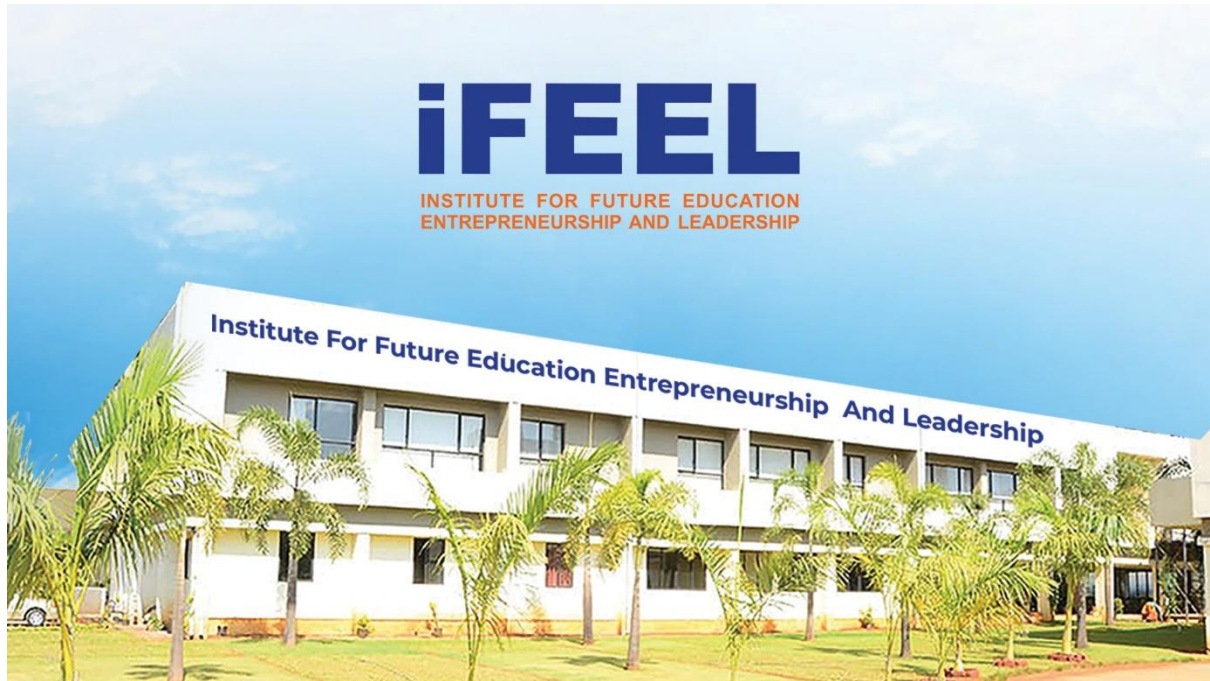


**Global Education Trust's
Institute for Future Education, Entrepreneurship and Leadership
(iFEEL)**

Karla, Lonavala – Pune | 410405



**Post Graduate Diploma in Management (PGDM)
Program Structure as per NEP 2020**

Effective from Academic Year 2024-25

Preamble – iFEEL PGDM Program

The business environment today is undergoing unprecedented transformation, driven by rapid technological advancement and global interconnectedness. Innovations such as artificial intelligence, machine learning, digital platforms, and data-driven decision-making are reshaping the way organizations operate and compete. In such a volatile, uncertain, complex, and ambiguous (VUCA) world, tomorrow's leaders must be equipped not only with technical acumen, but also with the agility, innovation, and resilience to thrive amidst constant change.

At the Institute for Future Education, Entrepreneurship and Leadership (iFEEL), we believe in nurturing future-ready leaders through a dynamic and contemporary learning experience. Our AICTE-approved PGDM Program is designed to empower students to navigate emerging global challenges by combining strong academic foundations with industry-oriented learning. The curriculum emphasizes experiential learning, global exposure, and entrepreneurial thinking, while also integrating emerging technologies like artificial intelligence, data analytics, and digital strategy.

With a focus on employability, innovation, and global leadership, the program blends theory with practice through live projects, internships, case studies, international immersion, and hands-on training. Students are prepared to work across geographies, cultures, and industries—developing the mindset and skillset required to lead with purpose and impact.

At iFEEL, management education is not just about knowledge acquisition—it's about transformation. We are committed to shaping ethical, visionary, and globally competent professionals who are ready to take on the challenges of a fast-evolving world and drive sustainable success in business and society.

Vision

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

Mission

Our mission is to provide management studies of global standards to our students, cultivating their knowledge, skills, and ethical values.

We aim to empower them as responsible global citizens who contribute to society, embrace diversity, and lead with integrity.

By fostering a collaborative and inclusive learning environment, we build an intellectual pool of students, faculty, and alumni, nurturing lifelong connections and a shared commitment to continuous growth and excellence.

Program Educational Objectives (PEOs) – PGDM Program | iFEEL

PEO 1: Prepare graduates to be effective leaders capable of navigating and shaping the future landscape of education, entrepreneurship, and leadership.

PEO 2: Equip graduates with advanced managerial skills and an entrepreneurial mindset to excel in diverse organizational settings.

PEO 3: Foster in graduates a commitment to lifelong learning, adaptability, and innovation in response to evolving challenges in their professional domains.

PEO 4: Cultivate ethical leadership qualities and a sense of social responsibility in graduates, enabling them to contribute positively to society along with Promote sustainability awareness and practices, encouraging graduates to implement sustainable solutions within their professional and personal lives to address environmental challenges.

Program Outcomes (POs) – PGDM Program | iFEEL

PO 1: Demonstrate comprehensive knowledge and understanding of fundamental principles and practices in education, entrepreneurship, and leadership.

PO 2: Apply critical thinking and analytical skills to solve complex problems in organizational contexts.

PO 3: Communicate effectively, both orally and in writing, with diverse stakeholders in professional environments.

PO 4: Exhibit leadership qualities such as teamwork, conflict resolution, and motivation to achieve organizational goals.

PO 5: Demonstrate proficiency in utilizing modern technologies and tools relevant to education, entrepreneurship, and leadership domains.

PO 6: Integrate ethical considerations and social responsibility into decision-making processes and professional practices.

PO 7: Demonstrate financial literacy and acumen in managing organizational resources.

PO 8: Engage in continuous learning and professional development to adapt to changing industry trends and advancements.

PO 9: Develop and implement innovative strategies to foster organizational growth and sustainability.

PO 10: Evaluate the impact of educational, entrepreneurial, and leadership initiatives on organizational performance and societal well-being.

Curriculum Framework for – PGDM Program | iFEEL

SEMESTER – I							
Course Category	Course Code	Course Name	Total Credits	Internal Marks	Mid Term	End Term Exam	Total Marks
GCC	GEN101	Principles of Management & OB	3	30	20	50	100
GCC	GEN102	Business Statistics	3	30	20	50	100
GCC	GEN103	Managerial Economics	3	30	20	50	100
GCC	GEN104	Marketing Management - I	3	30	20	50	100
GCC	GEN105	Financial Reporting & Analysis	3	30	20	50	100
GCC	GEN106	Operations Management	3	30	20	50	100
GCC	GEN107	Industry Readiness Program and GCL - I	3	50	-	50	100
GCC	GEN108	Basics of IT & Analytics	3	30	20	50	100
AEC	AEC101	Managerial Communication	2	50	-	-	50
VAC	VAC101	Yoga and Emotional Intelligence	2	50	-	-	50
SEC	SEC101	Introduction to Digital Marketing	2	50	-	-	50
		Total	30				950

SEMESTER – II							
Course Category	Course Code	Course Name	Total Credits	Internal Marks	Mid Term	End Term Exam	Total Marks
GCC	GEN201	Financial Management	3	30	20	50	100
GCC	GEN202	Marketing Management - II	3	30	20	50	100
GCC	GEN203	Personal Finances	3	30	20	50	100
GCC	GEN204	Research Methodology for Business Decision	3	30	20	50	100
GCC	GEN205	Entrepreneurship & New Ventures	3	30	20	50	100
GCC	GEN206	Business Regulatory Framework	3	30	20	50	100
GCC	GEN207	Sustainable Operation and Green Logistics	3	30	20	50	100
GCC	GEN208	Human Resource Management	3	30	20	50	100
GCC	GEN209	Industry Readiness Program and GCL - II	3	50	-	50	100
VAC	VAC201	MOOC Course: SWAYAM/Skill Platforms	2	50	-	-	50
SEC	SEC201	Sales and Negotiation Skills	2	50	-	-	50
		Total	31				1000

SEMESTER – III							
Course Category	Course Code	Course Name	Total Credits	Internal Marks	Mid Term	End Term Exam	Total Marks
GCC	GEN301	Summer Internship	6	50	NA	50	100
GCC	GEN302	Business Policy and Strategic Management	3	30	20	50	100
GCC	GEN303	Management of Emerging Technology	3	30	20	50	100

MARKETING SPECIALIZATION							
Course Category	Course Code	Course Name	Total Credits	Internal Marks	Mid Term	End Term Exam	Total Marks
SCC	MKT301	Consumer & Industrial Buyer Behaviour	3	30	20	50	100
SCC	MKT302	Integrated Product & Brand Management	3	30	20	50	100
SCC	MKT303	Consumer Analytics and AI	3	30	20	50	100
SCC	MKT304	Sales and Distribution Management	3	30	20	50	100
SCC	MKT305	Digital and Social Media Marketing	3	30	20	50	100
SCC	MKT306	Marketing Research	3	30	20	50	100
SEC		SEC - I	3	30	20	50	100
SEC		SEC - II	3	30	20	50	100

FINANCE SPECIALIZATION							
Course Category	Course Code	Course Name	Total Credits	Internal Marks	Mid Term	End Term Exam	Total Marks
SCC	FIN301	Financial Analytics and AI	3	30	20	50	100
SCC	FIN302	Security Analysis & Portfolio Management - Financial Market, Product & Institutions	3	30	20	50	100
SCC	FIN303	Financial Risk Management	3	30	20	50	100
SCC	FIN304	Corporate Restructuring	3	30	20	50	100
SCC	FIN305	Financial Modelling & Valuation	3	30	20	50	100
SCC	FIN306	Banking & Financial Services	3	30	20	50	100
SEC		SEC - I	3	30	20	50	100
SEC		SEC - II	3	30	20	50	100

HUMAN RESOURCE SPECIALIZATION							
Course Category	Course Code	Course Name	Total Credits	Internal Marks	Mid Term	End Term Exam	Total Marks
SCC	HR301	HR Policy Design and Implementation	3	30	20	50	100
SCC	HR302	Industrial Relations and Labour Law	3	30	20	50	100
SCC	HR303	Performance Appraisal Management System	3	30	20	50	100
SCC	HR304	Training and Development	3	30	20	50	100
SCC	HR305	Compensation & Benefits	3	30	20	50	100
SCC	HR306	Strategic Human Resource Management & HR Analytics	3	30	20	50	100
SEC		SEC - I	3	30	20	50	100
SEC		SEC - I	3	30	20	50	100

OPERATIONS SPECIALIZATION							
Course Category	Course Code	Course Name	Total Credits	Internal Marks	Mid Term	End Term Exam	Total Marks
SCC	OPE301	Project Management	3	30	20	50	100
SCC	OPE302	Enterprise Resource Planning	3	30	20	50	100
SCC	OPE303	Logistics, Warehouse and Distribution Management	3	30	20	50	100
SCC	OPE304	Service Operations Management	3	30	20	50	100
SCC	OPE305	Operations Research	3	30	20	50	100
SCC	OPE306	World Class Manufacturing	3	30	20	50	100
SEC		SEC - I	3	30	20	50	100
SEC		SEC - II	3	30	20	50	100

Basket of Specialization Electives Course (SEC)

MARKETING SPECIALIZATION							
Course Category	Course Code	Course Name	Total Credits	Internal Marks	Mid Term	End Term Exam	Total Marks
SEC	MKT 307	International Marketing	3	30	20	50	100
SEC	MKT 308	Rural Marketing	3	30	20	50	100
SEC	MKT 309	Retail Marketing & CRM	3	30	20	50	100
SEC	MKT 310	Ethical Marketing	3	30	20	50	100
SEC	MKT 311	Marketing of Financial Products and Services	3	30	20	50	100

FINANCE SPECIALIZATION							
Course Category	Course Code	Course Name	Total Credits	Internal Marks	Mid Term	End Term Exam	Total Marks
SEC	FIN307	Corporate Law	3	30	20	50	100
SEC	FIN308	Project Finance and Trade Finance	3	30	20	50	100
SEC	FIN309	Strategic Cost Management	3	30	20	50	100
SEC	FIN310	Derivatives, Future & Options	3	30	20	50	100
SEC	FIN311	Fintech	3	30	20	50	100

HUMAN RESOURCE SPECIALIZATION							
Course Category	Course Code	Course Name	Total Credits	Internal Marks	Mid Term	End Term Exam	Total Marks
SEC	HR307	People Analytics	3	30	20	50	100
SEC	HR308	Negotiation & Conflict Management	3	30	20	50	100
SEC	HR309	Leadership and Capacity Building	3	30	20	50	100
SEC	HR310	International HRM	3	30	20	50	100
SEC	HR311	Change Management	3	30	20	50	100

OPERATION SPECIALIZATION							
Course Category	Course Code	Course Name	Total Credits	Internal Marks	Mid Term	End Term Exam	Total Marks
SEC	OPE307	Process Optimization	3	30	20	50	100
SEC	OPE308	Theory of Constraints	3	30	20	50	100
SEC	OPE309	Technology and Innovation Management	3	30	20	50	100
SEC	OPE310	Six Sigma for Operations	3	30	20	50	100
SEC	OPE311	Supply Chain Management	3	30	20	50	100

SEMESTER – IV							
Course Category	Course Code	Course Name	Total Credits	Internal Marks	Mid Term	End Term Exam	Total Marks
GCC	GEN401	Capstone Project	3	50		50	100
GCC	GEN402	Managerial Analysis for Decision Making	3	30	20	50	100
GCC	GEN403	International Business	3	30	20	50	100

GCC	Generic Core Courses
VAC	Value Added Courses
SEC	Skill Enhancement Courses
SCC	Specialization Elective Courses
SEC	Specialization Core Courses

Semester	Total Credits	Internal Marks	Mid Term	End Term Exam	Total Marks
Semester I	30	410	140	400	950
Semester II	31	390	160	450	1000
Semester III	36	350	200	550	1100
Semester IV	9	110	40	150	300
Total	106	1260	540	1550	3350

SEMESTER

I

PGDM		Semester: I						
Course		Principles of Management			Course Code		GEN101	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA		NA	

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Management: Concept and process of Management: Planning, Organizing, Staffing, Coordinating and Controlling; Management Levels; Managerial Roles and Skills; Forms of Organizations; Evolution of Management thoughts: Different Schools of Thoughts: Classical: Behavioural Science Approach; Systems Approach: Contingency and Theories.	6
2	Organization Structure and Design: Determinants of Organization Structure; Authority, Responsibility, Delegation, Centralization and De-centralization; Span of Control; Type of Organization Structures; Line, Line & Staff, Functional, Divisional, Matrix and Network; Decision Making – Concept, Process, Techniques and Tools	6
3	Organisational Behaviour – Significance & Theories; Individual Behaviour – Personality, Perception, Values, Attitude, Learning and Motivation; Group Behaviour – Team Building, Leadership, Group Dynamics Interpersonal Behaviour & Transactional Analysis, Johari window changing views of conflict, the process of conflict, conflict resolution, effects of conflicts in organization,	7
4	Organizational Culture & Climate Work Force Diversity & Cross Culture Emotions and Stress Management Organisational Justice and Whistle Blowing, Organizational Development: Types of change, forces for change in organizations, resistance to change, Business Ethics & CSR, Ethical Issues & Dilemma, Corporate Governance	5

5	Challenges and opportunities of AI adoption, Influence of AI on employee motivation, satisfaction, attitudes towards work, and teamwork, ethical challenges associated with AI, Impact of AI on job roles and skills, The future of work in the age of AI, The impact of AI on the workforce.	6
	Total	30

Recommended Books:

- Aswathapa.K, Organisational Behavior, Himalaya. Publishing house.
- Udai Pareek, Understanding Organisational Behaviour, Oxford
- Robins & Sanghiit Organisational Behaviour, Pearson Education, New Delhi.
- The Practice of Management by Peter F. Drucker

Text Books:

Reference Book:

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

PGDM		Semester: I						
Course		Business Statistics			Course Code		GEN102	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA		NA	

At the end of the course, Students will be able to

CO No.	Course Outcome	Knowledge Level
1	Understand statistical methods and their application in business decision-making.	Understand
2	Analyze and interpret data using probability, hypothesis testing, and regression tools.	Analyze
3	Apply statistical techniques to solve real-world business problems and forecast trends.	Apply
4	Develop predictive models using statistical and time series techniques.	Create
5	Integrate AI tools to enhance statistical analysis and predictive decision-making.	Apply & Evaluate

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Business Statistics and Descriptive <ul style="list-style-type: none"> ▪ Definition, Scope, and Importance of Business Statistics ▪ Types of Data: Qualitative vs Quantitative ▪ Data Collection Methods and Data Summarization ▪ Measures of Central Tendency: Mean, Median, Mode ▪ Measures of Dispersion: Range, Variance, Standard Deviation ▪ Skewness and Kurtosis ▪ Graphical Presentation: Bar Charts, Pie Charts, Histograms 	4
2	Probability and Probability Distributions <ul style="list-style-type: none"> ▪ Basic Probability Concepts and Rules ▪ Conditional Probability and Bayes' Theorem ▪ Random Variables ▪ Discrete Probability Distributions: Binomial and Poisson ▪ Continuous Probability Distributions: Normal and Exponential ▪ Applications of Probability in Business Decision-Making 	8
3	Statistical Inference <ul style="list-style-type: none"> ▪ Sampling Methods and Sampling Distribution ▪ Estimation: Point and Interval Estimates ▪ Hypothesis Testing: z-test, t-test, Chi-square test, ANOVA ▪ Type I and Type II Errors ▪ Practical Case Studies on Market Research and Quality Testing 	6

4	<p>Correlation, Regression, and Time Series Analysis</p> <ul style="list-style-type: none"> ▪ Correlation Analysis: Karl Pearson and Spearman's Rank Correlation ▪ Simple and Multiple Linear Regression ▪ Model Building and Interpretation ▪ Time Series Components: Trend, Seasonal, Cyclical, Irregular ▪ Time Series Forecasting: Moving Average, Exponential Smoothing ▪ Practical Applications in Sales and Financial Forecasting 	6
5	<p>AI Integration in Business Statistics and Predictive Analytics</p> <ul style="list-style-type: none"> ▪ Introduction to AI and Machine Learning in Statistics ▪ Regression Modelling using Python/R for Business Applications ▪ Classification Techniques: Decision Trees, Logistic Regression ▪ AI-based Forecasting and Real-Time Data Visualization ▪ Ethical Considerations in AI-driven Statistical Analysis ▪ Case Studies: AI-powered Market Segmentation, Credit Scoring, and Demand Forecasting 	6

Recommended Books:

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

Text Books:

- Business Statistics for Contemporary Decision Making, Ken Black
- Statistics for Managers Using Microsoft Excel

Reference Book:

- Practical Business Statistics, Andrew Siegel
- Python for Data Analysis, Wes McKinney

PGDM		Semester: I						
Course		Managerial Economics			Course Code		GEN103	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA		NA	

At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Explain the nature and scope of managerial economics and the role of economic systems in decision-making.	Understanding
2	Apply the concepts of demand, supply, elasticity, and market equilibrium to real-world business problems.	Applying
3	Analyze the relationships between production, cost, and revenue to support managerial decisions.	Analyzing
4	Evaluate different market structures and their influence on price and output decisions.	Evaluating
5	Create AI-enabled economic analyses using macroeconomic indicators for strategic decision-making.	Creating

Course Content:

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

	competition - Features, Price and Output Equilibrium in the short run and the long run, Oligopoly - Features, Price and Output Equilibrium in the short run and the long run	
5	USE OF AI IN ECONOMIC ANALYSIS Meaning and Significance of Macroeconomic Indicators, Key Indicators: Gross Domestic Product (GDP) - Inflation Rate - Unemployment Rate - Interest Rates - Balance of Payments (BoP) - Exchange Rates, Importance for Managers, Policymakers, and Investors, Sources of Data: RBI, CSO, MOSPI, IMF, World Bank, etc, Interlinkages among indicators (e.g., Inflation vs. Interest Rate), Use of Different AI tools for Economic Data Analysis, AI in Public Policy Formulation	6
	Total	30

Recommended Books:

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

Text Books:

Reference Book:

- MANAGERIAL ECONOMICS AND BUSINESS STRATEGY, 9TH EDITION Paperback – 1 October 2021 by Michael R Baye (Author), Jeffrey T Prince (Author)
- Managerial Economics, 9ed (An Indian Adaptation) Paperback – 31 May 2022 by William F. Samuelson; Stephen G. Marks; Jay L. Zagorsky; Sujata Kar (Author)
- Managerial Economics, 8ed, (An Indian Adaptation): Analysis, Problems, Cases Paperback – 1 January 2022 by Lila J. Truett (Author), Dale B. Truett (Author), Name Leela Rani (Author)

PGDM		Semester: I						
Course		Marketing Management - I			Course Code		GEN104	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA	NA		NA

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

Course Content:

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

5	Marketing Organization and Control: Organization for Marketing, Marketing Implementation and Control, Ethics in Marketing, Emerging Trends and Issues in Marketing: Rural Marketing, Societal Marketing, Direct and Online Marketing, Green Marketing, Retail Marketing. Role of AI in Marketing Management: An introduction, challenges and relevance	6
	Total	30

Recommended Books:

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

Text Books:

- Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, latest edition

Reference Books:

- Kurtz, David L. and Boone, Louis E., Principles of Marketing, Thomson South-Western, 12th edition.
- Enis, B. M., Marketing Classics: A Selection of Influential Articles, New York, McGraw-Hill, 1991

PGDM		Semester: I						
Course		Financial Reporting & Analysis			Course Code		GEN105	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA	NA		NA

At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Understand the structure, purpose, and regulatory aspects of financial reporting.	Understand
2	Analyze financial statements using key financial analysis techniques and ratio tools.	Analyze
3	Apply reporting standards and evaluate financial health using real company financials.	Apply & Evaluate
4	Assess reporting in specialized sectors and ESG-driven integrated reporting practices.	Create
5	Integrate AI tools for financial reporting automation, anomaly detection, and visualization.	Apply & Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Financial Reporting <ul style="list-style-type: none"> Objectives and Importance of Financial Reporting Users of Financial Statements Accounting Concepts, Principles, and Standards (IFRS, Ind AS, US GAAP Overview) Structure and Components: Balance Sheet, Income Statement, Cash Flow Statement, Statement of Changes in Equity Notes to Accounts and Disclosures Regulatory Framework: Companies Act, SEBI, ICAI Guidelines 	4
2	Analysis of Financial Statements <ul style="list-style-type: none"> Techniques: Horizontal, Vertical, and Common Size Analysis Ratio Analysis: Profitability, Liquidity, Solvency, and Efficiency Ratios DuPont Analysis Comparative and Trend Analysis Inter-company and Intra-company Analysis Practical Case Studies on Financial Reports of Listed Companies 	8
3	Cash Flow Analysis and Reporting Quality <ul style="list-style-type: none"> Preparation and Interpretation of Cash Flow Statements (Direct and Indirect Method) Cash Flow from Operating, Investing, and Financing Activities Earnings Quality and Creative Accounting Practices 	7

	<ul style="list-style-type: none"> ▪ Red Flags in Financial Reporting ▪ Case Studies on Corporate Fraud and Misstatements 	
4	<p>Segment Reporting and Integrated Reporting</p> <ul style="list-style-type: none"> ▪ Segment Reporting: Business and Geographical Segments ▪ Integrated Reporting Framework ▪ Environmental, Social, and Governance (ESG) Disclosures ▪ Financial Reporting in Banks, NBFCs, and Insurance Companies ▪ Regulatory and Statutory Compliance in Specialized Financial Reporting ▪ International Financial Reporting Practices 	7
5	<p>AI Integration in Financial Reporting and Analysis</p> <ul style="list-style-type: none"> ▪ AI Applications in Financial Data Extraction and Automation ▪ Machine Learning for Financial Ratio Prediction and Anomaly Detection ▪ AI-Enabled Tools: Power BI, Tableau, Python-Based Reporting Automation ▪ Natural Language Processing (NLP) for Automated Financial Statement Analysis ▪ Real-Time Financial Monitoring and Fraud Detection Using AI ▪ Ethical Considerations in AI-driven Financial Reporting 	4

Recommended Books:

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

Text Books:

- Financial Reporting and Analysis, Charles H. Gibson
- Financial Reporting and Analysis, Lawrence Revsine

Reference Book:

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

PGDM		Semester: I						
Course		Operations Management			Course Code		GEN106	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits	CIE	MT	ET	Total	
3	0	0	3	30	20	50	100	
				Evaluation Scheme- Practical				
				NA	NA	NA	NA	

At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Grasp fundamental Operation Management principles and distinguish between manufacturing and services.	Remembering
2	Learn to apply the various available techniques of Operations Management and choose the best one to create a productivity story	Applying
3	Analysing data available to Operations Function and identify appropriate tools and datasets for improving and measuring the effectiveness of a company's operations.	Analyzing
4	Evaluate an Operational situational problem end to end and arrive at solution.	Evaluating
5	Understand Operations Management and techniques that are developed and applied to real world business decisions	Understanding
6	Develop innovative solutions to production and services problems by integrating operations theories and concepts.	Creating

Course Content:

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

4	Inventory Management: Definition of Inventory, Purposes of Inventory, Inventory Costs, Independent versus Dependent Demand, Inventory Systems, ABC, EOQ, FSN, VED, VMI, Introduction to SCM.	5
5	Quality Management: Management of Quality – Introduction to QM tools such as TQM, SPC, 7 QC tools, Six Sigma, OEE. AI/ML Applications in Modern Operations Management Smart Factories, Big Data Applications in Manufacturing Optimization Robotics Integrations in Quality Management	5
Total		30

Recommended Books:

Text Books:

- Stevenson, W. J. (2007). Production and operations management, New Delhi: McGraw Hill.

Reference Books:

- Operations Management Theory and Practice By B Mahadevan, Pearson Publications
- Production and Operation Management by K Bedi , Oxford Publishers
- Operations Management Text and Cases By S. Padhi, Staredu Solution Publications
- Buffa, E. S., & Sarin, R. K. (2008). Modern production/operations management. New Delhi: John
- Wiley & Sons Publications

PGDM		Semester: I						
Course		Basics of IT & Analytics			Course Code		GEN108	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA		NA	

At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Understand fundamental IT concepts and their role in business environments	Remembering
2	Analyse how technology disrupts industries and drives digital transformation	Understanding
3	Explain the basics of data, data sources, and ETL processes and Demonstrate proficiency in MS Excel (data manipulation)	Applying
4	Apply basic data analytics and data visualization techniques to interpret and present business data	Analyzing
5	Evaluate emerging disruptive technologies and their potential impact on business strategy	Evaluating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to IT and Technology and role of disruptive technology in Business <ul style="list-style-type: none"> - Key IT concepts and terminology - Types of business technologies - Role of IT in organizations - Case studies of technology-driven disruption - Digital transformation fundamentals - IT as a driver of innovation and competitive advantage 	6
2	Understanding Data and ETL <ul style="list-style-type: none"> - Types of data and data sources - Introduction to databases - ETL (Extract, Transform, Load) concepts and basic processes 	4
3	Introduction to Analytics <ul style="list-style-type: none"> - Overview of data analytics (descriptive, predictive, prescriptive) - Using Excel for analytics (central tendency, measure of dispersion) - Statistical functions and logical functions) Solving case studies 	10
4	Data Visualization <ul style="list-style-type: none"> - Principles of effective data visualization - Creating charts and dashboards - Interpreting visual data for business decisions 	4

5	Disruptive Technologies <ul style="list-style-type: none"> - Overview of AI, IoT, Blockchain, Cloud Computing, etc. - Business impacts of disruptive tech - Opportunities and challenges - Group discussions/presentations on future trends 	6
	Total	30

Recommended Books:

- O'Brien, J. A., s Marakas, G. M. (2020). Management Information Systems. McGraw- Hill Education
- Turban, E., Pollard, C., s Wood, G. (2018). Information Technology for Management: Advancing Sustainable, Profitable Business Growth. Wiley.
- Excel, J. (2022). Mastering Excel: Advanced Excel Techniques for Business. Wiley.
- Kimball, R., s Ross, M. (2013). The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling. Wiley.

Text Books:

Reference Book:

- Few, S. (2012). Show Me the Numbers: Designing Tables and Graphs to Enlighten. Analytics Press.
- Designed for Digital: How to Architect Your Business for Sustained Success – Jeanne Ross, Martin Mocker, Cynthia Beath
- The Innovation Ultimatum: How Six Strategic Technologies Will Reshape Every Business in the 2020s – Steve Brown

PGDM		Semester: I						
Course		Introduction to Digital Marketing			Course Code		SEC101	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA	NA		NA

At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Understand key digital marketing concepts and channels.	Understanding
2	Analyze online consumer behavior and segment audiences.	Analyzing
3	Develop and execute comprehensive digital marketing strategies.	Creating
4	Evaluate digital marketing performance using analytics tools.	Evaluating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Digital Marketing: Introduction Evolution and History of Digital Marketing Traditional vs. Digital Marketing Digital Marketing Channels The Digital Marketing Environment Digital Marketing Strategy and Planning Key Performance Indicators (KPIs) in Digital Marketing The Role of Technology in Marketing	6
2	SEO and SMM: Digital Consumer, The Role of Content in Digital Marketing Content Creation and Strategy Introduction to Search Engine Optimization (SEO) On-page and Off-page SEO Techniques Search Engine Marketing (SEM) Fundamentals Developing a Content Marketing Plan Writing for Digital Media Keyword Research and Analysis Link Building and SEO Best Practices Paid Search Advertising and Google Ads	6
3	Introduction to Social Media Marketing: Social Media Marketing, Social Media Platforms and Their Audiences Developing a Social Media Strategy Measuring Social Media Performance Social Media Advertising (Facebook, Instagram, LinkedIn, Twitter) Content Creation for Social Media Engagement and Community Management Social Media Analytics and Tools Introduction to Email Marketing Email Campaign Design and Best Practices Introduction to Mobile Marketing	6

	SMS Marketing, Mobile Apps, and Mobile Advertising	
4	Analytics in Digital Marketing Importance of Analytics in Digital Marketing Introduction to Web Analytics Google Analytics and Other Tools	6
5	AI-Powered Personalization & Predictive Targeting – How AI helps tailor content, product recommendations, and marketing messages based on consumer behavior and predictive analytics. AI Tools in Campaign Automation – Use of tools like ChatGPT, Canva AI, and Jasper for content creation, ad copy, image generation, and email marketing automation. AI in Customer Interaction and Chatbots – Role of AI-powered chatbots and virtual assistants in enhancing customer service, lead qualification, and conversion rates.	6
	Total	30

Recommended Books:

Text Books:

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

Reference Book:

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

PGDM		Semester: I						
Course		Managerial Communication			Course Code		AEC101	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA	NA		NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Business Communication Importance of Communication Skills, Definition and significance in business Checklist for Clear & Effective Communication, Key components of effective communication, Common Pitfalls - Communication Mistakes, Identifying and avoiding common communication errors Self-Assessment Evaluating personal communication skills Recommended Case Study/TED Talk: Ted Talk: "The Power of Vulnerability" by Brené Brown 1. Planning and Structuring Communication 2. Communicating in Person Recommended Case Study/TED Talk: TED Talk: "Your Body Language May Shape Who You Are" by Amy Cuddy	6
2	Non-Verbal Communication and Importance of Body Language 1. Understanding Non-Verbal Communication 2. Characteristics of Effective Non-Verbal Communication 3. Body Language 4. Communicating Without Barriers Recommended Case Study/TED Talk: TED Talk: "The Hidden Power of Smiling" by Ron Gutman	6

	Interpersonal Skills Developing and maintaining professional relationships (Applying, Analyzing) <ol style="list-style-type: none"> 1. Interpersonal Relationships 2. Building Great Work Relationships 3. Being Tactful 4. Body Language 	
3	Social Skills and Team Building <ol style="list-style-type: none"> 1. Team Building 2. Understanding Human Relations 3. Understanding Group vs. Team 4. Assertiveness Recommended Case Study/TED Talk: TED Talk: "How to Build a Team" by Tom Wujec Leadership and Personal Management Skills <ol style="list-style-type: none"> 1. Leadership Concepts 2. Leadership Styles 3. Time Management Negotiation, Persuasion, and Influence <ol style="list-style-type: none"> 1. Essential Negotiation Skills 2. Powers of Persuasion 3. Finding the Right Negotiation Style 4. The Influence Model 5. Using reciprocity to gain influence 	6
4	Presentation Skills Delivering effective and engaging presentations (Applying, Creating) <ol style="list-style-type: none"> 1. Presentation Skills : Types and purposes 2. Importance of Presentation: Language, examples, and impact 3. Effective Presentation Techniques: Engaging the audience, visual aids Recommended Case Study/TED Talk: TED Talk: "The Secret Structure of Great Talks" by Nancy Duarte	6
5	Professional Etiquettes and Employment Communication Exhibiting professional conduct and effective job application skills (Applying, Evaluating) <ol style="list-style-type: none"> 1. Professional Etiquettes: Workplace, telephonic, email, and social media etiquettes 2. Employment Communication: Resume writing, facing interviews, and mock interview sessions Recommended Case Study/TED Talk: TED Talk: "How to Succeed in a Job Interview" by Karen Friedman	6
	Total	30

Recommended Books:

- Business Communication for Managers by Payal Mehra
- Taxman's Business Communication
- Effective Business Communication by Asha Kaul

- Business Communication: Concepts, Cases, and Applications by N. S. Raghavan

Text Books:

- Adler, R. B., & Elmhorst, J. M. (2019). *Communicating at Work: Principles and Practices for Business and the Professions*. McGraw-Hill Education.
- Guffey, M. E., & Loewy, D. (2020). *Business Communication: Process and Product*. Cengage Learning.
- Bovee, C. L., & Thill, J. V. (2019). *Business Communication Today*. Pearson. Locker, K. O., &

Reference Book:

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

SEMESTER

II

PGDM		Semester: II						
Course		Financial Management			Course Code		GEN201	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits	CIE	MT	ET	Total	
3	0	0	3	30	20	50	100	
				Evaluation Scheme- Practical				
				NA	NA	NA	NA	

At the end of the course, Students will be able to

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

Course Content:

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

	Theories: Dividend Relevance vs. Irrelevance Determinants of Dividend Policy and Retained Earnings.	
5	Working Capital Management Meaning and Components of Working Capital Determinants of Working Capital Requirements Liquidity and Profitability Trade-off Operating and Working Capital Cycle	4
	Total	30

Recommended Books:

1. Aswath Damodaran – Corporate Finance: Theory and Practice
2. Steven Rogers – Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur.
3. Karen Berman & Joe Knight – Financial Intelligence: A Manager's Guide to Knowing What the Numbers Really Mean

Textbooks:

1. Prasanna Chandra – Financial Management: Theory and Practice (McGraw Hill Education)
2. Eugene F. Brigham & Michael C. Ehrhardt – Financial Management: Theory & Practice (Cengage Learning)
3. Richard A. Brealey, Stewart C. Myers, & Franklin Allen – Principles of Corporate Finance (McGraw Hill Education)

Reference Book:

1. James C. Van Horne & John M. Wachowicz Jr. – Fundamentals of Financial Management (Pearson)
2. Erich A. Helfert – Techniques of Financial Analysis: A Modern Approach
3. Peter Drucker – Innovation and Entrepreneurship: Practice and Principles
4. I.M. Pandey – Financial Management (Vikas Publishing House)

PGDM		Semester: II						
Course		Marketing Management-II			Course Code		GEN202	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA		NA	

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Product and Brand Management: Introduction, Product Vs. Brand, Brand and Branding Strategy, types, Advantages and disadvantages of branding, Brand Equity & brand elements, Brand Positioning, Brand Name Selection. Packaging & Labeling: Meaning & role of Packaging & Labeling, Primary, Secondary & Shipment packages, marketing with Packaging & Labeling	6
2	Marketing Research: Introduction, Management uses of marketing research, Introduction to Marketing Research & Applications of Research Designs, Role of Information in Marketing Decisions. Problem Formulation & steps in decision Making Process. : Preparing & Evaluating Marketing Research proposal.	6
3	Services Marketing: Definition, Significance, Characteristics of Services, Traditional Marketing Mix Elements in Services, Service Process, People & Physical Evidence, And Applications of Service Marketing: Marketing in Tourism, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Healthcare sectors	6

4	Retailing: Definition, Scope, Role of Retailer in the Channel of Distribution, Benefits of Retailing, Functions of Retailers, Evolution of Retailing, Global Retail Scenario, Indian Retail Scenario, Retailing Environment, Classification of Retailers, Non Traditional Retail Classifications, Recent Trends in retailing.	6
5	Advertising Management: overview of Advertising Management, Setting Advertising objectives, Understanding Persuasive Messages, Advertising Copy and Design strategy, Media Planning, Advertising Budgets, Ethics in Advertising	6
	Total	30

Recommended Books:

Text Books:

1. Marketing Management (A South Asian Perspective) by Philip Kotler, Kevin Lane Keller, Abraham Koshy Pearson, 15th Edition
2. Marketing Management by R. Varshney, S. Chand
3. Marketing Management by Rajan Saxena, Tata McGraw Hill
4. Marketing Management Global perspective Indian context by V S Ramaswamy and S Namakumari

Reference Book:

1. Basic Marketing by Jr., William Perrault, Joseph Cannon and E. Jerome McCarthy
2. Marketing Management – Planning, Implementation and Control by V.S. Ramswamy and S. Namakumari, McMillan
3. Business Marketing Management by M. Hutt, Cengage Learning

PGDM		Semester: II					
Course		Personal Finance		Course Code		GEN203	
Teaching Scheme				Evaluation Scheme- Theory			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	40	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

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

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Personal Finance: Understand the following: <ul style="list-style-type: none"> Importance of personal financial management for MBA graduates and professionals. Financial goal setting: Short-term, medium-term, and long-term goals. Understanding net worth and cash flow statements. Basics of financial discipline and the power of compounding. 	7
2	Budgeting and Saving: Understand the following: <ul style="list-style-type: none"> Essentials of a valid contract under the Indian Contract Act, 1872. Types of contracts: Valid, void, and voidable. Breach of contract and remedies. Special contracts: Indemnity, guarantee, bailment, pledge, and agency. 	6

3	Debt Management: Understand the following: <ul style="list-style-type: none"> • Understanding types of debt: Good debt vs. bad debt. • Loans: Education, home, personal, and vehicle loans – features and repayment strategies. • Credit card management: Avoiding debt traps and improving credit scores. • Debt repayment strategies: Snowball and avalanche methods. 	7
4	Investment Planning: Understand the following: <ul style="list-style-type: none"> • Basics of investments: Risk-return tradeoff and time value of money. • Investment vehicles: <ul style="list-style-type: none"> ✓ Equity (Stocks, Mutual Funds, ETFs). ✓ Debt (Bonds, Fixed Deposits). ✓ Real estate. ✓ Alternative investments (Gold, Crypto, REITs). • Diversification and portfolio allocation strategies. • Understanding inflation's impact on investments. 	5
5	Tax Planning: Understand the following: <ul style="list-style-type: none"> • Overview of personal income tax structure in the respective country. • Tax-saving instruments: Retirement plans, insurance, and investment-linked savings schemes. • Tax-efficient investment strategies. • Filing income tax returns and understanding deductions. 	5

Recommended Books:
“The Psychology of Money” by Morgan Housel <ul style="list-style-type: none"> • Focus: How emotions and behavior influence financial decisions. • Why Read It: Explains the human side of money management with relatable stories.
Text Books:
“The Psychology of Money” by Morgan Housel <ul style="list-style-type: none"> • Focus: How emotions and behavior influence financial decisions. • Why Read It: Explains the human side of money management with relatable stories.
Reference Book:
“The Psychology of Money” by Morgan Housel <ul style="list-style-type: none"> • Focus: How emotions and behavior influence financial decisions. • Why Read It: Explains the human side of money management with relatable stories.

PGDM		Semester: II						
Course		Research Methodology			Course Code		GEN204	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits	CIE	MT	ET	Total	
3	0	0	3	30	20	50	100	
				Evaluation Scheme- Practical				
				NA	NA	NA	NA	

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Research: Research: Definition, Why study Business Research? Decision Support, Business Intelligence, Research applications in functional areas of Business, Emerging trends in Business research. Steps in Research Process Formulation of Research Problem – Management Question – Research Question – Investigation Question Research Proposal: – Elements of a Research Proposal, Drafting a Research Proposal, Evaluating a research proposal (Students are expected to draft and evaluate a real life research proposal)	6
2	Research Design: Concept, Features of a good research design, Use of a good research design, Qualitative research and Quantitative research approaches, Comparison - Pros and Cons of both approaches. Exploratory Research Design: Concept, Types: Qualitative techniques - Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. Descriptive Research Designs: Concept, types and uses, Concept of Cross-sectional and Longitudinal Research, Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis.	6

3	Measurement & Data: Concept of Measurement: what is measured? Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio. Concept of Scale – Rating Scales viz. Likert Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Types of Data - Secondary Data: Definition, Sources, Characteristics, Primary Data: Definition, Advantages and disadvantages over secondary data, Questionnaire Method: Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Email/Internet survey, online survey sites, their utility, constraints	6
4	Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling., Nn-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample	6
5	Data Analysis & Report Writing: Data Analysis: Editing, Coding, Univariate analysis - Tabular representation of data, frequency tables, Construction of frequency distributions and their analysis in the form of measures of central tendency – Mean, Median, Appropriate Usage of Bar charts, Pie charts, Histogram, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation, Chi-square test including testing hypothesis of association, association of attributes. Linear Regression Analysis: Meaning and two lines of regression; relationship between correlation and regression co-efficient Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, Analysis of Variance: One way and two-way Classifications, Research Reports: Structure of Research report, Report writing and Presentation.	6
	Total	30

Recommended Books:

Text Books:

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

Reference Book:

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

PGDM		Semester: II					
Course		Entrepreneurship & New Ventures		Course Code		GEN205	
Teaching Scheme				Evaluation Scheme- Theory (Core)			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

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

Course Content:

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

5	Start-up Ecosystem and Funding Lifecycle of Start-ups Fundraising: Angel Investors, VCs, and Bootstrapping Scaling Challenges Pitch Deck Creation and Presentation	6
	Total	30

Recommended Books:

1. Keat Paul G., Young Philip K Y, Banerjee Sreejatha, Managerial Economics - Economic tools for today's Decision makers, Pearson education.2013.
2. Ahuja, H. L. A., Managerial economics: Analysis of managerial decision making. S. Chand, New Delhi.2000.

Text Books:

1. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). Entrepreneurship. McGraw-Hill Education.
2. Kuratko, D. F. (2021). Entrepreneurship: Theory, Process, and Practice. Cengage Learning.
3. Entrepreneurship: The Practice and Mindset" by Heidi M. Neck, Christopher P. Neck, and Emma L. Murray,

Reference Book:

1. Ries, E. (2011). The Lean Startup: How today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business.
2. Drucker, P. (1985). Innovation and Entrepreneurship: Practice and Principles. Harper Business

PGDM		Semester: II						
Course		Business Regulatory Framework			Course Code		GEN206	
Teaching Scheme				Evaluation Scheme- Theory				
L	T	P	Total Credits	CAS	MT	ET	Total	
3	0	0	3	30	20	50	100	
				Evaluation Scheme- Practical				
				NA	NA		NA	

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

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Indian Legal System: Understand the following: <ul style="list-style-type: none"> Overview of the Indian Constitution: Fundamental rights and their impact on businesses. Structure of Indian judiciary: Supreme Court, High Courts, and subordinate courts. Sources of Indian business law: Statutes, precedents, and customs. Relationship between law and business ethics. 	7
2	Indian Contract Law: Understand the following: <ul style="list-style-type: none"> Essentials of a valid contract under the Indian Contract Act, 1872. Types of contracts: Valid, void, and voidable. Breach of contract and remedies. Special contracts: Indemnity, guarantee, bailment, pledge, and agency. 	6

3	Companies Act, 2013: Understand the following: <ul style="list-style-type: none"> • Formation, incorporation, and types of companies. • Memorandum and Articles of Association. • Roles and responsibilities of directors and key managerial personnel. • Corporate governance and compliance. • Winding up and liquidation of companies. 	7
4	Sale of Goods Act, 1930: Understand the following: <ul style="list-style-type: none"> • Essentials of a contract of sale. • Conditions and warranties. • Rights of unpaid sellers. • Transfer of ownership and risk. 	5
5	Competition Law: Understand the following: <ul style="list-style-type: none"> • Overview of the Competition Act, 2002. • Anti-competitive agreements and abuse of dominant position. • Regulation of combinations (mergers and acquisitions). • Role of the Competition Commission of India (CCI). 	5

Recommended Books:	
“Business Law” by <i>P.C. Tulsian and Bharat Tulsian</i> <ul style="list-style-type: none"> • Focus: Comprehensive coverage of business law concepts with practical examples. • Ideal For: Undergraduate and postgraduate students. 	
Text Books:	
“Legal Aspects of Business” by <i>Akhilleshwar Pathak</i> <ul style="list-style-type: none"> • Focus: Explains the practical application of laws in business scenarios. Ideal For: Management and commerce students.	
Reference Book:	
“Elements of Mercantile Law” by <i>N.D. Kapoor</i> <ul style="list-style-type: none"> • Focus: In-depth explanation of laws such as the Indian Contract Act, Sale of Goods Act, and Partnership Act. • Ideal For: Beginners and students pursuing commerce or law courses 	

PGDM		Semester: II						
Course		Sustainable Operations and Green logistics			Course Code		GEN207	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
				Evaluation Scheme- Practical				
				NA		NA	NA	NA

At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define and recall key concepts of sustainability in operations, ESG dimensions, and the principles of the circular economy.	Remembering
2	Utilize tools such as LCA and carbon accounting to evaluate and measure sustainability performance.	Applying
3	Examine the impact of ESG factors and Industry 4.0 technologies on supply chain practices and decision-making processes.	Analyzing
4	Assess the effectiveness of quality management systems, green lean practices, and public-private partnerships in achieving sustainable goals	Evaluating
5	Role of green logistics, sustainable transportation, and emerging technologies in enhancing operational sustainability.	Understanding

Course Content:

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

3	Industry 4.0 Technologies in Sustainable Operations Role of Industry 4.0 technologies IoT for real-time monitoring Big data analytics and AI for predictive insights Blockchain for ethical supply chains Transparency and traceability Smart warehousing and inventory management Automation and energy-efficient systems	6
4	Quality Management Technologies Quality control systems TQM tools and Six Sigma Statistical Process Control (SPC) Methods and applications Green Lean Six Sigma Operational excellence for sustainability	6
5	Sustainable Operations Performance Measurement Key performance indicators (KPIs) for sustainability Triple Bottom Line Metrics (People, Planet, Profit) Carbon accounting and reporting Tools and standards Environmental Management Systems (EMS) Tools for sustainable operations audits Case studies on sustainable performance measurement	6
	Total	30

Recommended Books:

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

Textbooks

4. McDonough, W., & Braungart, M. (2002). Cradle to Cradle: Remaking the Way We Make Things. North Point Press.
5. Morana, J. (2014). Sustainable Supply Chain Management: Practical Ideas for Moving Towards Best Practice. Springer.
6. Webster, K. (2015). The Circular Economy: A Wealth of Flows. Ellen MacArthur Foundation Publishing.

Reference Book:

5. Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business.
6. Drucker, P. (1985). Innovation and Entrepreneurship: Practice and Principles. Harper Business.

PGDM		Semester : II					
Course		Human Resource Management		Course Code		GEN208	
Teaching Scheme				Evaluation Scheme- Theory (Core)			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	20	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

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

Course Content:

Unit	Description	Duration (Hr)
1	Understanding Concept of Human Resource Management: Definition, nature, scope and importance, Evolution of HRM, Objectives and functions, Difference between PM and HRM, Qualities of successful HR., Structure of HR Dept., line and staff aspects of HRM, relationship and linkages with other functional depts. personnel policies and principles., Human Capital Management,	6
2	Procurement of Human Resources A-Job Analysis: Nature and need of Job Analysis, steps in Job Analysis, methods of collecting information for Job Analysis, Job Descriptions, Writing JD's, Job Specification, writing JS's. Meaning and significance of HRP, matching right abilities to the right job, importance of HRP, its Objectives and Process, Recruitment: Definition and Meaning, Need, planning of Recruitment, Process and sources of Recruitment, Succession planning. Define selection, Process of selection , types of tests and selection, situational testing. Types Interview techniques, -Induction & Placement	6

3	Training: Define Orientation, Definition and importance of training, objective and needs, training process, gaps in training, training programme and its evaluation, analysis of training needs, methods of training, training for special purposes. Define Development, need and importance of development, what management development, EDP's is/MDP's. Performance Management System: Define PMS, Explain self- appraisals, Performance appraisals, methods of performance appraisals, Legal issues associated with PA.	7
4	Compensation and Productivity Management Define reward, compensation, wage, salary, establishing pay rates, compensation trends, factors affecting employee remuneration -Benefits and Services: Nature and need of B & S, types of employee B & S, fringe benefits, administration of B & S, insurance – retirement- flexible benefits programmers. C-Incentive schemes: nature of incentive schemes, scope and type of incentive schemes,	5
5	Industrial relation, separations and safety management A-Industrial Relations: Define IR, concepts and objectives of IR, parties to IR, approaches to IR, TU and its role in IR. B-Dispute Settlements: Machineries of dispute settlement - Grievance procedure, collective bargaining, negotiation, conciliation, arbitration, adjudication, labour courts. C-Separations: Define separations, VRS/CRS, resignation, superannuation, gratuity, discharge, dismissal, suspension, layoff, retrenchment. D-Safety & Security: Define employee safety, types of safety, safety and health programmers, and statutory provisions of safety in India.	6
	Total	30

Recommended Books:

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

Reference Book:

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

PGDM		Semester: II						
Course		Sales and Negotiation			Course Code		SEC201	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
2	0	0	2		50			50
					Evaluation Scheme- Practical			
					NA	NA	NA	NA

CO No.	Course Outcomes	Knowledge Level
1	To develop core skills in strategic sales planning and customer relationship management.	Remembering
2	To master negotiation techniques that maximize value for both parties.	Applying
3	To enhance decision-making and communication skills in high-pressure sales environments.	Analyzing
4	To enable professionals to adapt to digital sales tools and modern-day challenges.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Sales and Negotiation <ol style="list-style-type: none"> Understanding Sales as a Process: Pipeline Management, Funnel Strategies Basics of Negotiation: Distributive vs. Integrative Negotiation Ethical Issues in Sales and Negotiation 	4
2	Building Sales Strategies <ol style="list-style-type: none"> Customer Segmentation and Targeting Understanding Buyer Psychology Value-Based Selling and Consultative Sales Techniques 	4
3	Advanced Negotiation Skills <ol style="list-style-type: none"> BATNA, ZOPA, and Anchoring Handling Difficult Conversations and Cultural Differences Negotiation Tactics in B2B and B2C Contexts 	4
4	Digital Transformation in Sales <ol style="list-style-type: none"> The Role of CRM and Sales Automation Tools Social Selling and Personal Branding on Platforms like LinkedIn AI in Predictive Sales Analytics 	4

5	Negotiation in Complex and High-Stakes Scenarios <ol style="list-style-type: none"> 1. Managing Deadlocks in Negotiations 2. Crisis Management and Stakeholder Communication 3. Strategic Alliances and Partnership Deals 	4
	Total	20

Recommended Books:

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

SEMESTER

III

PGDM		Semester: III						
Course		Business Policy and Strategic Management			Course Code		GEN302	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA	NA		NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Strategic Management and Business Policy <ul style="list-style-type: none"> • Nature, Scope and Importance • Vision, Mission, Goals and Objectives • Levels of Strategy – Corporate, Business, Functional • Strategy vs Policy 	6
2	Environmental and Industry Analysis <ul style="list-style-type: none"> • External Environment: PESTEL and Porter's Five Forces • Internal Analysis: VRIO Framework, Core Competencies • SWOT Analysis and Strategic Fit • Competitive Intelligence 	6
3	Strategy Formulation and Implementation <ul style="list-style-type: none"> • Corporate Strategy: Growth, Stability, Retrenchment • Business Strategy: Cost Leadership, Differentiation, Focus • Strategic Alliances, M&A • Strategy Execution and Balanced Scorecard 	6
4	Evaluation and Control of Strategy <ul style="list-style-type: none"> • Strategic Control Systems • KPIs and Performance Dashboards • Organizational Structure and Strategy • Risk Management and Contingency Planning 	6
5	AI and Modern Trends in Strategic Management <ul style="list-style-type: none"> • Role of AI in Competitive Strategy and Forecasting • Data-Driven Strategic Planning and Predictive Analytics • Digital Disruption and Transformation Strategies • Real-time Strategy through Big Data and Machine Learning 	6

	Total	30
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Recommended Books:

Text Books:

Reference Book:

PGDM		Semester : III					
Course		Management of Emerging Technologies			Course Code	GCC 303	
Teaching Scheme				Evaluation Scheme- Theory (Core)			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA		NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Emerging Technologies & Their Impact <ol style="list-style-type: none"> Definition & Scope of Emerging Technologies AI, Blockchain, IoT, AR/VR, Robotics, and Generative AI. Technology Adoption & Trends Tools for tracking technology trends: Gartner Hype Cycle, S-curves, McKinsey's Three Horizons. Business & Impact & Case Studies Case studies highlighting the impact of AI in finance (e.g., fraud detection), Blockchain in supply chains (e.g., traceability), and IoT in logistics (e.g., predictive maintenance). Netflix (AI), Walmart (Blockchain), Tesla (IoT). 	6

2	Artificial Intelligence & Machine Learning for Business Decisions <ol style="list-style-type: none"> AI/ML Fundamentals: Business: Applications & Use Cases Predictive analytics, chatbots (Banking) and personalized marketing. Supervised vs. Unsupervised Learning, and their relevance in business contexts. AI Strategy & Implementation Challenges Addressing challenges like data quality, integration into legacy systems, and managing resistance to change. 	6
3	Generative AI & The Future of Work <ol style="list-style-type: none"> Generative AI Fundamentals LLMs, Diffusion Models, Prompt Engineering. Business Applications Content Creation (Marketing) Risks & Ethical Considerations Deepfakes, IP Rights, Job Displacement. 	6
4	Blockchain & Decentralized Business Models: <ol style="list-style-type: none"> Blockchain Fundamentals Smart contracts, cryptocurrencies, and NFTs. Use Cases in Finance, Supply Chain, and Healthcare Challenges: Scalability, Regulation, and Energy Consumption Limitations: Transaction speed and Environmental concerns. 	6
5	Internet of Things (IoT) & Smart Business Operations (Logistics, and Smart products) <ol style="list-style-type: none"> IoT Architecture Sensors, Cloud Computing & Integration, Edge Computing and Data Analytics Business Applications Smart Factories (Siemens), Predictive Maintenance. Connected Healthcare devices & applications Cloud Computing, RPA, and Intelligent Automation Cloud delivery models: SaaS, PaaS, IaaS Business use of AWS, Azure, and Google Cloud Robotic Process Automation (RPA) and Intelligent Automation use cases 	6
	Total	30

Recommended Books: Textbooks

- AI for Everyone: Fundamentals and Applications**
Author: UC Berkeley EECS Faculty
- Blockchain Basics: A Non-Technical Introduction**
Author: Daniel Drescher (Open Access Edition)
- Internet of Things: Architectures and Applications**
Author: CRC Press Open Access
- Cloud Computing: Theory and Practice**
Author: Dan C. Marinescu (MIT Press Open)
- Generative AI: From Theory to Practice**
Author: Hugging Face Community

Reference Book:

- The Ethics of Artificial Intelligence**
Author: UNESCO
- Digital Transformation in Industry**
Author: OECD
- Robotic Process Automation: A Manager's Guide**
Author: IEEE Council on RPA
- Gartner Hype Cycle and Strategic Tech Trends**
Author: Gartner (Open Access Compilation)

PGDM		Semester: III						
Course		Consumer & Industrial Buyer Behaviour			Course Code		MKT301	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA		NA	

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Consumer Behavior <ol style="list-style-type: none"> Introduction to Consumer Behavior – Understand what influences consumer decisions in both B2C and B2B markets. Importance of Consumer Behavior in Marketing – Learn how marketers use consumer insights to formulate strategies. Digital Revolution & Its Impact – Analyze how digital channels reshape consumer purchase behavior. Consumer Behavior Models – Study major models: Economic, Learning, Psychoanalytic, Sociological, etc. Marketing Implications of Behavioral Models – Apply these models to develop marketing tactics. 	6
2	Psychological & Personal Factors <ol style="list-style-type: none"> Motivation Theories & Application – Explore Maslow's and other motivational theories relevant to buying behavior. Perception in Consumer Decision Making – Examine how consumers interpret information and how marketers influence perception. Personality and Consumer Choices – Assess personality types and use models like VALS to segment markets. Attitude Formation and Change – Understand Tri-component theory and techniques for attitude adjustment. Learning & Information Processing – Identify how consumers learn and how it affects product choices. 	6

3	Social & Cultural Influences <ol style="list-style-type: none"> 1. Social Class & Stratification in India – Understand the SEC classification and how class impacts buying. 2. Role of Family in Purchase Decisions – Analyze decision roles within families (initiator, influencer, etc.). 3. Group Influence and Opinion Leaders – Study reference groups and their impact on brand perception. 4. Culture and Subculture Dynamics – Learn how cultural beliefs and values shape consumption. 5. Emerging Trends in Indian Consumerism – Observe evolving cultural patterns and urban consumer behavior. 	6
4	Industrial Buying & Post-Purchase Behavior <ol style="list-style-type: none"> 1. Organizational Buying Process – Learn how B2B buyers make purchase decisions using buying centers. 2. Vendor Selection & Negotiation Models – Apply models like ABC/VED and understand costing and bidding. 3. Post-Purchase Evaluation – Explore satisfaction measures and behavior after the purchase. 4. Promotion Tools in B2B – Assess brochures, exhibitions, and other industrial communication methods. 5. Service Procurement Behavior – Understand how buying services differs from buying products. 	6
5	AI & Services in Consumer Behavior <ol style="list-style-type: none"> 1. AI in Consumer Behavior Analysis – Use AI for sentiment analysis, predictive modeling, and behavior tracking. 2. Personalization Using Machine Learning – Implement AI tools for tailoring experiences based on preferences. 3. AI in Measuring Post-Purchase Satisfaction – Deploy tools like NPS with AI support. 4. Services Marketing Perspective – Introduce the 7Ps framework and its impact on behavioral outcomes. Case Studies on AI & Service Integration – Review examples from retail, hospitality, and healthcare sectors.	6
	Total	30

Recommended Books:

- **Schiffman, L.G., & Wisenblit, J.** – *Consumer Behavior*
Pearson Education, Latest Edition
(Comprehensive coverage of psychological, cultural, and decision-making aspects.)
- **Blackwell, R.D., Miniard, P.W., & Engel, J.F.** – *Consumer Behavior*
Cengage Learning
(Well-known for detailed models and real-world examples.)
- □ **Loudon, D.L., & Della Bitta, A.J.** – *Consumer Behavior: Concepts and Applications*
Tata McGraw Hill
(Classic text with a strong academic foundation.)

Text Books:

Reference Book:

- **Solomon, M.R.** – *Consumer Behavior: Buying, Having, and Being*
Pearson
(Focuses on branding, lifestyle, and emotional triggers in consumer behavior.)
- **Sheth, J.N., Mittal, B., & Newman, B.I.** – *Consumer Behavior: A Managerial Perspective*
South Western
(Ideal for applying theory to marketing strategy.)
- **Hawkins, D.I., & Mothersbaugh, D.L.** – *Consumer Behavior: Building Marketing Strategy*
McGraw Hill
(Known for integrating research findings with marketing applications.)
- **Webster, F.E., & Wind, Y.** – *Organizational Buying Behavior*
Prentice Hall
(Essential for understanding B2B consumer behavior.)
- **Kumar, Dinesh & Mittal, Poonam** – *Consumer Behavior: Text and Cases*
Excel Books
(Useful Indian context and practical case studies.)

PGDM		Semester: III					
Course		Integrated Product & Brand Management		Course Code		MKT302	
Teaching Scheme				Evaluation Scheme- Theory (Core)			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Strategic Product Management <ol style="list-style-type: none"> Role & Functions of Product Managers – Understand responsibilities across consumer and industrial sectors. Types of Products & Features – Differentiate between goods, services, and hybrid offerings. Product Line & Mix Strategies – Study product mix depth, width, and SBU management. Portfolio Models (BCG/GE) – Evaluate product success potential using analytical tools. Services Product Management – Examine characteristics of service offerings and their strategic implications. 	6
2	Product Lifecycle & Development <ol style="list-style-type: none"> PLC & Marketing Strategies – Learn different strategies across PLC stages. New Product Development (NPD) – Follow the NPD process from idea to commercialization. Product Modifications & Variants – Explore improvement and repositioning options. Forecasting New Product Demand – Use qualitative and quantitative tools for sales forecasting. Reasons for NPD Failures & Successes – Analyze what makes or breaks a new product. 	6

3	Branding Fundamentals <ol style="list-style-type: none"> 1. Brand Concepts: Identity, Equity & Loyalty – Explore core brand components and their business value. 2. Brand Management Process & Tools – Learn tools like Brand Prism, Brand Anatomy, and Line Extensions. 3. Corporate Branding vs. Product Branding – Differentiate between company-level and product-level branding. 4. Service Branding Models – Apply branding in intangible settings like education and financial services. 5. Case Study Analysis on Brand Extensions – Review successful and failed brand extension strategies. 	6
4	Advanced Branding & Communication <ol style="list-style-type: none"> 1. Brand Communication Process – Master IMC strategies and touchpoints. 2. Brand Choice Models (AIDA, AIETA, ATR) – Use decision models for better targeting. 3. Digital Branding Strategies – Leverage social media, influencers, and web analytics for branding. 4. Co-Branding & Brand Architecture – Understand house of brands vs. branded house. 5. Rebranding & Brand Revitalization – Explore tools to revive declining or ghost brands. 	6
5	AI in Product & Brand Management <ol style="list-style-type: none"> 1. AI in NPD and Product Analytics – Use AI for trend forecasting and customer feedback analysis. 2. AI in Brand Tracking – Apply sentiment analysis and real-time feedback for branding decisions. 3. AI Tools in Pricing & Packaging – Use image recognition and neural networks for packaging testing. 4. Brand Valuation Techniques using AI – Analyze methods like McKinsey Model enhanced with AI tools. 5. Service Brand Monitoring via AI – Examine tools for measuring service performance and perception. 	6
	Total	30

Recommended Books:

- **Strategic Brand Management** – *Kevin Lane Keller*
Pearson Education
– A comprehensive book covering branding principles, equity, and strategies.
- **Product Management: Text and Cases** – *Lehmann, Donald R., and Winer, Russell S.*
McGraw-Hill Education
– Detailed exploration of product strategy, lifecycle, and portfolio models.
- **New Products Management** – *C. Merle Crawford and C. Anthony Di Benedetto*
McGraw-Hill Education
– Focuses on NPD processes, forecasting, and innovation management.

Text Books:

Reference Book:

- **Building Strong Brands** – *David Aaker*
Free Press
 - Deep dive into brand identity, architecture, and positioning.
- **Product Strategy and Management** – *Michael Baker and Susan Hart*
Pearson Education
 - Covers product strategy formulation and implementation.
- **Marketing Management** – *Philip Kotler, Kevin Lane Keller*
Pearson Education
 - Classic reference for all marketing and brand-related concepts.
- **AI for Marketing and Product Innovation** – *A. K. Pradeep, Andrew Appel, Stan Sthanunathan*
Wiley
 - Focus on using AI for customer insights, branding, and product innovation.

PGDM		Semester: III					
Course		Consumer Analytics and AI		Course Code		MKT303	
Teaching Scheme				Evaluation Scheme- Theory (Core)			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Consumer Analytics & AI in Marketing <ul style="list-style-type: none"> Role of analytics and AI in modern marketing Understanding consumer behavior through data Types of consumer data: structured vs unstructured Data sources: CRM, social media, e-commerce, loyalty programs Overview of AI technologies: Machine Learning, NLP, Computer Vision Ethical and legal considerations in consumer data usage 	6
2	Data Collection and Consumer Data Management <ul style="list-style-type: none"> Techniques of consumer data collection (surveys, clickstream, sensors, feedback) Data cleaning, normalization, and preprocessing Customer profiling and segmentation Customer journey mapping using data Introduction to databases and data warehouses Data privacy, security, and consent frameworks (GDPR, Indian Data Protection Bill) 	6

3	<p>Predictive Analytics and Machine Learning in Marketing</p> <ul style="list-style-type: none"> • Predictive modeling for consumer behavior (churn, CLV, upsell) • Supervised vs unsupervised learning techniques • Classification models (Decision Trees, Random Forest, SVM) • Clustering for market segmentation (K-Means, Hierarchical) • Case studies: AI-based targeting and personalization • Introduction to Python/R for marketing analytics (basics only) 	6
4	<p>AI Applications in Consumer Insights and Engagement</p> <ul style="list-style-type: none"> • Sentiment analysis using NLP from reviews and social media • Chatbots and conversational AI for customer service • Recommendation engines and personalization algorithms • Visual recognition in retail marketing (AI in image/video analysis) • Email and content optimization using AI tools • Tools & platforms: Google AI, IBM Watson, Salesforce AI, Tableau. 	6
5	<p>Real-World Applications, Tools, and Capstone Project</p> <p>Industry case studies: Amazon, Netflix, Zomato, Myntra</p> <ul style="list-style-type: none"> • AI in influencer marketing and digital campaigns • KPI tracking and ROI of AI-driven campaigns • Designing a basic consumer analytics dashboard • Capstone group project: Consumer Analytics Problem Solving • Pitching AI-driven insights to a mock marketing board 	6
	Total	30

Recommended Books:

- **Consumer Behavior and Analytics** – Barry J. Babin & Eric G. Harris
Cengage Learning
– Combines consumer behavior theory with analytics applications.
- **Marketing Analytics: A Practical Guide to Real Marketing Science** – Mike Grigsby
Kogan Page
– Practical, hands-on approach to consumer data and marketing analytics.
- **AI for Marketing and Product Innovation** – A. K. Pradeep, Andrew Appel, Stan Sthanunathan
Wiley
– Integrates AI concepts directly into marketing and consumer analysis.

Text Books:

Reference Book:

- **Predictive Analytics: The Future of Business Intelligence** – *Eric Siegel*
Wiley
 - Explains how predictive models impact consumer-focused decisions.
- **Marketing Metrics: The Definitive Guide to Measuring Marketing Performance** – *Paul W. Farris et al.*
Pearson
 - Excellent for KPI setting, dashboards, and service metrics like CSAT, NPS.
- **Data Science for Business** – *Foster Provost & Tom Fawcett*
O'Reilly Media
 - Theory and applications of analytics and AI across various business use cases.

PGDM		Semester: III						
Course		Sales and Distribution Management			Course Code		MKT304	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA	NA		NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Sales Management & Forecasting 7. Nature of Sales Management – Understand the strategic importance of sales within an organization. 8. Sales Force Planning & Structuring – Learn how to build effective sales teams by regions/products. 9. Sales Forecasting Techniques – Study quantitative and qualitative forecasting methods. 10. Role of Sales Managers in Services – Explore how sales differs in service-oriented businesses. 11. Case Study: Sales Planning in FMCG & Services – Apply concepts using real-world examples.	6
2	Managing the Sales Force 6. Sales Force Staffing Process – Study phases: planning, recruitment, selection, and training. 7. Territory and Time Management – Allocate territory efficiently and improve productivity. 8. Sales Quota & Compensation Design – Structure incentives to align performance and company goals. 9. Sales Force Evaluation Tools – Use metrics to assess efficiency and effectiveness. 10. Salesperson Personality and Attitudes – Profile successful traits and behaviors	6

3	Personal Selling & Communication 6. Approaches to Selling – Compare different selling styles (relationship, benefit, consultative, etc.). 7. Steps in Selling Process – From prospecting to closing a sale. 8. Sales Presentation Skills – Plan and deliver persuasive sales pitches. 9. Objection Handling & Negotiation Basics – Deal with resistance and convert to commitment. 10. Cold Calling & Assertiveness in Sales – Master techniques for uninvited pitching.	6
4	Negotiation & Distribution Strategy 6. Negotiation Tactics & Ethics – Identify common tactics and countermeasures. 7. Channel Design & Selection – Choose right intermediaries for reach and efficiency. 8. Channel Conflict & Management – Resolve disputes and maintain channel harmony. 9. Distribution in Services vs. Goods – Understand intangibility and perishability challenges. 10. Retail, E-commerce, and Hybrid Models – Explore modern distribution platforms.	6
5	AI in Sales & Distribution 6. AI for Lead Scoring & CRM Automation – Use predictive tools for prioritizing prospects. 7. AI in Sales Forecasting & Route Optimization – Improve accuracy and field coverage. 8. Chatbots & AI Assistants in Sales – Automate initial engagement and follow-ups. 9. AI in Distribution Management – Enhance logistics and delivery with smart tools. 10. AI in Service Sales & Customer Retention – Personalize after-sales service with AI chat, bots, CRM.	6
	Total	30

Recommended Books:

- **Personal Selling and Sales Management** – *Eugene M. Johnson, David L. Kurtz*
Pearson Education
– Focuses on individual sales techniques, selling processes, and negotiation.
- **Distribution Management** – *Dr. K.S. Chandrasekar*
Excel Books
– Indian perspective on logistics, distribution networks, and retail models.
- **AI for Marketing and Sales** – *Katie King*
Kogan Page
– Explains practical AI applications in sales forecasting, CRM, and customer retention.

Text Books:

Reference Book:

- **Personal Selling and Sales Management** – *Eugene M. Johnson, David L. Kurtz*
Pearson Education
– Focuses on individual sales techniques, selling processes, and negotiation.

- **Distribution Management** – *Dr. K.S. Chandrasekar*
Excel Books
 - Indian perspective on logistics, distribution networks, and retail models.
- **AI for Marketing and Sales** – *Katie King*
Kogan Page
 - Explains practical AI applications in sales forecasting, CRM, and customer retention.

PGDM		Semester: III						
Course		Digital and Social Media Marketing			Course Code		MKT305	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA	NA		NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Advanced Digital Marketing Strategies 12. Digital Consumer Journey & Omnichannel Approach – Mapping touchpoints across online/offline channels. 13. SEO & SEM Deep Dive – Technical SEO, Google Ads bidding strategy, keyword clustering. 14. Growth Hacking Techniques – Viral loops, funnel design, and AARRR model. 15. Digital Strategy Formulation – KPI setting, goal alignment, and budget planning. 16. IMC Planning in a Digital World – Integrating digital channels into a unified brand message.	6
2	Social Media Marketing & Influencer Strategies 11. Platform-Specific Strategy (LinkedIn, YouTube, Instagram, Twitter) – Content formats, timing, and audience targeting. 12. Influencer Marketing Models – Types, selection, compensation, and ROI evaluation. 13. Community Building & Engagement Tactics – From passive followers to brand advocates. 14. Crisis Management on Social Media – Monitoring, response framework, and brand recovery. 15. Social Media Integration with IMC – Role of paid, earned, and owned media.	6

3	Content Marketing & Video Strategy 11. Storytelling Frameworks for Digital – Emotional and data-driven storytelling. 12. Video Marketing Strategy – Scripting, production, platform adaptation (shorts, reels). 13. Email Automation & Drip Campaigns – Design and deliver personalized journeys. 14. Blogging & SEO Content – Long-form strategy and cluster content. 15. Content Calendars & Editorial Planning – Tools and templates.	6
4	Analytics & Performance Optimization 11. Google Analytics (GA4) – Advanced tracking, events, UTM parameters. 12. Social Media Analytics – Insights from Meta Business Suite, LinkedIn, Twitter. 13. ROI Measurement of Campaigns – Attribution modeling and channel ROI. 14. Conversion Rate Optimization (CRO) – Techniques and heat map analysis. 15. IMC Metrics in Digital Campaigns – Brand recall, engagement, and lift metrics	6
5	AI & Automation in Digital Marketing 11. Programmatic Advertising – Real-time bidding and DSPs explained. 12. Chatbots and Virtual Assistants in Campaigns – Automation in communication. 13. Predictive Campaign Planning using AI – Using tools for dynamic ad targeting. 14. AI Tools for Copywriting & Design (e.g., ChatGPT, Canva AI) – Automating creative tasks. 15. Case Studies: Zomato, Nike, Amul – Advanced digital integration success stories.	6
	Total	30

Recommended Books:

- **Digital Marketing: Strategy, Implementation and Practice** – *Dave Chaffey & Fiona Ellis-Chadwick*
Pearson Education
– One of the most comprehensive books for digital marketing strategy and platforms.
- **Social Media Marketing** – *Tracy L. Tuten & Michael R. Solomon*
SAGE Publications
– Covers influencer marketing, community engagement, and platform tactics.
- **Content Marketing** – *Joe Pulizzi*
McGraw-Hill Education
– Explores content strategy, storytelling, and calendar planning.

Text Books:

Reference Book:

- **Digital Marketing Analytics** – *Chuck Hemann & Ken Burbary*
Que Publishing
– Deep dive into campaign measurement, attribution, and analytics tools.

- **Growth Hacker Marketing** – *Ryan Holiday*
Penguin
 - Ideal for learning about virality, funnel optimization, and AARRR models.
- **AI for Marketers** – *Jim Sterne*
Wiley
 - Explains real-world use of AI in copywriting, automation, and targeting.
- **Google's Official GA4 Documentation & Skillshop** (*Free Online Resource*)
 - For students to practice real analytics tracking and insights.

PGDM		Semester : III					
Course		Marketing Research		Course Code		MKT 306	
Teaching Scheme				Evaluation Scheme- Theory (Core)			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA		NA	

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

Course Content:

Unit	Description	Duration (Hrs)
1	<p>Introduction To Market Research: Meaning, Scope, and Importance: Defining marketing research and its role in marketing management.</p> <ul style="list-style-type: none"> • The Marketing Research Process: Understanding the systematic steps involved in conducting market research. • Ethical Considerations: Exploring ethical issues related to data collection, analysis, and reporting. • Recent Trends: Introducing emerging technologies and approaches in marketing research 	6
2	<p>Measurement and Scaling: Measurement in Marketing Research: Exploring the importance of accurate and reliable measurement.</p> <ul style="list-style-type: none"> • Scaling Techniques: Learning about different scales like nominal, ordinal, interval, and ratio scales • Data Analysis: Descriptive Statistics: Understanding measures of central tendency, dispersion, and frequency distributions. • Inferential Statistics: Learning about hypothesis testing, correlation, and regression analysis. • Data Visualization: Exploring techniques for presenting research findings effectively. 	6

3	Marketing Research Applications - I: <p>a) Sales Analysis and Forecasting: Mining internal customer and sales data, In-store shopper marketing research and Retail shop audits, margin trend data, targeting best customers, identifying most efficient and effective advertising and promotion methods to reach existing consumers, Consumer panels, Customer satisfaction research, Concept of Market demand and Market potential, Forecasting, Forecasting methods, choosing a forecast model, forecast errors. Moving Average and Exponential Methods, Decomposition Methods, Regression Models.</p> <p>b) New Product Development and Test Marketing: marketing information for new markets, new product categories, new product concepts, new product design and market validation research, test marketing – uses, types, methods, limitations. Conjoint analysis for understanding consumer preferences and application to product design.</p> <p>c) Market Segmentation and Positioning: researching traditional market segments, defining meaningful segments, assessing existing product strength and line extension potential, creative positioning strategy, repositioning strategy research, defining go-to-market strategy, current and potential markets. Use of Factor analysis and perceptual maps.</p> <p>d) Pricing research: Pricing research and pricing strategy decisions, optimum price-product-feature configurations, and market positioning opportunities. (2+2+2)</p>	6
4	Marketing Research Applications - II: <p>a) Brand Research: brand concepts, brand names, brand power research, brand equity survey measurements, Brand tracking studies.</p> <p>b) Advertising Research: Concept testing research – evaluating advertising concepts, ad theme concepts and appeals, ad recall surveys, message and theme salience, impact measures, buying motivation and association measures, media research like readership surveys, Media audience tracking studies, TRP, Limitations of advertising research.</p> <p>c) International Marketing Research: Marketing research in international context - importance, complexities and issues, International secondary data sources, Primary data collection methods and complexities of data collection in international marketing research, Online data sources and research, Issues in multi-country data analysis – Data comparability and validity problems, major sources of errors, Report preparation and presentation . (2+2+2)</p>	6
5	<p>Applications of Marketing Research: Consumer Research: Understanding how market research is used to understand consumer behavior.</p> <ul style="list-style-type: none"> • Product Research: Exploring the role of market research in product development and improvement. • Advertising and Media Research: Learning how market research informs advertising strategies and media planning. • International Marketing Research: Understanding the challenges and opportunities of conducting research in global markets. • Marketing Research in social media: Exploring the use of social media data for marketing insights. 	6

	<ul style="list-style-type: none"> • Emerging Trends and Technologies: AI and Machine Learning in Marketing Research: Exploring the use of AI and machine learning for data analysis and automation. • Big Data and Marketing Research: Understanding the role of big data in providing deeper insights into consumer behavior. <p>Marketing Research Report: Structure and Content: Learning how to write a clear and concise marketing research report.</p> <ul style="list-style-type: none"> • Presenting Findings: Understanding how to effectively communicate research results to stakeholders • 	
	Total	30

<p>Recommended Books:</p> <ul style="list-style-type: none"> ➤ Marketing Research: Text and Cases" by Bruce Wrenn ➤ The Market Research Toolbox: A Concise Guide for Beginners" by Edward McQuarrie ➤ Market Research in Practice: An Introduction to Gaining Greater Market Insight" by Matthew Harrison
<p>Text Books:</p> <p>Marketing Research: An Applied Orientation" by Naresh K. Malhotra</p>
<p>Reference Books:</p> <ul style="list-style-type: none"> ➤ Marketing Research Kit For Dummies ➤ Basic Marketing Research" by Naresh K. Malhotra and Satyabhusan Das

PGDM		Semester: III						
Course		Retail Marketing & CRM			Course Code		MKT309	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA	NA		NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Retail Marketing <ul style="list-style-type: none"> Retail Formats & Evolution – Brick-and-mortar, e-retail, omnichannel models. Retail Mix (6Ps) – Product, Price, Place, Promotion, Presentation, and Personnel. Customer Journey in Retail – Entry to exit path in physical and digital stores. Retail Location and Layout Strategies – Factors influencing footfall and experience. Service Excellence in Retail – Role of service in differentiating retail offerings. 	6
2	Retail Branding and Promotions <ul style="list-style-type: none"> Retail Branding Strategies – Store brands vs. national brands. In-store Promotions & Visual Merchandising – POS displays, shelf layout, signage. Pricing Strategies in Retail – Everyday low pricing, psychological pricing. Customer Loyalty Programs – Types, design, and effectiveness. Events and Experiences in Retail Marketing – Building engagement and recall. 	6

3	CRM Principles and Strategy 16. Understanding CRM – Definition, components, and benefits. 17. Operational, Analytical & Collaborative CRM – Functional understanding. 18. Customer Retention Strategies – Lifecycle marketing and loyalty drivers. 19. CRM Metrics and KPIs – Retention rate, churn, NPS, frequency of purchase. 20. Role of CRM in Service Environments – Banking, hospitality, education, etc.	6
4	Technology in Retail & CRM 16. Retail Technologies (POS, RFID, AR/VR) – Technology enhancing the retail experience. 17. CRM Tools & Software (Salesforce, Zoho) – Features, comparison, and deployment. 18. Personalization in CRM – Using data for customized communications. 19. Mobile CRM & App-Based Loyalty – Push notifications and location-based offers. 20. Case Study: Starbucks CRM and Retail Success	6
5	AI in Retail Marketing & CRM 16. AI in Inventory Management and Merchandising 17. AI Chatbots in Retail CRM – Real-time customer support. 18. AI in Recommendation Engines – Personalized shopping experience. 19. Customer Data Platforms (CDPs) & Predictive CRM – Unified view and next-best action. 20. Retail CRM Case Studies: Reliance Trends, Sephora, BigBasket	6
	Total	30

Recommended Books:

- **Retail Management** – *Barry Berman & Joel R. Evans*
Pearson Education
– Detailed coverage of retail formats, strategy, layout, and operations.
- **Customer Relationship Management: Concepts and Technologies** – *Francis Buttle & Stan Maklan*
Routledge
– Comprehensive CRM principles, metrics, and strategies.
- **Retail Marketing Management** – *David Gilbert*
Pearson Education
– Focuses on branding, retail mix, loyalty, and customer engagement.

Text Books:

Reference Book:

- **Retail Marketing in the Modern Age** – *Pradhan, Swapna*
Tata McGraw-Hill
– Indian retail landscape, promotions, and customer experience.
- **CRM at the Speed of Light** – *Paul Greenberg*
McGraw-Hill
– Strategic and operational insights into CRM systems and software.

- **AI in Marketing, Sales and Service** – *Peter Gentsch*
Palgrave Macmillan
 - Practical applications of AI in retail and CRM.
- **Case Studies in Retail Marketing & CRM** – *(Various business school publications)*
 - Real-life brand examples like Starbucks, BigBasket, Sephora.

PGDM		Semester: III						
Course		Marketing of Financial Products and Services			Course Code		MKT311	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA		NA	

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Overview of Financial Services Marketing <ol style="list-style-type: none"> Introduction to Financial Markets and Products – Mutual funds, insurance, credit cards, etc. Characteristics of Financial Services – Intangibility, trust, risk, regulation. Marketing Challenges in BFSI – Complexity, regulations, personalization needs. Consumer Behavior in Financial Services – Trust, risk aversion, information asymmetry. Segmentation of Financial Customers – HNIs, millennials, SMEs, etc. 	6
2	Financial Product Strategies <ol style="list-style-type: none"> Product Development in BFSI – Customization, bundling, innovation. Packaging and Positioning of Financial Products – Clarity, simplicity, and trust cues. Pricing Strategies in Financial Sector – Interest rates, fees, perceived value. New Product Launch in BFSI – Go-to-market strategy with compliance focus. Service Differentiation in Financial Marketing – Relationship management, process efficiency. 	6

3	Financial Services Promotion and IMC 21. IMC in BFSI – Regulatory-compliant advertising and communication strategies. 22. Advertising Strategies in Financial Sector – Emotional appeal, credibility, transparency. 23. Digital Marketing in Financial Products – Use of email, chatbots, and mobile apps. 24. Role of Personal Selling and Agents – Insurance, investment advisors, etc. 25. Events, Seminars, and Webinars in Financial Services – Building education and trust.	6
4	Channels & Relationship Management 21. Omnichannel Delivery in BFSI – Branch, web, mobile, third-party partners. 22. Distribution Models: Direct vs. Brokered – Bancassurance, IFAs, D2C. 23. Cross-Selling and Upselling Tactics – CRM-based offers and bundling. 24. Customer Grievance Handling in Financial Services – Transparency and quick resolution. 25. Case Study: HDFC Life or Zerodha's Digital Distribution Model	6
5	21. AI in Financial Product Recommendation (Robo-advisors) – Portfolio design and KYC automation. 22. Credit Scoring Models using AI – Underwriting and loan approval automation. 23. Fraud Detection & Risk Monitoring – Predictive alerts and real-time monitoring. 24. Data Privacy, Cybersecurity, and Compliance in BFSI – Responsible marketing and data use. 25. Case Study: AI in Banking CRM – ICICI Bank, SBI YONO	6
	Total	30

Recommended Books:

- **Marketing of Financial Services** – *H. R. Machiraju*
Pearson Education
– Covers the essentials of product development, pricing, and promotion in BFSI.
- **Financial Services Marketing: An International Guide to Principles and Practice** – *Jillian Farquhar*
Routledge
– Deep dive into strategic marketing and relationship management in financial services.
- **Marketing Financial Services** – *Adrian Payne, Maureen R. Ennew*
Butterworth-Heinemann
– Combines consumer behavior, segmentation, and service excellence.

Text Books:

Reference Book:

- **Services Marketing: Integrating Customer Focus Across the Firm** – *Valarie Zeithaml, Mary Jo Bitner*
McGraw-Hill

– While general, includes rich applications to BFSI, especially in relationship and service quality aspects.

➤ **AI and the Future of Banking** – *Tony Boobier*

Wiley

– Insights into AI's evolving role in customer engagement, fraud, and personalization.

➤ **Digital Bank: Strategies to Launch or Become a Digital Bank** – *Chris Skinner*

Marshall Cavendish

– Case-driven, focuses on digital disruption in BFSI with examples like SBI YONO, Zerodha, etc.

➤ **Case Studies in Financial Services Marketing** – *(Various authors, available in journals or B-school publications)*

– Real-world analysis of campaigns, failures, and best practices in India and globally

PGDM		Semester: III						
Course		Financial Analytics and AI			Course Code		FIN 301	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA	NA	NA	NA

At the end of the course, Students will be able to

CO No	Course Outcome Description	Bloom's Level
1	Understand the fundamentals of financial analytics and data interpretation	Understand
2	Apply Excel, Python, or R for financial data analysis and visualization	Apply
3	Analyze financial statements and KPIs using analytical tools	Analyze
4	Evaluate risk, profitability, and forecasting models in finance	Evaluate
5	Design dashboards and generate reports for financial decision-making	Create & Evaluate

Course Content

Unit	Description	Duration (Hr)
1	Introduction to Financial Analytics <ul style="list-style-type: none"> Definition, scope, types of data (structured/unstructured), role in finance, tools overview (Excel, Python) Excel: Data cleaning, pivot tables, charts; Python: Pandas, NumPy, Matplotlib; Descriptive statistics, correlation 	6
2	Financial Statement Analytics <ul style="list-style-type: none"> Ratio analysis, trend analysis, common size, vertical & horizontal analysis, KPI dashboards 	6
3	Predictive Modelling and Forecasting <ul style="list-style-type: none"> Linear regression, time series, financial forecasting using Excel & Python, scenario & sensitivity analysis 	6
4	Risk Analytics and Reporting <ul style="list-style-type: none"> VaR using Excel/Python, financial risk metrics, data visualization using Power BI/Tableau, dashboard design 	6
5	AI in Financial Analytics <ul style="list-style-type: none"> AI in finance, fraud detection, credit scoring, algorithmic trading, ML in forecasting, sentiment analysis, robo-advisors 	6

Recommended Books:
<ul style="list-style-type: none"> ➤ Financial Analytics with R, Mark J. Bennett & Dirk L. Hugen ➤ Python for Finance, Yves Hilpisch
Text Books:
<ul style="list-style-type: none"> ➤ Pitabas Mohanty, Wiley

- | |
|--|
| ➤ Mark J. Bennett & Dirk L. Hugen, Cambridge University Press |
| Reference Book: |
| ➤ Financial Modeling in Excel, Danielle Stein Fairhurst
➤ Applied Financial Analytics, Michael G. Papaioannou |

PGDM		Semester : III						
Course		Security Analysis & Portfolio Management - Financial Market, Product & Institutions			Course Code		FIN302	
Teaching Scheme				Evaluation Scheme- Theory				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
				Evaluation Scheme- Practical				
				NA	NA		NA	NA

At the end of the course, Students will be able to

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

Course Content:

Units	Description	Duration (Hrs)
1	<p>Introduction to Security Analysis Understanding and explaining the basic concepts and significance of security analysis (Remembering, Understanding)</p> <ol style="list-style-type: none"> Introduction <ol style="list-style-type: none"> Definition of Security Analysis Importance and Scope Types of Securities <ol style="list-style-type: none"> Equity Securities Debt Securities Investment Environment <ol style="list-style-type: none"> Primary and Secondary Markets Role of Financial Intermediaries Investment Objectives <ol style="list-style-type: none"> Risk and Return Time Horizon Liquidity Needs <p>Financial Markets and Instruments</p> <ol style="list-style-type: none"> Overview of Financial Markets <ol style="list-style-type: none"> Types of Markets: Money Market, Capital Market Role of Financial Markets in the Economy Market Participants <ol style="list-style-type: none"> Retail Investors Institutional Investors Financial Instruments <ol style="list-style-type: none"> Equities Bonds Derivatives Market Indices 	6

	<ol style="list-style-type: none"> 1. Definition and Purpose 2. Major Global Indices <p> https://www.nseindia.com/ https://www.tradingview.com/ https://www.investopedia.com/simulator/ </p>	
2	<p>Fundamental Analysis</p> <ol style="list-style-type: none"> 1. Introduction to Fundamental Analysis <ol style="list-style-type: none"> 1. Definition and Purpose 2. Key Principles 2. Economic Analysis <ol style="list-style-type: none"> 1. Economic Indicators 2. Business Cycles 3. Industry Analysis <ol style="list-style-type: none"> 1. Industry Life Cycle 2. Competitive Analysis 4. Company Analysis <ol style="list-style-type: none"> 1. Financial Statement Analysis <ol style="list-style-type: none"> 1. Income Statement 2. Balance Sheet 3. Cash Flow Statement 2. Ratio Analysis <ol style="list-style-type: none"> 1. Liquidity Ratios 2. Profitability & Solvency Ratios <p>Technical Analysis</p> <ol style="list-style-type: none"> 1. Introduction to Technical Analysis <ol style="list-style-type: none"> 1. Definition and Contrast with Fundamental Analysis 2. Assumptions of Technical Analysis 2. Chart Types <ol style="list-style-type: none"> 1. Line Charts 2. Bar Charts 3. Candlestick Charts 3. Indicators: RSI, MACD, Bollinger Bands 4. Trend Analysis: Support and Resistance Levels <p> https://www.screener.in/ https://www.bseindia.com/corporates/ann.html </p>	6
3	<p>Portfolio Construction, Theory & Wealth Management</p> <p>Modern Portfolio Theory (MPT)</p> <ul style="list-style-type: none"> Risk-return optimization Efficient frontier & diversification CAPM & SML <p>Strategic vs. tactical asset allocation</p> <p>Wealth creation lifecycle: accumulation, preservation, transfer.</p> <p>Client profiling: risk tolerance, investment horizon</p> <p> https://www.moneycontrol.com/portfolio-management/portfolio-investment-signup.php https://www.portfoliovisualizer.com/ https://www.morningstar.in/default.aspx </p> <p>Portfolio Management Strategies</p> <ol style="list-style-type: none"> 1. Introduction to Portfolio Management Strategies <ol style="list-style-type: none"> 1. Objectives and Constraints 2. Active vs. Passive Management <ol style="list-style-type: none"> 1. Definitions and Differences 2. Techniques and Tools 3. Asset Allocation <ol style="list-style-type: none"> 1. Strategic & Tactical & Dynamic Asset Allocation 4. Portfolio Rebalancing 	6
4	Portfolio Performance Evaluation	6

	<ol style="list-style-type: none"> 1. Introduction to Performance Evaluation <ol style="list-style-type: none"> 1. Importance and Objectives 2. Performance Metrics <ol style="list-style-type: none"> 1. Return Measures 2. Risk-Adjusted Measures <ul style="list-style-type: none"> Sharpe Ratio, Treynor Ratio Jensen's Alpha 3. Benchmarking <ol style="list-style-type: none"> 1. Importance of Benchmarks 2. Selection of Appropriate Benchmarks 4. Performance Attribution <ol style="list-style-type: none"> 1. Analysis of Performance Drivers 2. Performance Attribution Models <p>https://www.tikr.com/</p>	
5	Current Trends in Security Analysis and Portfolio Management <ol style="list-style-type: none"> 1. Technological Advancements <ol style="list-style-type: none"> 1. Impact of Technology on Investment Analysis 2. Use of AI and Machine Learning 2. Sustainable Investing <ol style="list-style-type: none"> 1. ESG (Environmental, Social, Governance) 3. Global Market Trends 	6

Recommended Books

- Bodie, Z., Kane, A., & Marcus, A. J. (2014). *Investments*. McGraw-Hill Education.
- Reilly, F. K., & Brown, K. C. (2011). *Investment Analysis and Portfolio Management*. South-Western Cengage Learning.
- Fischer, D. E., & Jordan, R. J. (2014). *Security Analysis and Portfolio Management*. Prentice Hall.

Text Books

- "Security Analysis and Portfolio Management" by Sudhindra Bhat
- "Investment Analysis and Portfolio Management" by Prasanna Chandra

Reference Books

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

Simulated Resources

Tool/Platform	Purpose	Modules
Screener.in	Fundamental analysis of companies	Module 2
TradingView	Technical analysis and charting	Modules 2, 5
Portfolio Visualizer	Portfolio building, back-testing, optimization	Modules 3, 4
Moneycontrol Portfolio	Real-time tracking & allocation	Modules 1, 3
Morningstar ESG Tool	ESG screening and analysis	Module 5

PGDM		Semester : III					
Course		Financial Risk Management		Course Code		FIN303	
Teaching Scheme				Evaluation Scheme- Theory			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Understand key financial risks, risk-return trade-offs, and ERM concepts.	Understand
2	Analyze market and credit risks using tools like VaR, stress testing, and credit risk metrics.	Analyze
3	Apply hedging strategies and evaluate the use of derivatives in risk management.	Apply & Evaluate
4	Evaluate operational, liquidity, strategic risks and design risk management frameworks and policies.	Evaluate & Create
5	Assess regulatory frameworks and ESG-related risk management practices at national and global levels.	Evaluate

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Financial Risk Management <ul style="list-style-type: none"> ▪ Definition and scope of financial risk ▪ Types of financial risks: credit, market, operational, liquidity, legal ▪ Evolution of risk management ▪ Risk-return trade-off ▪ Enterprise Risk Management (ERM) 	4
2	Market and Credit Risk Management <ul style="list-style-type: none"> ▪ Interest rate risk, equity risk, foreign exchange risk ▪ Value at Risk (VaR) – concepts and calculation ▪ Stress testing and back-testing ▪ Duration and convexity for interest rate risk ▪ Scenario analysis ▪ Types of credit risk ▪ Credit ratings and credit scoring ▪ Expected Loss (EL), Probability of Default (PD), Exposure at Default (EAD), LGD ▪ Basel III norms and capital adequacy ▪ Credit derivatives: CDS, CLNs 	8
3	Derivatives, Risk Mitigation and Strategic Risk <ul style="list-style-type: none"> ▪ Hedging using forwards, futures, options, and swaps ▪ Greeks and option sensitivities ▪ Risk-neutral valuation ▪ Use of derivatives in risk management ▪ Regulatory aspects: SEBI and RBI guidelines 	6

4	Risk Governance and Regulatory Framework <ul style="list-style-type: none"> ▪ Corporate governance and risk oversight ▪ Internal control and audit systems ▪ Regulatory bodies: RBI, SEBI, IRDAI, BIS ▪ Global risk regulations: Basel norms, IFRS 9 ▪ ESG risks and sustainability 	6
5	AI Application Across Financial Risk Types <ul style="list-style-type: none"> ▪ Credit Risk ▪ Market Risk ▪ Operational Risk ▪ Liquidity Risk ▪ Compliance and Regulatory Risk 	6

Recommended Books:	
➤	Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk, Steve L. Allen
➤	Risk Management and Financial Institutions, John C. Hull
Text Books:	
➤	Financial Risk Manager Handbook, Philippe Jorion
➤	Financial Risk Management: Models, History, and Institutions, Allan M. Malz
Reference Book:	
➤	An Introduction to Banking: Liquidity Risk and Asset-Liability Management, Moorad Choudhry
➤	Value at Risk: The New Benchmark for Managing Financial Risk, Philippe Jorion

PGDM		Semester: III					
Course		Corporate Restructuring		Course Code		FIN304	
Teaching Scheme				Evaluation Scheme- Theory (Core)			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Understand the concept and need for corporate restructuring	Understand
2	Analyze different forms of restructuring like mergers, demergers, and takeovers	Analyzing
3	Evaluate strategic, financial, and operational implications of restructuring	Evaluating
4	Apply legal and regulatory frameworks applicable to restructuring in India	Applying
5	Assess valuation and accounting implications of restructuring	Evaluating
6	Design strategic restructuring plans based on real-world corporate Scenarios	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Corporate Restructuring & Regulatory Framework <ul style="list-style-type: none"> ▪ Meaning, Need, and Forms of Corporate Restructuring ▪ Types: Mergers, Acquisitions, Demergers, Spin-offs, LBOs, MBOs ▪ Restructuring strategies in Indian and global context ▪ Legal Framework and SEBI Regulations ▪ Companies Act, SEBI (SAST), FEMA Guidelines ▪ Tax Implications of Corporate Restructuring ▪ Cross-border Mergers and FEMA Compliance ▪ Corporate Governance and Ethical Issues in M&A 	4
2	Valuation Fundamentals and Techniques <ul style="list-style-type: none"> • Approaches to Valuation: Asset-based, Income-based, and Market-based methods • Discounted Cash Flow (DCF) Valuation • Comparable Company Analysis and Transaction Multiples • Valuation of Synergies • Valuation of Distressed Companies • Valuation for Start-ups and New Age Companies 	8
3	Mergers & Acquisitions Process and Practical Modelling <ul style="list-style-type: none"> ▪ Deal Structuring: Cash, Stock Swaps, Leveraged Buyouts ▪ Financial Modelling for M&A Transactions ▪ Due Diligence and Post-Merger Integration ▪ Case Studies on Successful and Failed Mergers ▪ Restructuring in Financially Distressed Firms 	6

4	Contemporary Trends and Strategic Perspectives <ul style="list-style-type: none"> ▪ ESG Integration in Valuation and Restructuring ▪ Corporate Governance and Ethical Considerations ▪ Emerging Trends in M&A and Restructuring ▪ Design and Implementation of Restructuring Strategies 	6
5	AI Integration in Corporate Restructuring and Valuation <ul style="list-style-type: none"> ▪ Role of AI in Modern Valuation Practices ▪ Application of AI in Market and Competitor Analytics ▪ Use of AI for Valuing Start-ups and Tech-Based Companies ▪ Case Studies: AI-Powered M&A and Corporate Restructuring Success Stories 	6

Recommended Books:	
<ul style="list-style-type: none"> ➤ Corporate Valuation: Measuring the Value of Companies, David Frykman & Jakob Tolleryd ➤ Mergers, Acquisitions, and Corporate Restructurings, Patrick A. Gaughan 	
Text Books:	
<ul style="list-style-type: none"> ➤ Valuation: Measuring and Managing the Value of Companies, McKinsey & Company Inc. and Tim Koller ➤ Corporate Finance, Aswath Damodaran 	
Reference Book:	
<ul style="list-style-type: none"> ➤ Mergers, Acquisitions, and Other Restructuring Activities, Donald M. DePamphilis ➤ Applied Mergers and Acquisitions, Robert F. Bruner 	

PGDM		Semester: III					
Course		FMV: Financial Modelling & Valuation		Course Code			FIN305
Teaching Scheme				Evaluation Scheme- Theory			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Understand the principles and purposes of business valuation	Understanding
2	Apply various valuation techniques such as DCF, relative valuation	Applying
3	Analyze financial statements to derive key inputs for valuation	Analyzing
4	Evaluate assumptions and outputs of valuation models	Evaluating
5	Value startups, private firms, and distressed companies	Applying
6	Create detailed valuation models using MS Excel	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Financial Planning & Analysis (FP&A) <ul style="list-style-type: none"> Meaning, Importance, and Role of FP&A in Organizations Key Components: Budgeting, Forecasting, Financial Planning, Variance Analysis Strategic Planning and Business Modelling Key Performance Indicators (KPIs) and Management Reporting Tools and Techniques used in FP&A 	4
2	Fundamentals of Financial Modelling <ul style="list-style-type: none"> Overview of Financial Modelling Model Design: Logical Flow, Structuring, and Model Best Practices Building Financial Statements Models (IS, BS, CF) Revenue, Cost, and Working Capital Modelling Key Financial Ratios and Sensitivity Analysis 	8
3	Advanced Financial Modelling and Valuation <ul style="list-style-type: none"> Integrated 3-Statement Model Scenario Analysis and Stress Testing Valuation Modelling: DCF, Comparable Company Analysis, Transaction Multiples Building M&A Models and Leveraged Buyout (LBO) Models Risk Modelling and Capital Budgeting Model 	6
4	Financial Planning, Budgeting and Forecasting Applications <ul style="list-style-type: none"> Budget Types: Operating, Capital, Cash Flow Budgets Rolling Forecasts and Zero-Based Budgeting Variance Analysis and Management Reporting Dashboards Linking Strategy to Financial Forecasts Best Practices in Corporate Budgeting and Forecasting 	6

5	<p>AI and Automation in FP&A and Financial Modelling</p> <ul style="list-style-type: none"> ▪ AI-driven Forecasting Techniques ▪ Machine Learning Applications in Financial Planning and Budgeting ▪ AI Tools for Financial Modelling (Python, Power BI, Tableau, Excel AI Add-ins) ▪ Real-Time Data Integration and Predictive Analytics ▪ AI-Enabled Decision Support Systems ▪ Ethical Considerations and Data Governance in AI-driven FP&A ▪ Case Studies: AI Use Cases in FP&A (Amazon, Google, Startups) 	6

Recommended Books:
<ul style="list-style-type: none"> ➤ Financial Planning & Analysis and Performance Management, Jack Alexander ➤ Financial Modeling, Simon Benninga
Text Books:
<ul style="list-style-type: none"> ➤ Principles of Financial Modelling, Michael Rees ➤ Financial Forecasting, Analysis, and Modelling: A Framework for Long-Term Forecasting, Michael Samonas
Reference Book:
<ul style="list-style-type: none"> ➤ Financial Modelling and Valuation: A Practical Guide to Investment Banking and Private Equity, Paul Pignataro ➤ Artificial Intelligence in Finance, Yves Hilpisch

PGDM		Semester : III					
Course		Banking & Financial Services		Course Code			FIN306
Teaching Scheme				Evaluation Scheme- Theory			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

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

Course Content:

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

	<p>Basics of portfolio theory (Markowitz, Modern Portfolio Theory) AI techniques for portfolio rebalancing: Reinforcement learning, Genetic algorithms. Use of AI for dynamic asset allocation and tax-loss harvesting. www.portfoliovisualizer.com https://surli.cc/opzove</p>	
4	<p>Introduction to Open Banking Systems Concept, structure, and evolution of Open Banking (Understanding) Role of APIs, PSD2, data sharing frameworks Benefits to banks, fintech, and customers Open Banking Applications and Ecosystem Integration Use cases: Embedded finance, third-party app ecosystems, account aggregation (Analyzing, Evaluating) Sandbox frameworks, consent architecture (e.g., RBI's Account Aggregator) Risk, Governance, and Ethics in AI & Open Banking Model risk, explain-ability, auditability of AI systems Bias, fairness, algorithmic governance Cybersecurity and data privacy in open banking</p>	6
5	<p>Recent Trends in Banking and Insurance Identifying recent developments and trends in banking and Financial Services Technological Innovations in Banking</p> <ol style="list-style-type: none"> 1. Fintech and Digital Transformation 2. Blockchain and Cryptocurrencies 3. Open Banking and API Integration 4. Digital Banking Trends 5. Future Prospects of Banking Industry 	6
	Total	30

<p>Recommended Books: Textbooks</p> <ul style="list-style-type: none"> ➤ "Banking Theory and Practice" by K.C. Shekhar and Lekshmy Shekhar ➤ "Management of Banking and Financial Services" by Justin Paul and Padmalatha Suresh ➤ Artificial Intelligence in Banking – IntroBooks ➤ Machine Learning for Finance – Jannes Klaas ➤ The AI Book – Ivana Bartoletti, Anne Leslie, Shân M. Millie ➤ Open Banking: A Consumer Perspective – Xavier Vasques ➤ Applied Artificial Intelligence – Mariya Yao, Adelyn Zhou, Marlene Jia
<p>Reference Book:</p> <ul style="list-style-type: none"> ➤ Machine Learning in Finance: From Theory to Practice – Matthew Dixon ➤ Banking on AI – Rishi K. Narang ➤ The FINTECH Book – Chishti & Barberis ➤ Open Banking Report – PwC & Accenture (Whitepapers) ➤ AI in Financial Services – World Economic Forum Reports

PGDM		Semester: III						
Course		Derivatives, Future & Options			Course Code		FIN310	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA	NA	NA	NA

At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Understand the structure, participants, and functioning of derivatives markets.	Understand
2	Analyze pricing, hedging, and trading strategies for futures and options.	Analyze
3	Apply derivatives and swaps to manage corporate risk and enhance portfolio performance.	Apply
4	Evaluate complex derivative products, structured instruments, and regulatory frameworks.	Evaluate & Create
5	Integrate AI tools to develop algorithmic trading strategies and predictive derivative models.	Evaluate

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Derivatives <ul style="list-style-type: none"> Meaning, Importance, and Types of Derivatives Participants in Derivatives Market: Hedgers, Speculators, Arbitrageurs Structure of Derivative Markets: Exchange-Traded and OTC Introduction to Forward Contracts and Their Payoff Structures Role of SEBI and Regulatory Framework 	4
2	Future Contracts <ul style="list-style-type: none"> Futures Markets and Mechanism Pricing of Futures: Cost of Carry Model Margin System and Mark-to-Market Hedging Strategies using Futures Practical Applications: Commodity, Currency, and Index Futures 	8
3	Option Contracts <ul style="list-style-type: none"> Types of Options: Call and Put Option Pricing: Black-Scholes Model and Binomial Model Option Strategies: Covered Call, Protective Put, Straddles, Spreads Option Greeks and Sensitivities: Delta, Gamma, Vega, Theta, Rho Practical Case Studies in Option Trading 	6
4	Swaps, Risk Management and Derivatives ApplicationsBudget <ul style="list-style-type: none"> Types of Swaps: Interest Rate Swaps, Currency Swaps, Credit Default Swaps Applications of Swaps in Corporate Finance and Risk Management Structured Products and Exotic Derivatives Accounting and Regulatory Aspects of Derivatives Case Studies on Corporate Hedging using Derivatives 	6

5	AI Integration in Derivatives and Options Trading <ul style="list-style-type: none"> ▪ Role of AI in Derivative Pricing and Volatility Forecasting ▪ Machine Learning in Option Pricing and Risk Modelling ▪ Algorithmic Trading and AI-based Derivative Strategies ▪ Real-Time Data Analytics and Predictive Modelling using Python, R, and Excel AI Tools ▪ AI Applications in Fraud Detection and Market Surveillance ▪ Ethical Considerations and Data Privacy in AI-driven Derivatives Trading ▪ Industry Use Cases: AI-Powered Derivatives Trading Systems 	6

Recommended Books:	
<ul style="list-style-type: none"> ➤ Options, Futures, and Other Derivatives, John C. Hull ➤ Derivatives: Principles and Practice, Sundaram & Das 	
Text Books:	
<ul style="list-style-type: none"> ➤ Fundamentals of Futures and Options Markets, John C. Hull ➤ Financial Derivatives: Theory, Concepts and Problems, S.L. Gupta 	
Reference Book:	
<ul style="list-style-type: none"> ➤ Algorithmic Trading and DMA: An Introduction to Direct Access Trading Strategies, Barry Johnson ➤ Artificial Intelligence in Finance, Yves Hilpisch 	

PGDM		Semester : III					
Course		Fintech		Course Code			FIN311
Teaching Scheme				Evaluation Scheme- Theory			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Fintech Ecosystem, Fintech Business Models, Product Management in Fintech Evolution of Fintech Fintech ecosystem: stakeholders, platforms, and enablers Fintech business models (B2C, B2B, P2P, BNPL) Product lifecycle and management in Fintech.	6
2	Financial Big Data Analytics, Financial Analytics Tools Structured vs unstructured financial data Big data sources in finance (social, market, transaction) Financial dashboards KPIs, metrics, ratio analysis	6

3	AI & ML in Finance, Deep Learning Applications, Algorithmic & High-Frequency Trading AI/ML concepts in credit scoring, robo-advisory, fraud detection Deep learning in portfolio optimization Algorithmic trading: strategies and execution logic Introduction to High-Frequency Trading (HFT)	6
4	Blockchain, Smart Contracts, Decentralized Finance, Cryptocurrencies Definition and foundational principles: distributed ledger, immutability, consensus, transparency. Types of blockchains: Public, Private, Consortium, Permissioned vs. Permissionless Key components: blocks, nodes, miners, hash, Merkle trees Consensus mechanisms: Proof of Work (PoW), Proof of Stake (PoS) Practical Byzantine Fault Tolerance (PBFT) Blockchain architecture layers: network, consensus, data, application Financial Applications of Blockchain: Interbank settlements, Real-time cross-border payments, KYC/AML registry sharing, Trade finance digitization (e.g., LC issuance), Tokenization of assets. Smart Contracts, how smart contracts work on blockchain (esp. Ethereum) Trigger conditions: IF → THEN logic Platforms: Ethereum, Hyperledger Fabric. Use Cases Smart contracts in BFSI - Insurance claims automation. Escrow services in real estate/loans. Automatic dividend distribution. Loan disbursement triggers Blockchain - https://andersbrownworth.com/blockchain Cryptocurrencies - https://coinmarketcap.com/	6
5	RegTech, InsurTech, WealthTech, Risk & Cybersecurity in Fintech Cybersecurity threats and solutions in Fintech Fintech risk frameworks Insurtech innovations: underwriting automation, claim processing RegTech: KYC/AML automation, compliance WealthTech applications and portfolio intelligence	6
	Total	30

Recommended Books: Textbooks

- **The FINTECH Book** | Susanne Chishti & Janos Barberis | Covers fintech ecosystem, business models, InsurTech, RegTech, and WealthTech (Modules 1 & 5)
- **FinTech Innovation: From Robo-Advisors to Goal-Based Investing and Gamification** | Paolo Sironi | Practical insights into product design and digital wealth management (Modules 1, 3, & 5)
- **Blockchain Basics: A Non-Technical Introduction in 25 Steps** | Daniel Drescher | Step-by-step guide to blockchain fundamentals (Module 4)
- **Data Science for Business** | Foster Provost & Tom Fawcett | Strong foundation in big data analytics and AI/ML for finance (Modules 2 & 3)
- **Machine Learning for Asset Managers** | Marcos López de Prado | Deep learning and ML for algorithmic and high-frequency trading (Module 3)

Reference Book:

- **Mastering Blockchain** | Imran Bashir | Advanced concepts in blockchain, smart contracts, and DeFi (Module 4 & 5)
- The AI Book** | Ivana Bartoletti, Anne Leslie & Shân M. Millie | Explores ethical, technical, and practical uses of AI in finance (Modules 3 & 5)
- Algorithmic Trading and DMA: An Introduction to Direct Access Trading Strategies** | Barry Johnson | Techniques and strategy logic in algo and HFT (Module 3)

The RegTech Book | Janos Barberis, Douglas W. Arner, Ross Buckley | Regulatory technologies and compliance frameworks (Module 5)
FinTech, Artificial Intelligence and the Law | Alison Lui | Risk, legal, and compliance concerns in AI and FinTech (Modules 5 & 6)

Free Simulated Hands-on Learning Resources:

Tool	Purpose	Module
Tableau Public	Creating financial dashboards and data visualizations	Module 2
Power BI Desktop	Financial KPI analysis and dashboards	Module 2
Remix IDE	Smart contract writing and simulation on Ethereum	Module 4
Portfolio Visualizer	Robo-advisory and asset allocation simulations	Modules 3,
Blockchain	Visual demo of how blocks, hashing, and chains work	Module 4
Figma	Fintech product prototyping	Module 6
Google Colab	Python-based ML credit scoring / fraud detection demos	Module 3
Kaggle Datasets	Public datasets for financial analytics, credit scoring, etc.	Modules 2, 3, 4

PGDM	Semester : III						
Course	HR Policy Design and Implementation			Course Code	HR301		
Teaching Scheme				Evaluation Scheme- Theory			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Unit I: HR Policy Framework and Planning <ul style="list-style-type: none"> Corporate profile: history, ownership, products/services, clientele Vision, mission, values, and HR philosophy in policy development Purpose and structure and of HR policy manual Workforce planning steps and assessment of HR requirements Development of job descriptions through job analysis 	6
2	Unit II: Recruitment, Selection, and Induction Policies <ul style="list-style-type: none"> Recruitment policies: internal placements, direct hiring, outsourcing Key documentation: application forms, staffing requests Types of tests: IQ, technical/functional, personality, managerial Interview guides, evaluation sheets, and credential verification Orientation process: structure, accountability, content Orientation letters, presentation kits, and employment bonds/contracts 	6
3	Unit III: Compensation, Benefits, and Discipline <ul style="list-style-type: none"> Employee benefit types and eligibility criteria Leave policies: rules, application, encashment, conversion Compliance with statutory employee benefit schemes Time management: attendance, absenteeism, travel, accommodation Code of conduct: dress code, communication, use of company resources Workplace behavior norms and public interaction guidelines 	6

	<ul style="list-style-type: none"> Disciplinary framework: table of offenses, warning formats, and action reports 	
4	Unit IV: Training, Grievance Handling, and Records Management <ul style="list-style-type: none"> Corporate training policy and approval processes Contracts for internal and outsourced training Training evaluation and maintenance of training records Employee relations and supervisory responsibilities Grievance redressal processes and resolution systems Employee data management: profile history, data changes, accountability Secure and transparent record transfer practices 	6
5	Unit V: Technology, e-HR, and AI in Policy Implementation <ul style="list-style-type: none"> Role of basic HR software in managing policies (e.g., onboarding, attendance, leave) Use of digital tools for storing employee records and managing approvals Introduction to AI in HR – chatbots, simple prediction tools (like identifying employees who may leave) Importance of keeping HR documents safe and secure using digital systems Use of dashboards and reports to track policy compliance 	6

Recommended Books:
Seema Sanghi – <i>Human Resource Management</i> (Vikas Publishing House)
Text Books:
K. Aswathappa – <i>Human Resource Management: Text and Cases</i> (McGraw Hill)
P. Subba Rao – <i>Personnel and Human Resource Management: Text and Cases</i> (Himalaya Publishing House)
Reference Book:
T.V. Rao – <i>HRD Audit: Evaluating the Human Resource Function for Business Improvement</i> (SAGE Publications)
David Ulrich, Wayne Brockbank - <i>The HR Value Proposition</i> (Harvard Business Press)

PGDM		Semester: III						
Course		Industrial Relations & Labour Law			Course Code		HR302	
Teaching Scheme				Evaluation Scheme - Theory				
L	T	P	Total Credits	CIE	MT	ET	Total	
3	0	0	3	30	20	50	100	
				Evaluation Scheme - Practical				
				NA	NA	NA	NA	

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hrs)
1	Growth & development of IR , History & development of IR Pre independence , Post independence. Post Liberalization. IR issues in Organization-IR Definition,	3
2	Management of Conflicts as related to IR and different methods of resolving Conflicts. Union recognition, Conditions for effective Collective Bargaining and process of CB, Adjudicating & Proceedings under ID Act and the role of Govt	3
3	Workers Participation in Management. -Workers Participation & Collective Bargaining, Management of trade Unions, Suggestion schemes. Kaizen, Quality circles, TQM, ISO Conflict Resolution and Collective Bargaining, Arbitration/Adjudication/ Strikes and Lockouts, Employee Grievances, Discipline and Domestic Enquiry:	2
4	Labour Laws:- The Employees' Provident Fund and Miscellaneous Provisions Act, 1952 <ul style="list-style-type: none"> The Employees' State Insurance Act, 1948 The Contract Labour (Regulation & Abolition) Act The Factories Act, 1948 The Industrial Disputes Act, 1947 The Industrial Employment (Standing Orders) Act, 1946 	18

	<ul style="list-style-type: none"> • The Maternity Benefit Act, 1961 • Minimum Wages Act, 1948 • The Payment of Bonus Act, 1965 • The Payment of Gratuity Act, 1972 • The Payment of Wages Act, 1936 • The Workmen Compensation Act, 1923 	
5	AI integration in compliances, enhancing employee experience, Overview of Compliance software, Government Portals	4

Recommended Books:

Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House INDUSTRIAL RELATIONS AND LABOUR LAWS: MONAPPA : Tata McGraw-Hill Education, 1997

Text Books:

CK Johri, Labour law in India (2012) KNS1220 J71
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Reference Book:

S Routh, Enhancing Capabilities through Labour Law: Informal Workers in India (2014) P. L. Malik's Industrial Law (Covering Labour Law in India), Eastern Book Company. PP. 1–656. ISBN 9789351451808
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PGDM	Semester : III						
Course	Performance Appraisal and Management Systems			Course Code		HR303	
Teaching Scheme				Evaluation Scheme- Theory			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA		NA

At the end of the course, Students will be able to

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

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

5	MODULE V – Technology, AI, and Global PMS Practices e-PMS systems; Role of digital tools in tracking performance; Introduction to AI in performance measurement (e.g., sentiment analysis, predictive analytics); Case examples from Indian and international organizations; Future trends in PMS and responsible AI integration.	6
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Recommended Books:
Dipak Kumar Bhattacharyya, <i>Performance Management: Systems and Strategies</i>
T V Rao: <i>Performance Management: Toward Organizational Excellence</i>
Text Books:
Aguinis, <i>Performance Management</i>
Reference Book:
Michael Armstrong, <i>Armstrong's Handbook of Performance Management</i>
T V Rao: <i>Appraising and Developing Managerial Performance</i>

PGDM		Semester: III					
Course		Training and Development			Course Code		HR304
Teaching Scheme				Evaluation Scheme- Theory (Core)			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Introduction Training: Meaning – Definition – Need – Objectives – Difference among education, training and development – Purpose and importance of training, Methods of training: On the job – Off the job Process: Training need identification - Need assessment - Organizational structure of training organizations, Training in various type of industries (Manufacturing, service etc)	5
2	Employee Training Levels of Training: Individual, operational and organizational levels horizontal, vertical, top, bottom & official training. Employees Training: Importance – implications features – functions- organizational climate for training and development – layouts - Duties and responsibilities of training managers – Challenges Selection of trainers: Internal and external.	6

3	Training and Organizational Development What is training and development - Executive Development Programmes: Meaning – Need –importance - nature – Process Management development program – Methods of training and development	6
4	Evaluation Evaluation of training – Meaning, nature and importance - Methods of evaluation of effectiveness of training (Kirkpatrick's model, Bird and Rackham's Model), ROI Model – Types of evaluation process – Key performance parameters	6
5	Current Practices and AI in T&D Current practices in assessing training and development – latest scenario of assessing training. Learning cycles – factors for fixing duration selection of participants – choice of trainer AI and T&D – Introducing AI in learning and development - Change Management and adoption of AI in T&D – Importance of AI in T&D – AI Integrated training platforms – Ethical use of AI in T&D	7
	Total	30

Recommended Books: ➤ K.Aswathappa, Human resource Management, 8 th edition, 2017, McGraw hill education, Chennai
Text Books:
Reference Book: ➤ P.Subba Rao, Personal and Human Resource Management, 4 th edition, 2010, Himalaya Publishing House, AP ➤ R.S. Dwivedi, Human Resource, Management, 2011, Vikas publishing House Pvt. Ltd. New Delhi

PGDM	Semester: III						
Course	Compensation & Benefits			Course Code	HR305		
Teaching Scheme				Evaluation Scheme- Theory			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	1. Introduction to Compensation and Benefits - Human Resources Philosophy and Perspectives on Compensation - Difference between Compensation and Benefits. - Approaches of organization for Compensation and Benefits - Global Compensation Approaches - Aligning Compensation Strategies with Business and HR Goals - Regulatory adherence 2. Job Evaluation & Pay Structures - Job Evaluation - Process & Methods (Ranking, Classification, Point Method, Factor Comparison, Hay Guide) - Designing Pay Structures - Grade Pay, Pay Band and Broadband - Internal & External Equity	6

2	<p>1. Understanding Compensation Structure and Salary Framework</p> <ul style="list-style-type: none"> - Costing the CTC of each element - Compensation Structure-Wages and Salary - Fixed;Cash Benefits; Retirals; Social Security; Variable Pay/Incentives/Stock Options; Forms of Pay – Base Pay, Merit Pay, Cost of Living - Elements in different salary slips - Consolidated and Separated Pay structure. - Designing a salary offer template - Evaluating and Understanding salary ranges - Extending a Salary Offer <p>2. Understanding Inflation</p> <ul style="list-style-type: none"> - Neutralization of Inflation - Dearness Allowance - Consumer Price Indices <p>3. Employee Benefits and Social Security Schemes</p> <ul style="list-style-type: none"> - Calculation of PF, ESIC, Gratuity, Superannuation - Approaches to Ex-gratia & Bonus 	6
3	<p>1. Income Tax and Its Impact on Salary Structure</p> <ul style="list-style-type: none"> - Understanding & Calculating Income Tax - Gross and Net Pay - Key Deductions 	3
4	<p>1. Reward Strategy & Elements of Reward Strategy</p> <ul style="list-style-type: none"> - Articulating and understanding business context for reward strategies - Total Rewards Models, Equity-Expectancy Model - Reward Management - Benefits & Perquisites - Flexible Benefits, Employee Stock Options (ESOPs) and Phantom Stock Option Plan (PSOPs) - Legal Compliance <p>2. Equity Compensation</p> <ul style="list-style-type: none"> - Meaning, Objectives - Types of Stock Plans - Valuing Stock Grants - SEBI Guidelines - Taxability of Stock Options <p>3. Performance-Based Pay Strategies</p> <ul style="list-style-type: none"> - Pay-for-Performance Models - Merit Pay, Bonuses and Incentives - Profit Sharing & Gainsharing - Executive Compensation - Competitive Pay Policy 	9

5	1. AI-Powered Compensation & Benefits Optimization <ul style="list-style-type: none"> - The Future of AI in C & B – Trends and Innovations - digitalization Success and Future Opportunities. 2. Emerging Trends in Compensation and Benefits <ul style="list-style-type: none"> - Impact of Technology on Compensation Management - Gig Economy and its impact - Competitive Pay Policy Alternatives – Lead, Lag, Match - Pay Transparency - Ethics in Compensation Decisions 	6
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Recommended Books:
Text Books:
1. Compensation Management, Dipak Kumar Bhattacharya, Oxford Publications 2. Compensation Management in a Knowledge Based World, Richard I Henderson, Pearson Publications 3. Human Resource Management-Text and Cases, K. Aswathappa, McGraw Hill Education, 8th Edition
Reference Book:
1. Managing Human Resources – Bohlander, Snell, Sherman 2. Berger, L. A., Berger, D. R., & Berger, L. A. The Compensation handbook. 6e, 2016. New York: McGraw-Hill

PGDM	Semester : III						
Course	Strategic Human Resource Management			Course Code	HR 306		
Teaching Scheme				Evaluation Scheme- Theory			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Strategic Perspective : HR Strategies, Strategic role of top & line management, Formulating HR strategies, Types of HR Strategies, HRD, Life cycle of organizations & HRD, Impact of organizational Performance & HRD Business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies	6
2	Human Resource Environment Technology and structure; Workforce diversity; Demographic changes Temporary and contract labour; Global environment; Global competition, Strategic role of human resources in global business Global sourcing of labour; WTO and labour standards, Linking HR functions to business success Linking HR planning to strategic business planning Human resource contributions to strategy (environment scanning, lead time for dealing with Labour shortage ./ surplus) Barriers to strategic HR,	6
3	Alignment of HR strategies for Improving Organizational Effectiveness: Cross Cultural Diversity, Cross Border Mergers & Acquisitions, Learning organization, Employee Engagement Strategy, Strategic Responses of Indians Most valuable companies.	6

4	SHRM Issues & Challenges : Compensation Management & Appraisal in MNC, Managing Diversity, Mergers & Acquisitions, Attracting & Retention of Talent, HR score card & managing knowledge workers Global Dimensions : International Context for HR strategy, Global Competitive Advantage, SHRM in International Context, Global Performance Management issues, Global T&D , Global Ethical Environment, Staffing for International Assignments, Leadership & Motivation in Global context	6
5	<p>HR Analytics : innovative solutions to business problems through HR analytics and concepts in managerial decision-making. To introduce foundational concepts and methodologies in human resource analytics. Practical applications of predictive analytics in workforce planning and talent management.</p> <p>Leveraging analytics tools for performance management and employee engagement. Critically assess ethical and privacy concerns associated with HR analytics implementation.</p> <p>AI-Powered HRM</p> <ul style="list-style-type: none"> - The Future of AI in HRM – Trends and Innovations, digitalization Success and Future Opportunities. - Emerging Trends of AI in HRM - AI in Sustaining Green HRM <p>Emerging trends of AI based HRM, Benefits of Synergizing AI and HRM, AI in Compensation & Benefits, AI in Compliance</p>	6

Recommended Books:
Text Books:
<ul style="list-style-type: none"> • Strategic Human Resource Management - Jeffrey A. Mello • Strategy and Human Resource Management -Third Edition - Peter Boxall, John Purcell
Reference Book:
<ul style="list-style-type: none"> • Strategic Human Resources Management: Where Do We Go From Here? - Brian E. Becker¹ and Mark A. Huselid

PGDM		Semester: III						
Course		People Analytics			Course Code		HR307- SE	
Teaching Scheme				Evaluation Scheme - Theory				
L	T	P	Total Credits	CIE	MT	ET	Total	
3	0	0	3	30	20	50	100	
				Evaluation Scheme - Practical				
				NA	NA		NA	

At the end of the course, Students will be able to

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

Course Content:

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

5	The Future of Human Resource Information Systems, Emerging Trends in Human Resource Management and Information Technology, Use of workforce analytics to improve decision making. Visualization, presentation, storytelling with data	7
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Recommended Books:

Human Resource Information System by P.K.Gupta and Sushil Chaabra

Text Books:

Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite

Winning on HR analytics: Leveraging data for competitive advantage, Ramesh Soundararajan and Kuldeep Singh, Sage Publication
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Reference Book:

Jac Fitz-Enz , The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments
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PGDM	Semester : III						
Course	Leadership & Capacity Building			Course Code		HR 309	
Teaching Scheme				Evaluation Scheme- Theory			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Foundations of Leadership <ul style="list-style-type: none"> • Introduction of Leadership • Difference between leadership and management • Maxwell's Five Levels of Leadership • Leadership traits and styles (Autocratic, Democratic, Transformational, Servant) • Ethics and values in leadership Application & Activities <ul style="list-style-type: none"> • Reflective and interactive activity to explore participants' perceptions of leadership styles, self-assessment on leadership levels, and peer feedback to identify leadership traits • Group-based discussion and analysis of a real leadership situation to examine the application of leadership styles and ethical decision-making. 	6
2	Self-Leadership and Emotional Intelligence <ul style="list-style-type: none"> • Self-awareness, self-reflection and leadership values • Personality profiles (MBTI, Big Five) • Emotional Intelligence (Daniel Goleman's Model) • Building personal leadership vision Application & Activities <ul style="list-style-type: none"> • Self-awareness or peer-based feedback activity using personality frameworks or emotional intelligence tools, followed by reflection on leadership impact. 	6

	<ul style="list-style-type: none"> Case discussion focused on a leader's response to emotionally challenging situations; includes personal journaling or feedback interpretation to connect theory with practice. 	
3	<p>Team Leadership, Influence and Conflict</p> <ul style="list-style-type: none"> Team dynamics and leadership roles Situational Leadership Leading without authority Conflict handling styles and resolution tools Introduction to problem-solving tools: Fishbone Diagram, 5 Whys <p>Application & Activities</p> <ul style="list-style-type: none"> Group activity simulating a team challenge or conflict situation to demonstrate leadership influence, collaboration, and conflict resolution dynamics. Analysis of a team-based conflict scenario using structured tools like root cause mapping; individual /group presentation of problem-solving and leadership response strategy. 	6
4	<p>Capacity Building and Talent Development</p> <ul style="list-style-type: none"> Organizational capacity building principles Competency mapping and frameworks Coaching and mentoring (GROW Model) Succession planning and leadership pipelines <p>Application & Activities</p> <ul style="list-style-type: none"> Group-based exercise to design a basic competency or development framework for a team or role Case analysis involving an organization's effort to build internal leadership capacity or implement a mentoring/coaching program; group output may include a sample leadership development plan. 	6
5	<p>Leading Change, Crisis and Innovation</p> <ul style="list-style-type: none"> Kotter's 8-Step Change Model Lewin's Change Theory Crisis leadership: staying calm under pressure Structured decision-making in uncertain times (Force Field Analysis, Risk Matrix) Leading in the Age of AI: Understanding AI for Leaders, AI and the Future of Work, Ethical Leadership in the Age of AI, Strategic Opportunities & Risks <p>Application & Activities</p> <ul style="list-style-type: none"> Leadership simulation involving ethical decision-making, prioritization, and communication under uncertainty. Analysis of a leadership response to an organizational crisis or major change initiative. Learners apply structured tools such as Force Field Analysis or a Change Readiness Map and present a response/action plan. Leading an AI ethics board meeting, or making a go/no-go decision on a high-stakes AI project 	6

Recommended Books:
Stephen P. Robbins & Timothy A. Judge – <i>Organizational Behavior</i> (Pearson)

Text Books:
John C. Maxwell – <i>The 5 Levels of Leadership</i> (Center Street)
Daniel Goleman – <i>Emotional Intelligence: Why It Can Matter More Than IQ</i> (Bloomsbury)
Reference Book:
T V Rao – <i>Effective People</i>

PGDM		Semester: III						
Course		Project Management			Course Code		OPE301	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA		NA	

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Project Management Projects – definition, life cycle stages, project management tools such PERT, CPM, MS Project, Project Scenarios, Project needs assessment, concept development, and planning, Reasons for project delays and cost overruns Case Study on Nabard's Warehouse Project Management.	6
2	Cost Estimation and Project Financing Cost Estimation – importance, problems, sources of costs, methods, process, contingencies, learning curve, Project evaluation & selection, benefit cost analysis, Project budgeting, Project cost control, cash flow management, project financing Case Study on Effluent Treatment Plant Project, Chipalun Industrial Belt	6
3	Activity Based Costing and Management Cost allocation in general, Allocation of service department costs, Reciprocal services, allocating costs to outputs – general approach, Allocating joint costs and by-product costs – joint costs, by-product costs, Activity based costing and management in warehouse service	6
4	Contracts & Services Pricing Elements of Contracts, Components of pricing, pricing pitfalls, factors influencing pricing, pricing strategy, Pricing approaches - full cost pricing, variable cost pricing, skimming pricing, Penetration pricing, Price escalations, Project organization structure and project execution Case Study on L & T Spares Project, Kon, Lonavala	6
5	Change Management Change management process, Various change models, communicating change, Resistance to change, Strategies to implement change, People aspects Case Study on India's Top Automobile Company's New Plant Development Project, Nagpur Industrial Belt AI Driven Project Management Workflow Elements of AI in Modern Project Management	6

	Smart Contracts and ML driven Blockchain for Project Management	
	Total	30

Recommended Books:

Text Books:

Cost and value management in projects, Ray R. Venkataraman, John Wiley & Sons, March 2023

Reference Book:

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

Project Finance in Theory and Practice, Stefano Gatti, Academic press, 2007

PGDM		Semester: III						
Course		Enterprise Resource Planning			Course Code		OPE302	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA	NA		NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	1. Introduction and Evolution of ERP System a. Introduction b. Evolution of ERP from Scientific Inventory Management System c. Basic structure of ERP d. Growth of ERP Market e. Contemporary Indian ERP Market	6
2	ERP System Overview a. The Best Practices b. Modular Structure c. Cost factors of adoption	6
3	Functional Modules of ERP: Deep dive with ERP Software Demonstration a. Sales and Distribution Management b. Manufacturing Management c. Financial & Accounting Management d. Project Management e. Item Control f. MRP and MPS Control g. Dispatches Control h. Ledger Control	6
4	ERP Vendor Analysis a. ERP Market and Vendors: India and Global b. SAP c. QAD (MFG/Pro) d. Oracle	6

	e. Ramco f. Microsoft Dynamics g. Other Players h. Comparative Analysis of ERP Vendors	
5	ERP Implementation a. BPR and ERP: Inseparable aspects b. ERP: Implementation Partners and ERP Companies in India c. How to make ERP a Success Digital ERP (ERP-II) with AI/ML Functionality a.Modern ERP-II Concept b.Workflow with AI/ML enablement	6
	Total	30

Recommended Books:

Text Books:

Enterprisewide Resource Planning: Theory and Practice, Prentice Hall of India Publication, Rahul V Altekhar

Reference Book:

SAP R/3 Business Blueprint, Macmillan Technical Publishing, 1998
MRP II, Vollman Thomas, Galgotia Publications, Reprint 2001

PGDM		Semester: III						
Course		Logistics, Warehouse and Distribution Management			Course Code		OPE303	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA	NA		NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Fundamentals of Logistics and Supply Chain Management <ul style="list-style-type: none"> • Definition, Scope and Importance • Key Drivers of Supply Chains • 3PL, 4PL, and Reverse Logistics • Customer Service and Value Creation • Logistics Interface with Production and Marketing 	6
2	Warehouse Management Systems (WMS) <ul style="list-style-type: none"> • Role and Functions of Warehousing • Types of Warehouses – Public, Private, Bonded • Warehouse Layout Design, Material Handling Equipment • Inventory Control, Safety and Security • Technology in Warehousing – WMS, Barcode, RFID 	6
3	Distribution Management and Network Design <ul style="list-style-type: none"> • Transportation Modes and Cost Analysis • Hub-and-Spoke vs Direct Shipping Models • Distribution Network Planning • Last-Mile Delivery Challenges • Incoterms and Global Trade Considerations 	6
4	Strategic Logistics Decisions <ul style="list-style-type: none"> • Logistics Outsourcing, Risk Management • Green and Sustainable Logistics Practices • Cost-Benefit Analysis in Logistics Decisions • Key Performance Indicators (KPIs) in SCM • Case Studies in Retail and FMCG 	6

5	AI and Emerging Tech in Logistics and Distribution <ul style="list-style-type: none"> • Artificial Intelligence in Demand Forecasting • Warehouse Automation: Robotics, Drones • Predictive Analytics and Real-Time Tracking • IoT, Digital Twins, and Smart Logistics Platforms • Blockchain for Logistics Transparency and Traceability 	6
	Total	30

Recommended Books:

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

Text Books:

Reference Book:

- Ballou, R.H. "Business Logistics/Supply Chain Management", Pearson Education
- John J. Coyle et al. "Logistics Management", Cengage
- Chopra, S., & Meindl, P. "Supply Chain Management: Strategy, Planning, and Operation", Pearson
- Deepak Kumar, "Artificial Intelligence in Supply Chain Management", Wiley
- McKinsey & Company Reports on AI in Logistics (for real-time case insights)

PGDM		Semester: III					
Course		Service Operations Management			Course Code		OPE304
Teaching Scheme				Evaluation Scheme- Theory (Core)			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Service Operations <ul style="list-style-type: none"> • Characteristics of Services • Service Operations vs Manufacturing Operations • Service Strategy Frameworks • Service Quality and Customer Expectations 	6
2	Service Process Design and Delivery <ul style="list-style-type: none"> • Service Blueprinting • Process Flow and Capacity Planning • Facility Location and Layout for Services • Service Level Agreements (SLAs) • Case Examples: Healthcare, Hospitality 	6
3	Managing Demand and Capacity in Services <ul style="list-style-type: none"> • Forecasting in Services • Managing Waiting Lines (Queuing Theory) • Yield Management • Scheduling for Services • Service Recovery Strategies 	6
4	Performance and Quality in Services <ul style="list-style-type: none"> • Measuring Service Productivity • Total Quality Management (TQM) in Services • Six Sigma for Service Excellence • Customer Satisfaction Metrics (NPS, SERVQUAL) • Benchmarking Best Practices 	6
5	AI and Digital Technologies in Service Operations <ul style="list-style-type: none"> • AI in Chatbots, Virtual Assistants, and Self-service Portals • Predictive Analytics in Customer Support and Personalization • Robotic Process Automation (RPA) in Service Tasks • AI-driven Customer Experience (CX) 	6

	• Use of IoT, AR/VR in Service Delivery	
	Total	30

Recommended Books:

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

Text Books:

Reference Book:

- Chase, R.B. & Apte, U.M. "Service Operations Management", Pearson
- Zeithaml, V.A., Bitner, M.J., Gremler, D.D. "Services Marketing: Integrating Customer Focus Across the Firm", McGraw-Hill
- Kaushal, S. "Artificial Intelligence in Service Sector", Wiley
- IBM & Deloitte Reports on AI in Service Innovation (for real-time insights)

PGDM		Semester: III						
Course		Operations Research			Course Code		OPE305	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA		NA	

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Essentials of Operations Research & Linear Programming - Introduction to OR & its business relevance - Types of OR models (deterministic, probabilistic) - Linear Programming – Formulation, constraints, objective function - Solving LP via graphical & Excel Solver tools (Simplex overview) Industry Applications: Production planning, portfolio optimization, budget allocation	6
2	Resource Allocation using Transportation & Assignment Models - Transportation Problem: NWC, Least Cost, Vogel's Approximation - MODI method (tool-based walkthrough) - Assignment Problems – Hungarian Method Industry Applications: Logistics routing, hospital resource planning, task optimization	6
3	Business Decisions Under Uncertainty & Queuing Theory - Decision-making under certainty, risk, and uncertainty - Decision Trees (Excel-based) - Queuing Theory – M/M/1 models Industry Applications: Queue design, risk analysis, service scheduling	6
4	Project Scheduling & Inventory Management - PERT-CPM, Critical Path, Time-Cost Trade-Offs - EOQ, ABC Analysis, Safety Stock - Excel-based inventory simulations Industry Applications: IT/construction project planning, inventory control	6
5	Intelligent OR: AI, ML & Heuristics in Optimization - Role of AI in modern OR - Heuristics: Genetic Algorithms, Simulated Annealing - Forecasting with ML: Linear regression, clustering Industry Applications: AI-driven forecasting, route optimization, dynamic pricing	6
	Total	30

Recommended Books:
Text Books: 1. Hamdy A. Taha – Operations Research: An Introduction, Pearson 2. G. Srinivasan – Operations Research: Principles and Applications, PHI 3. Frederick S. Hillier & Gerald J. Lieberman – Introduction to Operations Research, McGraw- Hill
Reference Book: 1. Wayne L. Winston – Operations Research: Applications and Algorithms, Cengage 2. D. E. Goldberg – Genetic Algorithms in Search, Optimization and Machine Learning, Addison-Wesley 3. Stuart Russell & Peter Norvig – Artificial Intelligence: A Modern Approach, Pearson

PGDM		Semester : III					
Course		World Class Manufacturing		Course Code		OPE306	
Teaching Scheme				Evaluation Scheme- Theory (Core)			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	A. Tale of a Company – Toyota MotoCorp <ol style="list-style-type: none"> 1. Introduction, Financial, Chronological Events of its transformation Toyota to WCM Company, Contributors, Principles it follows, Strategy, TPS 2. Foundation for WCM B. Introduction to World class Manufacturing Concept <ol style="list-style-type: none"> 1. WCM Framework, Taiichi Ohno Principles, Shingo's Contribution, WCM Practices- People Centric Practices, technology Integration etc., Importance of WCM in Global Economy 2. Role of Quality Management in Manufacturing excellence, Deming's Systemic approach, 14 Principles., Shingo's Practical approach on shopfloor 	5
2	A. Theory- Global Competition and Manufacturing Excellence <ol style="list-style-type: none"> 1. Driving factor for WCM- Globalisation, Technological Advancement, Changing Customer Preference, Role of Product/Process and Business Model Innovation 2. Influencing factors for Global competition & Manufacturing Excellence- Sustainability, Business Culture, Government Policies 3. WCM and information age competition- Introduction to Information age, Industry 4.O, Smart Factories, Digital Transformation, Data Analytics, Additive Manufacturing, AR & VR, Role of AI, Ethical Considerations 	6

3	Systems & Tools Used in WCM House of Lean, Core Principles, Components of Lean like <ol style="list-style-type: none"> 1. Waste Elimination 2. Value stream mapping 3. 5”S” 4. Continuous improvement 5. PDCA 6. KANBAN 7. JIT 8. Procurement & Stores 9. Poka-Yoke 10. Heijunka 11. SMED 12. ANDON 13. Visual Control & Visual Management 14. TPM 15. SQC 16. Cellular Manufacturing 17. Flexible Manufacturing 18. Improved Product and Process Design 19. Rapid Prototyping 20. Product Mix 	15
4	Manufacturing Challenges and Problems Detailed discussion about challenges like <ol style="list-style-type: none"> 1. Global Supply Chain 2. Skill Gaps 3. Cost Pressure 4. Quality Pressure 5. Adopting Lean Manufacturing Principles 6. Resistance to change Mindset 7. Sustainability related challenges 	2
5	6 Sigma and KPIs in WCM <ol style="list-style-type: none"> 1. Total Cost of Quality 2. Introduction of 6 Sigma, Lean 6 Sigma, 3. 6 Sigma Tools Used, Methodology- DMAIC 4. Implementation Process of 6 Sigma 5. 6 Sigma Certification 6. Challenges in Implementation of 6 Sigma 7. KPIs <ol style="list-style-type: none"> a. What is KPI b. Lead Lag Indicators c. Various KPIs 	2
	Total	30

Recommended Books:

Text Books:

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

Reference Book:

1. Lean Thinking by James P. Womack and Daniel T. Jones
2. Toyota Production System: Beyond Large-Scale Production by Taiichi Ohno.

3. The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer
Jeffrey K. Liker
4. The New Manufacturing Challenge by Kiyoshi Suzaki

PGDM		Semester: III						
Course		Operation Excellence			Course Code		OPE307	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits	CIE	MT	ET	Total	
3	0	0	3	30	20	50	100	
				Evaluation Scheme- Practical				
				NA	NA	NA	NA	

At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Operational Excellence <ul style="list-style-type: none"> • Concept and Principles of Operational Excellence • Role in Competitive Advantage and Business Strategy • Historical Evolution: TQM, Six Sigma, Lean 	6
2	Lean Management and Value Stream Mapping <ul style="list-style-type: none"> • Principles of Lean Thinking • Eliminating Waste (Muda) • Tools: 5S, Kaizen, Kanban, JIT • Value Stream Mapping and Process Flow Improvement 	6
3	Six Sigma and Continuous Improvement <ul style="list-style-type: none"> • DMAIC Methodology • Statistical Tools in Six Sigma • Root Cause Analysis and FMEA • Role of Leadership in Sustaining Excellence 	6
4	Culture, Change Management and Benchmarking <ul style="list-style-type: none"> • Building a Culture of Excellence • Change Management Models (Kotter, ADKAR) • Internal and External Benchmarking • Case Studies of Excellence in Manufacturing and Services 	6
5	AI and Digital Transformation in Operational Excellence <ul style="list-style-type: none"> • AI for Predictive Maintenance and Quality Control • Data-Driven Decision Making and Dashboards • Digital Twins, IoT, and Smart Operations • Automation and Human-AI Collaboration for Continuous Improvement 	6
	Total	30

Recommended Books:

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

Text Books:**Reference Book:**

- Imai, M. "Kaizen: The Key to Japan's Competitive Success", McGraw-Hill
- Harrington, H.J. "Business Process Improvement", McGraw-Hill
- Davenport, T.H. "Process Innovation", Harvard Business Review Press
- McKinsey, BCG, and Deloitte Reports on AI in Operational Excellence

PGDM	Semester : III						
Course	Technology and Innovation Management			Course Code		OPE309	
Teaching Scheme				Evaluation Scheme- Theory (Core)			
L	T	P	Total Credits	CIE	MT	ET	Total
3	0	0	3	30	20	50	100
				Evaluation Scheme- Practical			
				NA	NA	NA	NA

At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Recall key concepts and historical advancements in technology and innovation, including major breakthroughs like AI, blockchain, and green tech.	Remembering
2	Demonstrate the practical implementation of technological frameworks by utilizing case studies to analyze real-world applications in industries.	Applying
3	Examine trends and patterns in innovation cycles by identifying factors that contribute to successful technological adoption and scaling.	Analyzing
4	Assess the impact of emerging technologies on business, society, and sustainability, weighing ethical considerations such as AI bias and accessibility.	Evaluating
5	Explain the role of technology in entrepreneurial success by discussing how digital transformation enhances productivity, scalability, and market reach.	Understanding
6	Develop innovative solutions by designing a conceptual prototype or strategy to address industry challenges using technology-driven approaches.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	A. Introduction <ol style="list-style-type: none"> Introduction to Concept- Technology, Innovation, Invention & Discovery Historical Perspective of Evolution of Technology, Digital Revolution, AI Development , Ethical aspect rtc Lessons from Past Innovations B. innovation Process <ol style="list-style-type: none"> Understanding Product, Process and Business Model Innovation. Relationship between Technology and Innovation, Technological Innovation Lifecycle. Challenges in Technological Innovation.Impact of Technological Innovation on Growth of Industry Importance of R & D on Innovation, Impact of innovation on Society, Technology for Sustainable Development, Role of Government & Policy Makers in Innovation 	9
2	Innovation Strategies <ol style="list-style-type: none"> Introduction, Myths about innovation Strategy, Innovation Ecosystem, Key Elements, Types of Innovation Ecosystem, Innovation Lifecycle Approach to Innovation- Open/ Closed , Blue Ocean Strategy, Lean Start up Strategy, Stage Gate Strategy, Business model Innovation, Funding Innovation, 	6

	6. Scaling Innovation from Prototype to Global scale, challenges, Govt Policies and impact on Innovation 7. Future trends in Innovation – AI, Quantum Computing, Green Tech, KPIs for Innovation	
3	Human Side of Innovation <ol style="list-style-type: none"> 1. Introduction of Human Factor in Technology 2. Interplay between Leadership, Creativity and Adaptability, Innovation Culture, Its Importance, 3. Theoretical Framework like Shumpter's theory of Constructive Disruption, Chedbrough Theory on Open Innovation 4. Balance between Technological Innovation and Human adaptability. Role of Management in shaping Innovation Mindset 5. Creativity and Innovation, Concept of Design Thinking, Mindset of Creative Individual, Role of Iterative approach in Innovation, Strategies to boost creativity in Business Innovation. Motivation and creative thinking 6. AI driven Innovation- Opportunities and Risks 7. Indicators for evaluating success in Creative Innovation, Limitations on Creativity in structured Business Environment, Story telling in Innovation, Transition to adaptability and how to develop adaptability skills 	6
4	Technology and Business Enterprise <ol style="list-style-type: none"> 1. Role of Technology in Business, Entrepreneurship, Start ups 2. Challenges faced by Start up with technology, How Corporates can leverage Technology 3. Sustainable Technologies and Green Businesses, Digital Marketing for Entrepreneurs 	3
5	Sustainability & GreenTech Innovation <ol style="list-style-type: none"> 1. Introduction to Sustainability and Greentech, Importance of Sustainability Practices in Business and Daily Life, Global Environmental Challenges and Innovation 2. Introduction to Paris Agreement and SDGs, Actions for Climate change 1.5 Degree Scenario, Focus discussion on SDG 7,9, 12, 13 related to climate change, Key Drivers for Green Tech Innovation 3. Discussion on Renewable energy like Solar Wind, Tidal, Waves, Biomass, Geothermal and Hydrogen. Innovations happening in each of the area, AI Role in Grid Balancing, Energy Storage 4. Blockchain enabled Energy Trading, IoT sensors for Energy efficiency, Net Zero Energy Building 	6
Total		30

Recommended Books:

Text Books:

5. Technology and Innovation Management by Sanjiva Shankar Dubey
6. Strategic Management of Technological Innovation by Melissa Schilling
7. Technology and Innovation Management by Dr. Narayanan
8. Strategic Management of Technological Innovation by Melissa A. Schilling

Reference Book:

1. Blue Ocean Strategy- W. Chan Win & Rene Mauborgne
2. The Innovator's Dilemma by Clayton Christensen
3. Where do Good Ideas Come from By Steven Johnson
4. Innovation and Entrepreneurship by Peter F. Drucker

SEMESTER

IV

PGDM		Semester: IV						
Course		Managerial Analysis for Decision Making - MADM			Course Code		GEN402	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA	NA	NA	NA

At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Understand core managerial decision-making frameworks and analytical models.	Understand
2	Analyze internal and external business data to support strategic decisions.	Apply
3	Apply quantitative and qualitative methods for cost-benefit, risk, and profitability analysis.	Analyze
4	Evaluate decision alternatives under uncertainty using simulation and sensitivity analysis.	Evaluate
5	Employ AI and data analytics tools to enhance decision-making capabilities.	Create & Evaluate

Course Content:

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

	<ul style="list-style-type: none"> - Tools: Power BI, Python, Excel Solver, Tableau (introductory) - Ethical and governance issues in AI-led decisions 	
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Recommended Books:		
	<ul style="list-style-type: none"> ➤ Managerial Decision Modeling with Spreadsheets – N. Balakrishnan, S. Ragsdale ➤ Decision Making and Problem Solving Strategies – John Adair 	
Text Books		
	<ul style="list-style-type: none"> ➤ Data Science for Business" – Foster Provost & Tom Fawcett ➤ Thinking, Fast and Slow – Daniel Kahneman 	
Reference Book:		
	<ul style="list-style-type: none"> ➤ Decision Making and Problem Solving Strategies – John Adair ➤ Smart Choices: A Practical Guide to Making Better Decisions – John S. Hammond, Ralph L. Keeney & Howard Raiffa 	

PGDM		Semester: IV						
Course		International Business – IB			Course Code		GEN403	
Teaching Scheme				Evaluation Scheme- Theory (Core)				
L	T	P	Total Credits		CIE	MT	ET	Total
3	0	0	3		30	20	50	100
					Evaluation Scheme- Practical			
					NA	NA	NA	NA

At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Understand the key concepts and theories in international business.	Understand
2	Analyze the global trade environment and international market dynamics.	Apply
3	Apply strategic tools for global market entry and international operations.	Analyze
4	Evaluate international business risks, ethics, and cross-cultural challenges.	Evaluate
5	Leverage AI and analytics for international market intelligence and decision-making.	Create & Evaluate

Course Content:

Unit	Description	Duration (Hr)
1	Lesson 1.1: Globalization Deconstructed (90 minutes) <ul style="list-style-type: none"> The four pillars of globalization: Economic, technological, political, and cultural Why globalization isn't dead, just evolving into "selective globalization" The rise of regionalization and its impact on global supply chains Lesson 1.2: Trade Theory Revolution (90 minutes) <ul style="list-style-type: none"> From Adam Smith to modern complexity theory Comparative advantage in the digital age Network effects and platform economics in global trade Lesson 1.3: FDI in the Modern Era (90 minutes) <ul style="list-style-type: none"> How 85% of executives see AI enabling business model innovation Types of FDI: Greenfield vs. brownfield vs. digital-first investments The new calculus of foreign investment risk Lesson 1.4: Environmental Scanning Mastery (90 minutes) <ul style="list-style-type: none"> PESTLE analysis for volatile markets Early warning systems for global disruptions Building adaptive business intelligence frameworks 	6
2	Lesson 2.1: Global Trade Architecture (90 minutes) <ul style="list-style-type: none"> WTO 2.0: Digital trade rules and their implications Regional trade blocs as competitive advantages Rising tariffs and trade barriers as top challenges for supply chain leaders Lesson 2.2: Currency Dynamics and Power (90 minutes) <ul style="list-style-type: none"> Exchange rate systems and their strategic implications Central bank digital currencies (CBDCs) and international trade Currency hedging in volatile markets Lesson 2.3: Balance of Payments Mastery (90 minutes) <ul style="list-style-type: none"> Reading economic signals through BOP analysis 	6

	<ul style="list-style-type: none"> • Trade deficits: When they matter and when they don't • Capital flow patterns and their business implications Lesson 2.4: Protectionism Renaissance (90 minutes) <ul style="list-style-type: none"> • The 2025 trade outlook clouded by potential US policy shifts and broader tariffs • Non-tariff barriers and their creative applications • Economic nationalism vs. global efficiency 	
3	Lesson 3.1: Market Entry Strategies Evolved (90 minutes) <ul style="list-style-type: none"> • Beyond the traditional modes: Digital-first market entry • Partnership strategies in the platform economy • Licensing and franchising in intellectual property economies Lesson 3.2: Global Supply Chain 3.0 (90 minutes) <ul style="list-style-type: none"> • Regional supply chain trends growing, especially in North America • Resilience vs. efficiency trade-offs • Balancing resilience with efficiency in supply chain focus Lesson 3.3: Outsourcing and Offshoring Reimagined (90 minutes) <ul style="list-style-type: none"> • Nearshoring vs. reshoring strategic decisions • Digital outsourcing and virtual team management • Risk mitigation in distributed operations Lesson 3.4: International Marketing in Digital Age (90 minutes) <ul style="list-style-type: none"> • Glocalization strategies for digital platforms • Cultural adaptation in global brand management • Cross-border e-commerce optimization 	6
4	Lesson 4.1: Cultural Intelligence Frameworks (90 minutes) <ul style="list-style-type: none"> • Hofstede's dimensions in the digital age • Trompenaars' model for virtual team management • Building cultural radar for global leaders Lesson 4.2: Negotiation Across Cultures (90 minutes) <ul style="list-style-type: none"> • Virtual negotiation protocols and etiquette • Power distance and its impact on deal-making • Building trust across cultural boundaries Lesson 4.3: Global Ethics and CSR (90 minutes) <ul style="list-style-type: none"> • Stakeholder capitalism and international business • ESG criteria in global investment decisions • Corporate diplomacy and reputation management Lesson 4.4: International HRM Excellence (90 minutes) <ul style="list-style-type: none"> • Global talent acquisition and retention • Expatriate management in the remote work era • Cross-cultural team performance optimization 	6
5	Lesson 5.1: AI-Driven Market Intelligence (90 minutes) <ul style="list-style-type: none"> • How generative AI has spurred greater interest and investment in data quality • Competitive intelligence through AI-powered analysis • Real-time market sentiment analysis across cultures Lesson 5.2: Predictive Analytics for Global Demand (90 minutes) <ul style="list-style-type: none"> • Machine learning models for international demand forecasting • Scenario planning with AI-powered simulations • Risk modelling for volatile global markets Lesson 5.3: AI in Global Operations (90 minutes) <ul style="list-style-type: none"> • AI agents reshaping demand for software platforms in 2025 • Autonomous supply chain management • Smart logistics and dynamic routing optimization Lesson 5.4: Ethical AI and Global Governance (90 minutes) <ul style="list-style-type: none"> • Cross-border data governance frameworks • AI ethics across different regulatory environments 	6

	<ul style="list-style-type: none"> • Building responsible AI systems for global operations 	
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Recommended Books:	
➤	International Business – Charles W.L. Hill & G. Tomas M. Hult
➤	Global Business Today – Charles Hill
Text Books	
➤	International Business: The New Realities – S. Tamer Cavusgil, Gary Knight, John Riesenberger
➤	International Management: Culture, Strategy, and Behavior – Fred Luthans & Jonathan Doh
Reference Book:	
➤	The Global Business Environment: Meeting the Challenges – Janet Morrison
➤	International Economics – Dominick Salvatore