* – Misra & Puri

Reference books:

- RBI Bulletins, Economic Surveys, India Brand Equity Foundation (IBEF) Reports
- Magazines: *Business Today*, *The Economist*, *HBR*, *Mint*
- *News Papers: Economic Times, Financial Express*

Recommended Reading

Reference Sites:

- **Harvard Business Review**

MOOCs:

Economic Environment and Business Strategy (https://onlinecourses.nptel.ac.in/noc25_ec16/preview)

- **Indian Economy – I (https://onlinecourses.swayam2.ac.in/cec23_hs47/preview)**

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Semester 2

Note: Revised based on Recommendations of BOS held on 29.11.2025

Course Code: 24E2.9 **Course Name: Cost and Management Accounting**

Sr. No.	Heading	Particulars
1	Vertical	Elective
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description: The course **Cost and Management Accounting** focuses on equipping students with the knowledge and skills required to plan, control, and manage business costs effectively. It emphasizes the application of various costing and management accounting techniques to enhance operational efficiency, optimize the use of resources, and support strategic decision-making. The course enables learners to generate and analyze relevant cost and financial data for managerial purposes such as budgeting, pricing, and investment evaluation. It also provides insights into performance measurement, variance analysis, and budgetary control to ensure that organizational objectives are met efficiently. Overall, the course aims to develop analytical and decision-making abilities essential for evaluating and improving the financial and operational performance of different business functions and activities.

Prerequisites: Basic concepts of Costing

Course Objectives:

Following are the objectives for the subject Cost and Management Accounting

1) To understand and implement techniques for controlling and reducing costs, improving operational efficiency, and optimizing resource utilization.
2) To provide accurate and relevant cost and financial information to management for informed decision-making, such as pricing, budgeting, and investment analysis.
3) To assist in preparing budgets, setting performance standards, and analyzing variances to ensure alignment with organizational goals.

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4) To evaluate the financial and operational performance of various departments, projects, and activities to enhance overall organizational effectiveness.

Course Outcomes

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understand the cost accounting concepts, elements and classification of cost and overheads and develop the application skill in drafting a cost sheet.	Understand	2
CO2	Understand the cost accounting concepts, elements and classification of cost and overheads and develop the application skill in drafting a cost sheet.	Understand, Apply	2,3
CO3	Analyze the importance of Standard Costing and the effect upon cost effectiveness	Analyse	4
CO4	Use the different costing systems in practical scenario.	Evaluate	5
CO5	Create control system through budgets and evaluate business decision making scenarios with CVP analysis.	Create	6

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Course Contents:

Session No	Topic /Sub Topic	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Cost and Management Accounting, Concept of Cost, Role of Cost in decision making analysis, classification of cost, Cost Accounting Standards, Preparation of Cost Sheet, Methods and Techniques of Costing. Management Accounting: Evolution, Meaning, Objectives and Scope, Tools and Techniques of Management Accounting, Relationship of Cost Accounting, Financial Accounting, Management Accounting and Financial Management, Role of Management Accountant in Decision Making. Elements of cost - Materials, Labour and Overheads, Allocation and Apportionment of overheads	CO1	Basic Concepts, Lecture, Discussion	1.5	Understand the fundamental concepts of cost, management accounting, and their role in organizational decision-making. - Identify different cost classifications and apply cost accounting standards. - Prepare basic cost sheets and understand the allocation/apportionment of costs. - Comprehend the relationship between cost, financial, and management accounting and the role of a management accountant.

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2	Introduction to different costing techniques; Methods of costing – with special reference to job costing, process costing, services costing	CO1,2,3	Theoretical discussion and explanation Sums , Basic Concepts	1.5	- Apply various costing methods to different types of production and service environments. - Analyze and record cost data using job, process, and service costing techniques. - Develop problem-solving skills for practical costing scenarios.
3	Responsibility Accounting and Transfer Pricing	CO1, CO2, CO3, CO4	Theoretical discussion and explanation Sums , Basic Concepts	4.5	- Understand the concept of responsibility accounting and its application in performance evaluation. - Apply transfer pricing methods for interdepartmental or intercompany transactions. - Analyze and control departmental costs effectively.
4	Activit Based Costing & Activity Based Management	CO1, CO2,CO 3,CO4	Theoretical discussion and explanation	4.5	Understand and implement ABC to allocate costs accurately based on activities. - Apply ABM to improve operational efficiency and

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			Sums , Basic Concepts		cost management. - Evaluate cost drivers and optimize resource utilization.
5	Target Costing, Lifecycle Costing, Environmental Costing	CO1, CO2, CO3, CO4	Theoretical discussion and explanation Sums , Basic Concepts	4.5	Understand strategic cost management tools for product and project planning. - Apply lifecycle costing to analyze total costs across a product's life. - Recognize the impact of environmental and sustainability costs on business decisions.
6	Standard Costing and Variance Analysis	CO1, CO2, CO3, CO4	Case Study and Sums	3	Prepare standard costs for materials, labor, and overheads. - Analyze and interpret variances (material, labor, overhead) for cost control. - Make informed managerial decisions based on variance analysis.
7	Budgeting - Budget Concept, Fixed and Flexible Budgets, Preparation and Monitoring of	CO4, C05, C06	Theoretical discussion	6	Understand different types of budgets and their purposes in financial

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	Various types of Budgets, Budgetary Control System: Advantages, Limitations and Installation, Zero Base Budgeting		and exercises, Problem solving, Case study Basic Concepts		planning. - Prepare, monitor, and control budgets effectively. - Evaluate budgetary performance and implement corrective actions. - Apply zero-base budgeting for efficient resource allocation.
8	Marginal Costing – Meaning, Limitations and Applications, Difference between Marginal Costing and Absorption Costing, Breakeven Analysis, Cost-Volume Profit Analysis, Margin of Safety and P/V Ratio	CO4, C05, C06	Theoretical discussion	4.5	- Understand marginal costing principles and their application in decision-making. - Perform breakeven and cost-volume-profit analysis for business planning. - Compute and interpret margin of safety and P/V ratio. - Compare marginal costing with absorption costing for effective cost control.

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Textbooks

Sr. No.	Book's Name	Author's Name
1.	Cost Accounting - A Managerial Emphasis	Horngren, Datar, Rajan 15th ed. Pearson
2.	Accounting - Text and Cases	Anthony, Hawkings, Merchant 13th ed. McGraw Hill
3.	Cost Accounting for Managerial Emphasis	Horngren, Datar, Foster 2
4.	Management Accounting	Robert Kaplan, Anthony A. Atkinson 3
5.	Cost and Management Accounting	Ravi. M. Kishore

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Management Accounting for profit control	I. W. Keller, W. L. Ferrara
2.	Accounting & Finance for Managers	T P Ghosh
3.	Management Accounting	Jawaharlal and Seema Srivastava
4.	Cost Accounting	Narendra L Ahuja and Varun Dawar
5.	Management and Cost Accounting	Colin Drury

Recommended Reading

- **Institute of Management Accountants (IMA)** – www.imanet.org
  Articles and research papers on contemporary management accounting practices.
- **Chartered Institute of Management Accountants (CIMA)** – www.cimaglobal.com
  Case studies and reports on performance management and strategic cost analysis.

- **Harvard Business Review (HBR.org)** – Articles on cost control, budgeting, and performance management in real-world organizations.

- Awareness on ERP platforms with advanced cost and management accounting modules integrated across manufacturing, procurement, inventory, and finance

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Note: Revised Based on Recommendations of

BOS held on 29.11.2025

Course Code: 24C2.6 Course Name: Information Systems and Digital Transformation

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course provides a comprehensive understanding of Management Information Systems (MIS) and their role in organizations, business processes, and decision-making. It explores different types of information systems across business functions such as marketing, finance, human resources, supply chain, and customer relationship management, along with their integration through Enterprise Resource Planning (ERP). Students will gain insights into digital firms, platforms, business models, and strategies for digital transformation in a global context. The course also emphasizes information system development, project management, strategic alignment with business goals, and ethical, social, and privacy concerns. Case studies and real-world applications are integrated to enhance practical learning and critical analysis of MIS in business environments.

Prerequisites:

- Basic knowledge of computer fundamentals and organizational management.
- Familiarity with business processes across functions (e.g., marketing, finance, HR).
- Understanding of introductory database concepts and office productivity tools.
- Awareness of business communication and reporting practices.
- Analytical thinking and problem-solving skills to evaluate MIS applications.

Course Objectives:

- Understanding the Role of Information Systems in Organizations
- Integration of MIS Across Functions and Sectors
- Insights into Digital Transformation and Business Models
- Information Systems Development and Project Management

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- Strategic Planning and Implementation of Information Systems
- Addressing Ethical, Social, and Privacy Issues in Information Systems

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Comprehend the concepts of information systems and their role in various domains of management.	Understand	2
CO2	Interpret the significance of information systems, Global Information Systems Infrastructure and its role to Business.	Apply	3
CO3	Analyzing the emerging trends within functional information systems for marketing, financial, human resource, operations and for various verticals of the industry and its integration to business.	Analyze	4
CO4	Compare Information systems models for successful digital transformation.	Evaluate	5
CO5	Develop strategies for the digital transformation of business through the information system to solve business problems.	Create	6

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Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Information Systems – Concepts, Components, Types, Value Dimensions	CO1	Lecture, Discussion	1 Hours	Understand the basics and value of IS in organizations
2	Role of IS in Management & Decision-Making	CO1, CO2	Lecture, Case Example	1 Hours	Explain how IS supports business processes and managerial decisions
3	Overview of Functional IS – Marketing, Finance, HR, SCM, CRM	CO1, CO3	Lecture, Case Study	1 Hours	Identify different functional IS and their role in organizations
4	Marketing Information Systems – Applications & Reporting	CO3	Lecture, Case Analysis	1 Hours	Analyze MIS in marketing and customer insights
5	Financial Information Systems – Decision-Support & Controls	CO3	Lecture, Case Study	1 Hours	Examine role of IS in financial planning & monitoring
6	Human Resource Information Systems – Workforce Analytics	CO3	Lecture, Demo	1 Hours	Analyze HRIS for workforce management
7	Manufacturing/Operations IS – Production & Quality	CO3	Lecture, Case Discussion	1 Hours	Evaluate use of IS in operations efficiency
8	Supply Chain Management Information Systems	CO3	Lecture, Case Study	1 Hours	Examine integration of SCM systems
9	Customer Relationship Management (CRM) Systems	CO3	Lecture, Case Study	1 Hours	Analyze CRM applications for customer engagement
10	MIS Across Functions – Integration and Reporting	CO2, CO3	Lecture, Hands-on Example	1 Hours	Interpret cross-functional integration of IS

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11	Enterprise Resource Planning (ERP) – Concept & Evolution	CO2, CO3	Lecture, Demo	1 Hours	Explain ERP and enterprise integration
12	ERP Modules & Implementation Challenges	CO2, CO3	Case Study, Lecture	1 Hours	Analyze ERP modules across functions
13	Case Study on Successful ERP Implementation	CO2, CO3	Case Study, Discussion	1 Hours	Evaluate success factors of ERP
14	Digital Firms & Digital Platforms – Business Models	CO2, CO4	Lecture, Case Analysis	1 Hours	Compare models of digital firms and platforms
15	Drivers of Digital Transformation	CO2, CO4	Lecture, Discussion	1 Hours	Identify drivers shaping digital business
16	Strategies for Managing Digital Businesses	CO4, CO5	Lecture, Case Study	1 Hours	Develop strategies for digital growth
17	Global Information Systems – Overview & Challenges	CO2, CO4	Lecture, Case Discussion	1 Hours	Interpret the significance of GIS in business
18	Building and Managing Global IS	CO2, CO4	Lecture, Case Study	1 Hours	Analyze management of global IS
19	Case Study on Digital Transformation	CO4, CO5	Case Study, Discussion	1 Hours	Evaluate successful digital transformation practices
20	IS Development Process – Models & Approaches	CO4	Lecture, Whiteboard Explanation	1 Hours	Compare IS development methodologies
21	Project Management – Scope, Budget, Timeline	CO4, CO5	Lecture, Case Example	1 Hours	Evaluate project management constraints
22	Cost-Benefit Analysis in IS Projects	CO4, CO5	Lecture, Problem-Solving	1 Hours	Apply cost-benefit methods for IS projects
23	Case Study – IS Project Implementation	CO4, CO5	Case Study, Group Discussion	1 Hours	Evaluate project success factors

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24	IS Strategy & Planning – Strategic Alignment	CO4, CO5	Lecture, Case Example	1 Hours	Interpret IS strategies aligned with business goals
25	Virtual Organization & Strategies	CO4, CO5	Lecture, Case Study	1 Hours	Analyze IS-enabled virtual organizations
26	Developing IS Strategies for Competitive Advantage	CO5	Lecture, Workshop	1 Hours	Create IS strategies for competitive edge
27	Case Study – Successful IS Strategy	CO4, CO5	Case Study, Group Activity	1 Hours	Evaluate real-world IS strategy implementation
28	Ethical & Social Issues in IS	CO2, CO6	Lecture, Debate	1 Hours	Interpret ethical concerns in IS usage
29	Privacy & Security Issues – Confidentiality, Integrity, Availability	CO2, CO6	Lecture, Case Discussion	1 Hours	Analyze IS security and privacy principles
30	Case Studies on Ethics, Privacy & Security	CO2, CO6	Case Study, Group Presentation	1 Hours	Evaluate digital ethics & regulatory practices

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Management Information Systems for the Information Age (9e)	Maeve Cummings
2.	Management Information System – Managing the Digital Firm	Kenneth C. Laudon and Jane P. Laudon
3.	Principles of Information Systems	Ralph M. Stair and George Reynolds
4.	Digital Business	Dr. Chandrahauns Chavan

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Management Information Systems	James O'Brien
2.	Introduction to Financial Technologies (FinTech)	Dr. Chandrahauns Chavan & Atul Patankar
3.	Elements of Systems Analysis and Design	Marvin Gore
4.	MIS: A Conceptual Framework	Davis and Olson
5.	Analysis and Design of Information Systems	James Senn
6.	Information Systems Today	Jessup and Valacich
7.	Management Information Systems	Jaiswal and Mittal

Recommended Reading

- Selected case studies on ERP implementation, digital transformation, and global information systems.
- Research articles from MIS Quarterly, Journal of Management Information Systems (JMIS), and Information Systems Research.
- Industry white papers on Digital Business Models, FinTech, and Cloud-based Information Systems.
- Reports from NASSCOM, Gartner, and McKinsey on emerging IT trends and digital transformation strategies.
- Government of India guidelines and regulatory frameworks on Information Security, Privacy, and Digital Ethics.

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Note: Revised Based on Recommendations of

BOS held on 29.11.2025

Course Code: 24C2.4 **Course Name: Application of Marketing Theory and Practice**

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	2
4	Hours Allotted	30
5	Marks Allotted	50
6	Internal Assessment	25
7	Term End Examination	25

Course Description:

This course introduces students to key concepts in consumer behaviour, branding, pricing, promotion, and distribution. It focuses on analyzing consumer decisions, developing marketing strategies, and applying marketing concepts to real-world business contexts through discussions, cases, and live projects.

Prerequisites: Fundamentals of Marketing

Course Objectives:

a) To comprehend different positioning strategies through value propositions.
b) To understand consumer behaviour models for effective marketing application.
c) To apply the concepts of consumer determinants in order to enhance business marketing strategies
d) To analyze marketing decisions and ensure consistency across the marketing mix components.
e) To evaluate marketing decisions, determine feasible solutions and create a comprehensive marketing plan.

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Comprehend the various types of positioning strategies and consumer behaviour models	Understand	2
CO2	Apply the models of consumer behaviour to business situations	Apply	3
CO3	Analyze marketing decisions based on the frameworks and consistency among various elements of the marketing mix	Analyze	4
CO4	Evaluate marketing decisions and identify the optimal solution for business.	Evaluate	5
CO5	Create a Marketing plan with reference to a product or service	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Positioning: Reverse Positioning, Breakaway Positioning and Stealth positioning; Fundamentals of Brand Management	CO1, CO2, CO3	Lecture and discussion	3 hours	**Analyze** different positioning strategies, **evaluate** branding elements, and **apply** brand value and equity models to real-world brand cases.
2	**Consumer Behaviour:** The framework of Consumer Behaviour – Cognitive vs. Emotional, High vs. Low Involvement, Optimising vs. Satisficing, Influencer Marketing		Lecture and discussion	3 hours	**Identify** and **analyze** consumer behaviour frameworks and **apply** them to various

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					decision-making contexts.
3	**Consumer Decision-Making Process**: Pre-Purchase – Purchase – Post Purchase; Return Policy, Warranty, Impact of Social Media; Psychology in Consumer Behaviour – Consumer Benefits Ladder, Prospect theory, Thales' Endowment effect; Compensatory vs. Non-Compensatory Decisions	CO2, CO3, CO4	Lecture, discussion, videos and cases	1.5 hours	**Analyze** decision-making stages and psychological factors, and **evaluate** the role of social media in influencing consumer behaviour.
4	Ehrenberg's Law of Buying Frequency, Double Jeopardy Effect, Consumer Purchase as a Journey, Consumer and Product Metrics.	CO2, CO3, CO4	Lecture, discussion, videos and cases	1.5 hours	**Apply** marketing laws and consumer metrics to **analyze** purchase patterns and **evaluate** brand performance indicators.
5	**Customer Satisfaction and Loyalty**: Success/ Failure of Loyalty Programs, Customer Lifetime Value.	CO2	Lecture and discussion	1.5 hours	**Evaluate** loyalty programs using relevant metrics and **apply** Customer Lifetime Value (CLV) models to assess customer retention strategies.
6	**Pricing Policy**: Types of Pricing, Willingness to Pay;	CO2, CO3	Lecture and discussion	1.5 hours	**Apply** pricing concepts and elasticity analysis to

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	Steps in Pricing, Price Elasticity of Demand, List and Transaction Prices				**develop** effective pricing decisions.
7	**Price band** – Reason for the Band, Category Expandability and Promotion, Constructing a Price Band through Price Differentials and Threshold Price, Pricing Strategies and Tactics, Promotion and Price Bands	CO2, CO3, CO4	Lecture, discussion, videos and cases	3 hours	**Analyze** price structures, **create** pricing strategies, and **evaluate** promotion-price interactions in various categories.
8	**Business to Business Marketing**: Definition, Types of Products, Differences from Consumer Marketing; Nested Hierarchy Segmentation, Role of Decision- Making Units in Buying Decisions.	CO2, CO3	Lecture, discussion, videos and cases	3 hours	**Differentiate** B2B and B2C contexts, **analyze** segmentation and **apply** DMU frameworks to buying decisions.
9	**B2B Purchases**: Influence of Types of Purchases, Stages in the Buying Process; Types of Benefits – Combination of Economic, Tangible, Non-Economic and Intangible Benefits.	CO2, CO3	Lecture and discussion	1.5 hours	**Analyze** purchase types and stages in B2B buying and **evaluate** benefit structures for decision-making.
10	**Promotion and Marketing Communication:** Role of Promotion in Pricing, Initiating Price Changes and Response to Competitor Changes; Role of Incentives, Setting Communication Objectives and Drafting Communication Messages; Deciding on Communication Media;	CO2, CO3	Lecture and discussion	1.5 hours	**Design** promotion strategies aligned with pricing objectives and **apply** communication frameworks to real-world

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					marketing problems.
11	**Integrated Marketing**: Advertising in Print, Online, Radio, Social Media Platforms etc.; Managing Events and Public Relations; role of AI in marketing communications; Public Relations	CO3, CO4	Lecture and discussion	1.5 hours	**Evaluate** integrated communication channels and **create** a basic IMC plan incorporating AI-driven strategies.
12	**Personal Selling**: Designing the Sales Force, Managing the Sales Force, Evaluating the Sales Force; Direct Marketing	CO2 , CO3	Lecture and discussion	3 hours	**Design** sales force structure, **apply** performance metrics, and **analyze** direct marketing approaches.
13	**Distribution Decisions** – Logistics & Channel Decisions, Designing and Managing Distribution Channels (Retail, E-commerce, etc.)	CO2, CO3	Lecture and discussion	3 hours	**Analyze** channel structures and logistics strategies and **evaluate** distribution models across retail and e-commerce formats.
14	Field Based Live Projects and Presentations by capturing insights from Markets, and Cases	CO3, CO4, CO5	Lecture and discussion	1.5 hours	**Apply** theoretical concepts in live market contexts, **analyze** field data, and **create** strategic marketing solutions

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					through project presentations.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Marketing Management, 15/16e	Kotler, Keller, Chernev, Sheth, Shainesh, Pearson Education
2.	Marketing: Theory, Evidence, Practice	Byron Sharp, Oxford University Press.
3.	Industrial Marketing	Robert R. Reeder, Briety & Betty H. Reeder, Prentice Hall India

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Why we Buy? The Science of Shopping	Paco Underhill
2.	How Brands Become Icons – The Principles of Cultural Branding – Douglas Holt	Douglas Holt
3.	How Customers Think – Essential Insights into the minds of the Market	Gerald Zaltman
4.	Marketing Metaphoria: What Deep Metaphors Reveal About the Minds of Consumers	Gerald Zaltman
5.	Marketing as Strategy: Understanding CEO's agenda for Driving growth and Innovation	Nirmalya Kumar

Recommended reading

- Strategic Marketing: Creating Competitive Advantage — Douglas West, John Ford, et al.
- Marketing Management by V. S. Ramaswamy , S. Namakumari

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Semester 2

Note: Revised Based on Recommendations of BOS held on 29.11.2025

Course Code: 24C2.3 Course Name: Human Resource Management

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. This course discusses strategies that will enable organizations to achieve both operational and strategic goals related to the organization's human capital and to understand the scope of HRM and its relationship to other social sciences.

Prerequisites: Fundamentals of Management Theory and Practice

Course Objectives:

(a) To describe the requirements of a professional employed in the domain of Human Resources

(b) To prepare a student for a career in industry and services

(c) To breakdown the different functional areas of Human Resource Management to enhance the effectiveness of the student

(d) To summarize modern concepts, techniques and practices in the management of human resources

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	**Explain** concepts, techniques and practices in the management of human resources	Understand	2
CO2	**Demonstrate** better human relations in the organization by the development and application of policies and programs relating to human resources	Apply	3
CO3	**Analyze** the details of the different functions of Human Resource Management	Analyse	4
CO4	**Combine** the theoretical and practical aspects of human resource management to formulate strategies that will enable organizations to achieve both operational and strategic goals	Evaluate	5

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to HRM	CO1, CO2, CO3	Lecture PPT, Videos	4.5 hours	Apply the theoretical and practical. Aspects of human resource management to formulate strategies that will enable organizations to achieve both operational and strategic goals

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					related to the organization's human capital.
2	Job Analysis	CO2, CO3, CO4, CO5	Lecture, videos and cases	3 hours	Study the process of job analysis, compare and contrast methods used for selection and placement of human resources.
3	Human Resource Planning	CO1, CO2, CO3, CO5	Lecture, discussion and cases	3 hours	Understand the importance and the process of manpower planning.
4	Recruitment & Selection	CO1, CO2, CO4, CO5	Lecture, discussion and cases	1.5 hours	Understand the process of recruitment and selection.
5	Placement	CO2, CO3	Lecture, discussion and cases	1.5 hours	Understand the process of recruitment and selection.
6	Performance management system	CO1, CO2	Lecture, discussion and cases	3 hours	
7	Performance Appraisal	CO2, CO3, CO4	Lecture, discussion and cases	3 hours	Understand the performance appraisal traditional and modern methods.
8	Training and Development	CO1, CO2, CO3, CO4	Lecture, discussion and cases	3 hours	Overview of the business training need identification and training policy and culture of the organization.

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
9	Employee Grievances & Collective Bargaining	CO2, CO3	Lecture, discussion and cases	1.5 hours	Understand the meaning and need of grievance-disciplinary procedure, collective bargaining-its definitions, characteristics, functions.
10	Employee Separations	CO1, CO2, CO3, CO4	Lecture, discussion and cases	1.5 hours	Understand the meaning of Employee separation process, resignation, termination, retirement, discharged, dismissed, layoff, retrenchment, final settlement, exit interview.
11	Compensations and Benefits	CO1, CO2, CO3, CO4	Lecture, discussion and cases	3 hours	Compensation features, theories, objectives and administration.
12	Diversity-Equity-Inclusion (DEI)	CO1, CO2, CO3, CO4	Lecture, discussion and cases	3 hours	Understanding the changing demographics and its advantage as resource/ asset to the organization.
13	International HRM	CO1, CO2, CO3, CO4	Lecture, discussion and cases	3 hours	Learning the stages of global recruitment, selection approach, expatriates, international adjustment, cross-cultural training,

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					compensation and women in international business.
14	HR Analytics	CO1, CO2, CO4, CO5	Lecture, discussion and cases	3 hours	
15.	Green HRM	CO1, CO2, CO3, CO4	Lecture, videos and cases	3 hours	

Experiential Learning (15 hours)

- Students will gain a deeper understanding of the HR functions through the concept of managing a café – Management Game
- Students will research secondary sources of data - books, newspaper articles, World Wide Web for the latest trends and applications across the sector with respect to Human Resource Management and present their findings.
- Students will prepare for roleplays in negotiation, training, selection, interviews, and performance appraisal etc, and perform them.
- Students will review movies based on various HR functions and submit a report.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Human Resource Management	P. Subba Rao
2.	Personnel Management	C.B. Mammoria

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Personnel Management	Edwin Flippo

Recommended Reading:

Swayam on-line course of HRD by Dr. KBL Srivastava (IIT- Kharagpur)- 12 weeks

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Semester 2

Note: Revised based on Recommendations of BOS held on 29.11.2025

Course Code: 24C2.2 Course Name: Corporate Finance

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

This course will explain financial tools and techniques, which can be used to help firms maximize value by improving decisions relating to capital budgeting, capital structure and Working capital management. The course also helps to understand how firms meet their financial objectives utilizing financial decision-making.

Prerequisites: Knowledge of financial accounting

Course Objectives:

The following are the objectives for Corporate Finance.

1) To gain in-depth knowledge of corporate finance and understand the functions of finance management.
2) Students should learn to analyze corporate financial statements and other parts of the annual report.

Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	Understanding basic terminology in relation to financial system, sources of finance, Leverages,	Understand	2

	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.	Understand	2
CO3	Apply different models, formulas and frameworks related to ratios, Leverage Analysis, Capital structure, Capital budgeting, Working Capital and Dividend models.	Apply	3
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	Analyze	4
CO5	Evaluate financial results to take managerial decisions related to financial planning, capital investments, dividend distribution,	Evaluate	5

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	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.	Create	6

Course Contents

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
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 Shareholders wealth concepts of Economic value addition .market value addition (EVA/MVA)	CO1,CO2	Lecture and theoretical	4	Students will understand the objectives, roles, and responsibilities of a financial manager in decision-making. They will learn about the various functions and sources of corporate finance, both short-term and long-term. Learners will analyze firm goals in terms of profit maximization versus shareholder wealth creation, including concepts like EVA and MVA.
2	Indian Financial system - Financial Markets: Capital Market (Equity and	CO1,CO2	Lecture , Theoretical and discussion	4	Students will gain an overview of India's financial system, including

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	Debt market), Money market Financial Intermediaries Financial Assets, Regulatory system				capital markets, money markets, and financial intermediaries. They will understand the structure and functioning of equity and debt markets. Learners will also explore the regulatory framework governing financial markets and instruments in India.
3	Working Capital Management and Short-Term Planning: Components of working capital, working capital cycle, Inventory Management, Receivables Management, Cash Management	CO3	Lecture , Theoretical and discussion	5	Students will understand the concept, components, and importance of working capital management. They will learn to manage inventory, receivables, and cash effectively to ensure liquidity and profitability. Learners will develop short-term financial planning skills through analysis of the working capital cycle.

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
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	Lecture , Theoretical and discussion	4	Students will understand the meaning and significance of financial planning in achieving corporate objectives. They will learn to prepare pro-forma income statements and balance sheets for forecasting purposes. Learners will compute external financing requirements to support business growth and operations.
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	Lecture , Theoretical and discussion	4	Students will gain knowledge about different types of financial institutions, including commercial and investment banks. They will understand the sources of banking finance, such as deposits, loans, and advances, and the concept of NPAs. Learners will explore the basics of BASEL norms and the emerging

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					role of artificial intelligence in banking operations.
6	Leverage Analysis: Operating, financial and total leverage, Business risk, Operating and financial Risk and other types of risks	CO2, CO3, CO4	Lecture, Sums, Practical relevance	4	Students will understand the concepts of operating, financial, and total leverage and their implications on firm performance. They will learn how leverage influences business and financial risk. Learners will apply leverage analysis for decision-making related to risk-return trade-offs.
7	Capital Structure, Cost of Capital, WACC, Determination of optimal capital structure, Decision making based on parameters PE ,ROI, EBIT and EPS/MPS approach	CO2, CO3, CO4,CO5	Lecture, Sums, Practical relevance	5	Students will learn the concept of capital structure and methods of determining the optimal mix of debt and equity. They will calculate cost of capital and weighted average cost of capital (WACC) for financing decisions. Learners will

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	techniques like NPV, IRR, PI,ARR, Modified IRR payback period etc.				Payback Period for project evaluation. Learners will develop analytical skills to choose the best investment alternative that enhances firm value.
10	Dividend policy; 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	Lecture, Sums, Case Studies	4	Students will understand the factors affecting a company's dividend decision and its impact on firm valuation. They will study various dividend theories of relevance and irrelevance, including Walter, Gordon, and MM models. Learners will evaluate corporate dividend policies and their influence on shareholders' wealth.
11	Ratio Analysis : Financial performance analysis using Ratios of few companies and banks	CO3, CO4,CO5	Lecture, Sums, Case Studies	3	Students will learn to interpret financial ratios to assess profitability, liquidity, solvency, and efficiency of

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					analyze financial decision parameters such as PE ratio, ROI, EBIT-EPS, and MPS to guide capital structure choices.
8	Valuation Concepts: Future values and compound interest; present values; level cash flows: perpetuities and annuities Financial needs and suggestions for various investment options	CO2, CO3, CO4, CO5	Lecture, Sums, Case Studies	4	Students will understand the concepts of time value of money, including present and future value calculations. They will apply valuation techniques for cash flows such as annuities and perpetuities. Learners will evaluate different investment options based on financial needs and value maximization.
9	Investment in Capital Assets: 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	CO3, CO4,CO5	Lecture, Sums, Case Studies	4	Students will learn to estimate cash flows and evaluate capital investment projects using various capital budgeting techniques. They will apply decision-making tools like NPV, IRR, PI, ARR, MIRR, and

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					firms. They will analyze and compare the financial performance of selected companies and banks using ratio analysis. Learners will use ratios as diagnostic tools for managerial decision-making and financial control.

Note: Teaching–Learning Structure (Total: 60 Hours)

45 Hours – Classroom Teaching & Conceptual Learning
15 Hours – Practical / Experiential Learning Sessions as detailed below:

1. **Presentation and Project Work on Ratio Analysis across Various Sectors – 6 Hours**
   Students will prepare and present analytical projects comparing financial ratios of companies from different industries to understand sectoral performance patterns.
2. **Library-Based Reading and Research on Sectoral Financial Practices – 4 Hours**
   Guided library sessions to explore books, journals, and reports related to financial management practices in diverse business sectors.
3. **Computer Laboratory Hands-on Session on Capital Budgeting and Time Value of Money – 5 Hours**
   Practical exercises using spreadsheet tools and financial software for computations related to NPV, IRR, and other capital budgeting techniques.

Textbooks

Sr. No.	Book's Name	Author's Name
1.	Financial Management	M.Y. Khan and P.K. Jain
2.	Financial Management	Prasanna Chandra

3.	Financial Management	I. M. Pandey

Reference books:

Sr. No.	Book's Name	Author's Name
1.	Principles of Corporate Finance	Myers and Brealey
2.	Fundamentals of Financial Management	James Van Horne
3.	Fundamentals of Financial Management	Eugene F. Brigham, Joel F. Houston (2011), South Western (Cengage Learning)

Recommended Reading

- **Investopedia Corporate Finance Tutorials**
  https://www.investopedia.com/corporate-finance-4689743
- **Khan Academy – Corporate Finance Series**
  https://www.khanacademy.org/economics-finance-domain/core-finance
- **Coursera: Financial Management Specialization (University of Illinois)**
  https://www.coursera.org/specializations/financial-management
- NISM Certifications

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St. Francis Institute of Management and Research (SFIMAR)

Master of Management Studies (MMS) Programme Syllabus w.e.f. 2024-25
Semester 2

Note: Revised Based on Recommendations of

BOS held on 29.11.2025

Course Code: 24C2.1 **Course Name: Business Research Methods**

Sr. No.	Heading	Particulars
1	Vertical	Core
2	Type	Theory
3	Credits	4
4	Hours Allotted	60
5	Marks Allotted	100
6	Internal Assessment	50
7	Term End Examination	50

Course Description:

The course provides a general overview of the research process, covering the definition of the research problem, research design, data collection, data analysis, report writing, and any ethical concerns. For students enrolled in the first year of management studies, this course serves as a foundation for their business research projects for summer internship and winter projects. The characteristics, know-how, and abilities unique to management that graduates should have after finishing the course is imparted through this course.

Prerequisites: Knowledge of Business Statistics

Course Objectives:

The following are the objectives for the subject Business Research Methods.

1	To understand the importance of research and various methods that researcher used to investigate problems
2	Applying Modern Analytical tools for Business Management Decisions
3	To derive strategies from the research
4	To understand the challenges in collecting the data collection and analysis
5	To interpret the data to make meaningful decisions.

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Course Outcomes:

Upon successful completion of this course, a student will be able to learn:

CO No	Course Outcome	Cognition Level	Cognition Level ID
CO1	**Identify** various methods of research and **explaining** the importance to investigate problems for research	Understand	2
CO2	**Demonstrate** how to conduct research **using** modern analytical tools for business management decisions	Apply	3
CO3	**Organize** and **compare** data to interpret the findings from the study	Analyze	4
CO4	**Investigate** the findings of research and **formulate** strategies for business	Create	6

Course Contents:

Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
1	Introduction to Research	CO1	Lecture and discussion	3 hours	Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research
2	Research Problem and Formulation of Research Hypotheses	CO1, CO2	Lecture and discussion	3 hours	Defining the Research problem; Management Decision Problem vs Management Research Problem; Problem identification process; Components of the research problem; Formulating

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					the research hypothesis- Types of Research hypothesis; Writing a research proposal
3	Ethical AI in research- Research workflow assistance for bias detection; Literature Review, Development of Objectives	CO1	Lecture and discussion	4.5 hours	Purpose of literature review; Importance of authentic databases; Systematic Literature Review; Identifying the research gap, Definition of problem statement; How to write research objectives; Formulation of research questions; importance of research objectives and research questions while doing research
4	Research Design, Primary and Secondary Data	CO1, CO2 CO3	Lecture, discussion	4.5 hours	Meaning of Research Designs; Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Data Collection methods: Observation method, Personal Interview method, Descriptive research Design, Causal Research Design
5	Attitude Measurement and Scaling	CO2	Lecture, discussion, and cases	3 hours	Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement
6	Questionnaire Design	CO1, CO2	Lecture and discussion	3 hours	Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method
7	Sampling and Data Processing	CO1, CO2, CO3	Lecture, discussion, and cases	6 hours	Sampling concepts- Sample vs Census, Sampling vs Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size, Data Editing- Field Editing, Centralized in house editing; Coding- Coding Closed ended structured Questions, Coding open ended structured Questions; Classification and Tabulation of Data
8	Univariate and Bivariate Analysis of Data	CO1, CO3, CO4	Lecture, discussion, and cases	3 hours	Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
					scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Descriptive Analysis of Bivariate data
9	Testing of Hypotheses	CO2, CO3	Lecture and discussion	3 hours	Concepts in Testing of Hypothesis – Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean; Tests concerning Means- the case of single population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions.
10	Chi-square Analysis	CO3, CO4	Lecture, Excel and discussion	3 hours	Chi square test for the Goodness of Fit; Chi square test for the independence of variables
11	Analysis of Variance	CO3, CO4	Lecture, Excel and discussion	3 hours	One-Way ANOVA; Two-Way ANOVA
12	Regression Analysis	CO3, CO4	Lecture, Excel and discussion	3 hours	Linear Regression; Multiple Regression
13	Research Report Writing and	CO1, CO2, CO3, CO4	Lecture, Excel and discussion	3 hours	Types of research reports – Brief reports and Detailed reports;

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Sr. No.	Topics	CO Mapping	Pedagogy	Duration	Outcome
	Ethics in research; Consultancy based research (eg., Consumer Index) Standard tools and methods used by organizations such as Employee Satisfaction Index, Brand Tracks etc.				Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations

Note: Teaching–Learning Structure (Total: 60 Hours)

- **45 Hours** – Classroom Teaching & Conceptual Learning
- **15 Hours** – Practical / Experiential Learning Sessions as detailed below:
  1. **Presentation and Project**—Research Project in group on an approved topic in the form of Project Based Learning (PBL)—5 hours
  2. **Library-Based Reading and Research on development of literature review** – 5 Hours (Guided library sessions to explore books, journals, and reports related to the research topic)
  3. **Computer Laboratory Hands-on Practical Sessions** using Excel, PSPP, XLStat etc. to do the data analysis – 5 Hours

Textbooks

1	Business Research Methods – Cooper Schindler
2	Research Methodology Methods & Techniques – C.R.Kothari
3	Statistics for Management – Richard L Levin

Reference books:

1	D. K. Bhattacharya: Research Methodology (Excel)
2	P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan

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	Chand)
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

Recommended Reading: Research papers of good quality journals which are indexed/listed in ABDC, WoS, SCOPUS etc. (Sykes, A. O. (1993). An introduction to regression analysis.)

