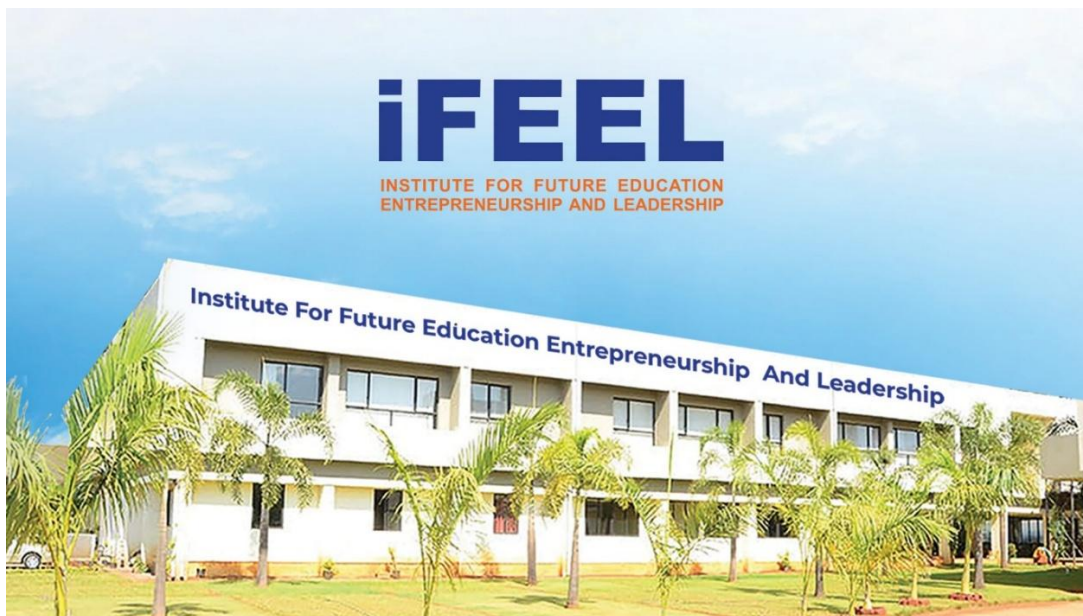


Academic Booklet

Approved in Governing Body Meeting held in November 2023 and to be implemented from Academic year 2024-25

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



Global Education Trust's

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

Karla, Lonavala – Pune | 410405

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

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

Vision

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

Mission

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

The revised PGDM Curriculum 2023 integrates the National Education Policy, 2020 ethos with the Outcomes Based Education (OBE)

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

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

- ii. PEO 2: Equip graduates with advanced managerial competencies and an entrepreneurial mindset to drive sustainable value creation across diverse organizational settings.
- iii. PEO 3: Instill in graduates a commitment to lifelong learning, innovation, and adaptability to address evolving professional and societal challenges with integrity.

b) Programme Outcomes (POs):

- i. PO1: Apply knowledge of management theories and practices to solve business problems.
- ii. PO2: Foster analytical and critical thinking abilities for databased decision-making.
- iii. PO3: Develop value-based leadership abilities.
- iv. PO4: Understand, analyse, and communicate global, economic, legal, and ethical aspects of business.
- v. PO5: Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- vi. PO6: Graduates will demonstrate digital acumen by effectively leveraging modern technology and data tools for smart decision-making.
- vii. PO7: Apply principles of project management to effectively plan, execute, and evaluate organizational initiatives.
- viii. PO8: Demonstrate a commitment to lifelong learning through continuous personal and professional development

5. PGDM Programme Structure as per NEP

Year	Semester	Major			Credits
		Mandatory	Electives	Multidisciplinary	
1	I	8	1	0	31
	II	9	1	0	33
Year	Semester	Major			Credits
		Mandatory	Specialization Core	Specialization Elective	
2	III	4	6	2	39
	IV	3	0	0	9

PG Diploma Programme Structure								
Year	Semester	Course Type	Number of Courses	Credits	Total Credits	FA	SA	Total
1	I	Generic Core	5	3	15	200	300	500
		Generic Core	4	4	16	160	240	400
		Open Elective	1	3	3	40	60	100
	II	Generic Core	3	3	9	120	180	300
		Generic Core	4	4	16	160	240	400
		Generic Core	1	2	2	40	60	100
		Open Elective	1	3	3	40	60	100
2	III	Generic Core	3	3	9	120	180	300
		Summer Internship	1	6	6	50	50	100
		Specialization Core	7	3	21	280	420	700
		Specialization Elective	1	3	3	40	60	100
	IV	Generic Core	2	3	6	80	120	200
		Dissertation	1	3	3	50	50	100
Total					112			3400

6. Course Types:

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

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

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

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

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

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

Mentor and a Faculty Guide and submit a comprehensive internship report followed by a viva-voce examination. The marking scheme of SIP is as follows:

7. Specializations offered: The following specializations shall be offered:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Human Resources Management (HRM)
4. Operations & Supply Chain Management (OSCM)

Note:

1. There is no provision for MAJOR and MINOR Specialization Combination.
2. Specialization shall be chosen at the BEGINNING of SEM III.
3. SIP shall be in the area of specialization only. i.e. these courses are SUBJECT CORE COURSES.
4. Institute may offer ONLY SELECT specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
5. Institutes MAY NOT offer a specialization if a minimum of 20% of students are not registered for that specialization.
6. The Institute MAY NOT offer an elective course if a minimum of 20% of students are not registered for that elective course.
8. Open Elective(s): There is no provision for Open Electives. Students may pursue additional specializations as per the relevant provisions.
9. Examination Scheme: An Examination scheme of combination of formative assessments and summative assessments shall be employed. The weightage of the formative assessment shall be 40% and the weightage of the summative assessment shall be 60% In 40:60 formative to summative assessment scheme, for all percentage distribution of the maximum marks could be more than 100 but it needs to be scaled down to 100. Upscaling of the marks shall not be permissible. The evaluation of a student for each course shall be based on his/her performance in formative assessments and summative assessments, taken together. Student passing shall be applicable with minimum 50% in each course.
10. Formative Assessment (FA) / Comprehensive Concurrent Evaluation (CCE): The course teacher shall prepare the scheme of Comprehensive Concurrent Evaluation (Formative Assessment) before commencement of the term.
 - a) The scheme of Comprehensive Concurrent Evaluation shall explicitly state the linkages of each FA/ CCE with the Course Outcomes and define the targeted attainment levels for each CO. Graduate Attributes may also be considered during the design of CCE scheme.
 - b) The Director / Deputy Director shall approve the scheme of Formative Assessment (FA) Comprehensive Concurrent Evaluation with or without modifications.
 - c) The course teacher shall communicate to the students, the approved FA/ CCE scheme of the course, not later than the first week of the term.
 - d) Each FA/ CCE item shall be of minimum 15 marks.
 - e) For a 4, 3 & 2 which are generic core Credit Course there shall be a MINIMUM of two FA/CCE items & a mid-term exam of 20 marks. The final internal marks shall be of 40.
 - f) For 2 Credit Course there shall be a MINIMUM of two CCE items. The final scores shall be converted to 50.
 - g) FA/ CCE shall be spread through the duration of course and shall be conceptualized, executed, assessed and Documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
 - h) The assessment outcome of each FA/CCE shall be duly signed by the course teacher, / academic head and the Director / Deputy Director / of the Institute.

- i) A copy of the duly signed FA/CCE outcome shall be communicated to the students, within a week of the assessment and course teachers shall guide the students on a need basis.
- j) Institute may conduct additional make up / remedial FA/CCE items at its discretion.
- k) At the end of the term aggregate FA/CCE scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be communicated to the students within a week

Table: Guidelines for the weightage of Formative and Summative Assessment

Assessment	Comprehensive Concurrent Evaluation			End-Semester Exam	Total
Type	CCE 1	MID TERM	CCE 2		
Weightage	10	20	10	60	100

Course Type	Course Type
GCC – Generic Core Courses assessed for 100 Marks CCE- 40+ESE-60=100)	SCC – Specialization Core Courses assessed for 100 Marks CCE- 40+ESE-60=100)

- The faculties shall be empowered to design and define the assessment method as per the course requirement and CO attainment.

Indicative list of assessment Tools

Sr. No	Direct Assessment tools	Sr. No	Direct Assessment tools
1.	Quiz/ MCQ	7.	In-depth Viva-Voce
2.	Class Test	8.	Take home Assignment
3.	Case Study	9.	Summer Project
4.	Individual Presentation	10.	Capstone
5.	Group Presentation	11.	Mid-Semester Exam
6.	Role Play	12.	End-Semester Exam

11. Retention of FA/CCE Documents: Records of FA/CCE shall be retained for 3 years from the completion of the Academic Year. i.e. Current Academic Year (CAY) + 3 years.
12. Assessment tool for CCE1 and CCE2 shall be different. End-term exam is a compulsory tool for all the 3 credit courses. For 2 credit courses, 2 assignments of 25 marks each are compulsory. For MOOC, the learning can be imparted through the platform. The assessment of MOOC shall be carried out as per the MOOC Policy of the Institute The assessment to be mapped with CO.
13. Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However, the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10-point standard scale mandated by UGC shall be used. The performance of a student will be evaluated in terms of two indices, viz

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

Grades:

Marks Range (%)	Grade Awarded
95-100	O
90-94.99	A+
80-89.99	A
75-79.99	A-
70-74.99	B+
65-69.99	B
60-64.99	B-
55-59.99	C+
50-54.99	C
0-49.99	F
AB	AB

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

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

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

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

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

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

Illustration of Computation of SGPA and CGPA

Course number	Credits	Grade Description	Grade Point	Total Credit Point (Credit X Grade)
Course 1	3	A	8	3 X 8 = 24
Course 2	4	A-	7.5	4 X 7.5 = 30
Course 3	3	B+	7.0	3 X 7 = 21
Course 4	3	O	10	3 x 10 = 30
Course 5	3	C	5	3 X 5 = 15
Course 6	2	A+	9	2X 8=16
Total	18	B+	7.5	136

a. Illustration for SGPA

Thus, SGPA = $115/18 = 6.38$

b. Illustration for CGPA

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

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

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

16. Miscellaneous:

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

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

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

Award of degree

Following rules prevail for the award of degree.

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

Chairman
 Academic Council:

LIST OF COURSES OFFERED IN EACH SEMESTER

Semester I (Select Anyone from Open Electives)						
Type	Course Code	Course	Credit	FA	SA	Marks
Open Electives	GEN 01	Managerial Communication	3	40	60	100
Program Core	GEN 02	Principles of Management	3	40	60	100
Program Core	GEN 03	Business Statistics	4	40	60	100
Program Core	GEN 04	Managerial Economics	4	40	60	100
Program Core	GEN 05	Marketing Management - I	3	40	60	100
Program Core	GEN 06	Financial Accounting	4	40	60	100
Program Core	GEN 07	Operations Management	4	40	60	100
Program Core	GEN 08	Organizational Behaviour	3	40	60	100
Program Core	GEN 09	Business Analytics	3	40	60	100
Open Electives	GEN 00	Basic of IT	3	40	60	100

SEMESTER – II (Select Anyone from Open Electives)						
Type	Course Code	Course	Credit	FA	SA	Marks
Program Core	GEN 10	Financial Management	4	40	60	100
Program Core	GEN 11	Marketing Management - II	3	40	60	100
Program Core	GEN 12	Analysis of Financial Statements	2	40	60	100
Program Core	GEN 13	Research Methodology	4	40	60	100
Open Electives	GEN 14	Entrepreneurship & New Ventures	3	40	60	100
Program Core	GEN 15	Business Law	3	40	60	100
Program Core	GEN 16	Taxation	3	40	60	100
Program Core	GEN 17	Human Resource Management	4	40	60	100
Program Core	GEN 18	GCL Program	4		100	100
Program Core	GEN 19	Advanced Business Analytics	3	40	60	100
Open Electives	GEN 28	Family Business Management	3	40	60	100

Semester III						
Type	Course Code	Course	Credit	FA	SA	Marks
Summer Project	GEN 20	Summer Internship	6	50	50	100
Program Core	GEN 22	Strategic Management	3	40	60	100
Program Core	GEN 23	Business Environment	3	40	60	100
Program Core	GEN 24	International Business	3	40	60	100
Specialization Core	SE 01	Consumer & Industrial Buyer Behaviour	3	40	60	100
Specialization Core	SE 02	International Marketing	3	40	60	100
Specialization Core	SE 03	Integrated Product & Brand Management	3	40	60	100
Specialization Core	SE 04	Services Marketing	3	40	60	100
Specialization Core	SE 05	Business to Business Marketing	3	40	60	100
Specialization Core	SE 06	Retail Marketing	3	40	60	100
Specialization Core	SE 07	Integrated Marketing Communication	3	40	60	100
Specialization Core	SE 01	Corporate Law	3	40	60	100
Specialization Core	SE 02	Mergers, Acquisitions & Corporate Restructuring	3	40	60	100
Specialization Core	SE 03	Security Analysis & Portfolio Management	3	40	60	100
Specialization Core	SE 04	Financial Risk Management	3	40	60	100
Specialization Core	SE 05	Corporate Valuation	3	40	60	100
Specialization Core	SE 06	Financial Markets, Products & Institutions	3	40	60	100
Specialization Core	SE 07	Banking & Insurance	3	40	60	100
Specialization Core	SE 01	HR Policy Design and Implementation	3	40	60	100
Specialization Core	SE 02	Industrial Relations and Labour Law	3	40	60	100
Specialization Core	SE 03	Performance Appraisal & Management System	3	40	60	100
Specialization Core	SE 04	Training and Development	3	40	60	100
Specialization Core	SE 05	Compensation & Benefits	3	40	60	100
Specialization Core	SE 06	Strategic Human Resource Management	3	40	60	100
Specialization Core	SE 07	Organizational Development Design & Intervention	3	40	60	100
Specialization Core	SE 01	Project Management	3	40	60	100
Specialization Core	SE 02	World Class Manufacturing	3	40	60	100
Specialization Core	SE 03	Enterprise wide Resource Planning	3	40	60	100
Specialization Core	SE 04	Operations Excellence	3	40	60	100
Specialization Core	SE 05	Quality Management	3	40	60	100
Specialization Core	SE 06	Service Operations Management	3	40	60	100

Specialization Core	SE 07	Operations Research	3	40	60	100
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Semester III Specialization Electives - Any 1 Courses to be Opted from the list given for each Specialization

Type	Course Code	Course	Credit	FA	SA	Marks
Specialization Elective	SE 08	Marketing Research	3	40	60	100
Specialization Elective	SE 09	Rural Marketing	3	40	60	100
Specialization Elective	SE 10	Ethical Marketing	3	40	60	100
Specialization Elective	SE 08	Cost & Management Accounting	3	40	60	100
Specialization Elective	SE 09	Project Finance and Trade Finance	3	40	60	100
Specialization Elective	SE 10	Strategic Cost Management	3	40	60	100
Specialization Elective	SE 09	International HRM	3	40	60	100
Specialization Elective	SE 08	Employee engagement	3	40	60	100
Specialization Elective	SE 10	Change Management	3	40	60	100
Specialization Elective	SE 08	Supply Chain Management	3	40	60	100
Specialization Elective	SE 09	Technology and Innovation Management	3	40	60	100
Specialization Elective	SE 10	Six Sigma for Operations	3	40	60	100

Semester IV

Type	Course Code	Course	Credit	FA	SA	Marks
Final Dissertation	GEN 25	Capstone Project	3	50	50	100
Program Core	GEN 26	Managerial Analysis for Decision Making	3	40	60	100
Program Core	GEN 27	International Business	3	40	60	100

Semester I

Course	Principles of Management	Course Code	GEN -02	Total Credits	03
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define and recall fundamental principles, theories, and evolution of management thought.	Remembering
2	Explain and summarize the functions of planning, organizing, staffing, leading, and controlling in management practice.	Understanding
3	Apply management concepts and decision-making tools to solve organizational challenges effectively.	Applying
4	Analyze organizational structures, cultures, and leadership styles to differentiate their impacts on performance.	Analyzing
5	Evaluate management strategies and control techniques to recommend effective managerial interventions.	Evaluating
6	Create strategic and innovative management plans that integrate ethical, social, and global perspectives for sustainable business success.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	The basis of Management Theory and Practice Introduction to Principles of Management, Evolution of Management Thought, History, Globalization, and Ethics, Global, Comparative and Quality Management.	6
2	Planning Essentials of Planning, MBO, Mission, Vision, and Values, Strategies, Policies and, planning premises, Decision Making, Decision making under uncertainty	6
3	Organizing the Nature of Organizing, Entrepreneurial and Reengineering Organizational Culture Organizational Structure and Change New Ways of Organizing (Holacracy, Crowd Sourcing),	7
4	Staffing Human Resource Management and Selection Performance appraisal and Performance Management Managing Change through Manager and OD.	5
5	Leading Leadership, Leading People, Groups and Organizations, Managing Demographic and Cultural Diversity Managers and Leaders: Are They Different? What makes a Leader? Leadership across Cultures Communications.	6

Recommended Books:

1. Mason Carpenter, Talya Bauer, Berrin Erdogan. (2013). Principles of Management

Reference Book:

1. Harold Koontz and Heinz Weihrich- Essentials of Management 10 e

Course	Business Statistics	Course Code	GEN -03	Total Credits	04
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At the end of the course, Students will be able to

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

Course Content:

Unit	Description	Duration (Hr)
1	Data processing- Classification – Summarization – Tabulation of data – presentation (tabular and graphic) – Frequency distribution. Measures of central tendency - Arithmetic mean, Weighted mean, Geometric mean, Median, Mode, and Partition values – Quartiles, Deciles and Percentiles. Measures of dispersion -Range, Quartile deviation, Standard deviation, Variance and Co-efficient of variation	4
2	Rules – Concepts - Conditions of statistical dependence and independence, Bayes' theorem and its applications. Probability distributions – Random variable, Expected value, Binomial, Poisson, Normal and Exponential distributions	8
3	Sampling and Sampling distributions, Nature, types, Probability sampling, Non-probability sampling. Estimation -Point and Interval estimates – Confidence intervals – determining sample size Large sample theory including the Central Limit Theorem	6
4	Testing of Hypothesis - Concepts – types of errors – null and alternate hypothesis – level of significance. Testing of means and proportions for small and large samples - one-sample test. Testing of difference between means and proportions for small and large samples. Test of goodness of fit – Test of independence – ANOVA – one way and two-way classifications	6
5	Discussion on Industry use cases of Business Statistics and hands on exercise through excel	6

Recommended Books:

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

Reference Book:

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

Course	Managerial Economics	Course Code	GEN -04	Total Credits	04
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Describe and recall fundamental economic concepts, principles, and goals of the firm relevant to managerial decision-making.	Remember
2	Clarify consumer behavior, demand and supply theories, elasticity, and market equilibrium for managerial applications.	Understanding
3	Apply production and cost theories to solve business problems related to output, input combinations, and cost efficiency.	Applying
4	Investigate market structures such as perfect competition, monopoly, oligopoly, and monopolistic competition to differentiate pricing and output decisions.	Analyzing
5	Assess national income concepts, inflation, and macroeconomic policies to recommend strategies for stable economic growth.	Evaluating
6	Develop and design business strategies integrating microeconomic and macroeconomic tools for effective managerial and policy decisions.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Economics, economic systems Distinction between Managerial Economics and Traditional Economics Managerial Economics – definition, scope and importance, business decisions and concepts of managerial economics – incremental concept, marginalize, equi-marginal concept, the time perspective, discounting principle, and opportunity cost principle. The Firm and Its Goals	3
2	Introduction to Consumer behavior, Consumer preferences and the Concept of Utility. Utility- Cardinal approach, Ordinal approach, Consumer 's equilibrium using Indifference curve analysis, Application of Indifference curve analyses., Utility and Demand Analysis – concept and types of utility; Definition of demand, Law of demand and its determinants and exceptions, movement along the demand curve and shift in demand curve. Definition of supply, Law of supply, Movement along the supply curve and shift in supply curve, Factors affecting supply, Market equilibrium. Application of demand and supply analyses. Concepts of elasticity, degree, determinants & types, practical implication, Relationship of Revenue and elasticity of demand, demand forecasting	7
3	Production functions, Law of Variable proportions, returns to scale and economies of scale. Costs , Isoquants, Least cost combination types of costs , Short run costs and long run cost, Revenue Analysis –TR, AR and MR, and break even analysis ; iso-cost lines; Theory of cost, cost concepts and break-even analysis	7

4	Types of markets, Perfect competition features, Price determination and equilibrium in the short run and the long run, Monopoly - features, equilibrium condition, , duopoly, oligopoly; monopolistic competition, pricing methods under these competitive environments. Price discrimination	7
5	Concept of national product, Variants of national product, Methods for measuring national income, and problems of measuring, Real vs nominal price indices and its applications. The classical theory of employment, Keynes's attack of classical theory and the Keynesian theory of employment output and income. Inflation, Unemployment and Macro Economic Policies. Inflation, measurement, types, causes effects and measures to control inflation, Philips curve, unemployment types, monetary policy, objectives, instruments, functions of money, money supply and its components, money multiplier, high power money and the Keynes versions demand for money, banks, fiscal policy its objectives and instruments and budget and its implication	6

Recommended Books:

1. Paul Keat, Philip Young and Sreejata Banerjee: Managerial Economics, Economic Tools for Today's Decision Makers

Reference Book:

1. Mankiw, N. Gregory. (2010). Principles of micro economics. New Delhi, India: Thomson.
2. Mankiw, N. Gregory. (2011). Principles of Macroeconomics (4th ed.). Haryana, India: Thomson

Course	Marketing Management - I	Course Code	GEN 05	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Books:

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

Course	Financial Accounting	Course Code	GEN 06	Total Credits	4
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At the end of the course, Students will be able to

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

Course Content:

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

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

Recommended Books:

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

Reference Book:

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

Course	Operations Management	Course Code	GEN 07	Total Credits	4
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At the end of the course, Students will be able to

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

Course Content:

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

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

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

Reference Books:

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

Course	Organizational Behavior	Course Code	GEN 08	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define and recall the fundamental concepts of Organizational Behavior, including personality, perception, and individual behavior in organizations.	Remembering
2	Explain the principles of learning, motivation, attitudes, and values, and summarize their influence on employee behavior and job satisfaction.	Understanding
3	Apply motivation and leadership theories to solve workplace issues related to performance, teamwork, and employee engagement.	Applying
4	Analyze the dynamics of groups and teams, power and politics, and organizational culture to identify their impact on organizational effectiveness.	Analyzing
5	Evaluate organizational conflict, stress, and change management practices, and recommend appropriate strategies for resolution and adaptation.	Evaluating
6	Develop innovative and ethical organizational development interventions to foster positive culture, adaptability, and continuous improvement.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Organizational Behavior Historical Development, Behavioral sciences and Organizational behavior, Meaning, Importance, Basic concepts, organizational behavior (OB) in global context, Managing worker diversity. Individual behavior –: Foundations of individual behavior, Personality, Meaning and Importance, Development of personality, Determinants of personality, Theories of personality, Relevance of personality to managers. Perception: Nature, Importance and Definition of Perception, Factors involved in perception, The Perceptual Process, Perceptual Selectivity and Organization, Applications in Organizations	6
2	Learning, Attitudes, Values & Job Satisfaction. Learning: Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool, Applications in organizations. Attitudes, Values and Job Satisfaction: Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. Values: meaning, importance, source and types, and applications in organizations. Effects of employee attitude, Job related attitudes	6
3	Groups & Teams - Meaning classification and nature of groups, Stages of group development, Resources structure and processes, Tasks and effect of groups on performance and satisfaction. Teams - Meaning of teams, Types of teams, characteristics of teams, Team development, Team decision making	6

4	Power & Politics: meaning, nature & bases of power, power relationships, organizational politics, and outcomes of power. Managing Organizational Culture meaning, dimensions & Types of culture, Creating, Sustaining & Transmitting culture, keeping cultures alive & how employees learn culture. Managing Organizational Conflict & Stress organizational conflict: Meaning & views to conflict, sources of conflict, Resolution techniques, and stimulation techniques. Stress: Meaning, factors responsible for stress, coping strategies.	6
5	Managing change and development: Meaning & types of change, managing organizational change, resistance to change, overcoming resistance to change. Meaning & values of organizational development, Organizational development approaches and techniques	6

Recommended Books:

1. Fred, Luthans. (2009). Organizational behavior. McGraw –Hill international edition.

Reference Book:

1. Stephen Robbins, Judge Timothy, Sanghi Seema (2009). Organizational Behavior Pearson.

Course	Business Analytics	Course Code	GEN 09	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define and recall the fundamental concepts of business analytics, including data, information, and the DIKW model, and identify sources and types of business data.	Remembering
2	Explain the processes of data generation, interpretation, and visualization, and summarize the role of data science and analytics in diverse business functions.	Understanding
3	Apply descriptive statistical methods, probability concepts, and data modeling techniques to analyze business trends and support managerial decisions.	Applying
4	Analyze data sets to identify patterns, differentiate between inference and prediction, and interpret trends for actionable business insights.	Analyzing
5	Evaluate data-driven strategies using modern analytical tools and recommend appropriate data models for business decision-making and problem solving.	Evaluating
6	Design and develop digital business analytics solutions integrating AI, ML, and IoT technologies to enhance organizational performance and innovation.	Create

Course Content:

Unit	Description	Duration (Hr)
1	What is Business Analytics? Data – Information – Knowledge – Wisdom (DIKW model) Sources of Data, Aggregation of Data, Dealing with Missing Data, Extrapolating Data Applications of Business Analytics to Industries – Retail, BFSI, HealthCare Applications in Functions – Customer, People, Financial Risk	6
2	Data Science Processes Data Generation, Data Interpretation, Data Visualisation Composition of Data Science Teams Types of Business Analytics	4
3	Data Modelling Descriptive Statistics – Central Tendencies, Measure of Variability, Probability Exploratory Data Analysis, Inference Vs Prediction Analysing Trends, Aiding Decisions, Feedback and Corrective Action Steps in Data Modelling	10
4	Data Science Toolkit Types of Variables Database Management Systems – Data Warehousing and Data Mining Artificial Intelligence, Machine Learning, Deep Learning Future of Analytics – IoT, Mobility, Cloud Computing	4
5	Digital Business Analytics the Digital Firm Characteristics of eBusiness OLTP, Clickstream Web Analytics, Google Analytics	6

Recommended Books:

1. James Evans – Business Analytics (Pearson Education)
2. U. Dinesh Kumar – Business Analytics: The Science of Data-Driven Decision Making (Wiley India).

Reference Book:

1. Foster Provost & Tom Fawcett – Data Science for Business (O'Reilly Media)
2. Wes McKinney – Python for Data Analysis (O'Reilly Media).

Course	Basic of IT	Course Code	GEN 00	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define and recall the fundamental concepts of business analytics, including data, information, and the DIKW model, and identify sources and types of business data.	Remember
2	Explain the processes of data generation, interpretation, and visualization, and summarize the role of data science and analytics in diverse business functions.	Understand
3	Apply descriptive statistical methods, probability concepts, and data modeling techniques to analyze business trends and support managerial decisions.	Apply
4	Analyze data sets to identify patterns, differentiate between inference and prediction, and interpret trends for actionable business insights.	Analyse
5	Evaluate data-driven strategies using modern analytical tools and recommend appropriate data models for business decision-making and problem solving.	Evaluate
6	Design and develop digital business analytics solutions integrating AI, ML, and IoT technologies to enhance organizational performance and innovation.	Create

Course Content:

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

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

Recommended Books:

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

Reference Book:

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

Semester – II

Course	Financial Management	Course Code	GEN 10	Total Credits	4
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Course	Marketing Management-II	Course Code	GEN 11	Total Credits	2
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Course	Analysis of Financial Statements	Course Code	GEN 12	Total Credits	2
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define the structure and components of financial statements and identify their interrelationships in organizational reporting.	Remembering
2	Explain the methods of horizontal, vertical, and trend analysis and summarize their managerial relevance in performance evaluation.	Understanding
3	Apply financial ratio analysis techniques to demonstrate the financial health, efficiency, and profitability of business organizations.	Applying
4	Analyze and differentiate financial data to forecast future financial statements using assumptions, projections, and sensitivity analysis.	Analyzing
5	Evaluate the financial performance of firms using case-based analysis and recommend suitable strategic actions for stakeholders.	Evaluating
6	Create and design a comprehensive financial analysis report using Excel, integrating multiple analytical tools for strategic business insights.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Financial Statements Overview of Financial Statements and their purposes. Balance Sheet: Structure, Classification of Assets, Liabilities, and Equity; Understanding Notes to Accounts. Profit & Loss Statement: Revenue recognition, Expense classification, and Net Profit computation. Cash Flow Statement: Operating, Investing, and Financing Activities – Interpretation of cash movements.	7
2	Analysis of Financial Statements Horizontal Analysis: Year-to-year growth and comparative statement analysis. Vertical Analysis: Common-size financial statement preparation and interpretation. Trend Analysis: Identifying financial performance trends over multiple years. Use of percentage analysis and graphical representation for trend evaluation. Real-world applications for managerial decision-making.	6
3	Financial Ratio Analysis: Concept, Need, and Importance of Ratio Analysis. Liquidity Ratios: Current Ratio, Quick Ratio, Working Capital Ratio. Leverage Ratios: Debt-Equity Ratio, Interest Coverage Ratio. Profitability Ratios: Gross Profit Margin, Net Profit Margin, ROA, ROE. Efficiency Ratios: Inventory Turnover, Debtors Turnover, Asset Turnover.	7
4	Projecting Financial Statements Concept and importance of financial forecasting. Key assumptions for financial projections. Projecting Income Statement, Balance Sheet, and Cash Flow Statement using historical data.	5

5	Application and Interpretation of Financial Analysis Financial statement interpretation for various stakeholders (management, investors, creditors). Case analysis of financial performance – good vs. distressed firms. Early warning signals and financial health indicators. Integrating financial analysis in strategic decision-making. Ethical considerations in financial reporting and analysis.	5
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Recommended Books:

1. White, G. I., Sondhi, A. C., & Fried, D. – The Analysis and Use of Financial Statements, Wiley India

Course	Research Methodology	Course Code	GEN 13	Total Credits	4
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At the end of the course, Students will be able to

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

Course Content:

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

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

Recommended Books:

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

Reference Book:

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

Course	Entrepreneurship & New Ventures	Course Code	GEN 14	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Course	Business Law	Course Code	GEN 15	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Identify and define the fundamental concepts and classifications of contracts, sales, partnerships, and e-contracts under Indian Business Law.	Remembering
2	Explain the principles, procedures, and implications of company law, including incorporation, management, and winding-up processes.	Understanding
3	Apply provisions of security and consumer protection laws to practical business and financial situations for effective legal compliance.	Applying
4	Analyse various case scenarios to differentiate the rights, duties, and liabilities of stakeholders under business, company, and security legislations.	Analyzing
5	Evaluate the effectiveness of legal frameworks in addressing ethical, managerial, and financial disputes within corporate and financial sectors.	Evaluating
6	Develop legally compliant business policies and documentation (such as contracts, corporate resolutions, or intellectual property filings) integrating ethical and global perspectives.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Law of Contract: Meaning and introduction of law, Law of contract – definition, Classification of a contract (including quasi contracts), Offer or proposal, Acceptance (including exceptions), Consideration (including exceptions). Capacity to contract (including exceptions), Discharge of contracts, Remedies of breach of a contract, Contract of indemnity and guarantee (including exceptions and types). Contract of bailment and pledge (including duties and rights and termination of bailment and pledge), Principal and agent, Definition and essentials of sale, Classification of goods, Rights of an unpaid seller, Conditions and warranties (including types of warranties), Definition and process of partnership.	7
2	Company Law Definition of a company, Incorporation and its procedure, Types and procedures of conducting meetings (including AGM, SM AND EGM), Shares and its types,.	6
3	Security Legislations : Negotiable Instruments Act: Promissory notes, Bills and cheques, Crossing of cheques, Negotiation, Presentment of negotiable instrument, Banking: SARFESI Act (securitization and reconstruction of financial assets and enforcement of Security Interest Act, 2002), Purpose, Introduction and risk management in securitization, Debt recovery tribunals its objectives and its purposes, Prevention of Money Laundering Act (objectives and purposes), Consumer Protection Act, 1986	7

4	Intellectual Property Law Introduction, Trade Related Intellectual Property Rights (TRIPS), Definition of patents, Publication and examination of application, Register of patents and its procedure, Revocation of patents,	5
5	Definition of copy right, Copy rights and it ownership, Rights of broadcasting organizations and of performers, Infringement of copy right, Definition of a trade mark, Functions of a trade mark, Procedure and duration of a trade mark, Assignment and transmission of trade mark	5

Recommended Books:

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

Reference Book:

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

Course	Direct Taxation	Course Code	GEN 16	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Identify and define key concepts, provisions, and definitions of the Income Tax Act, 1961 including residential status and scope of total income.	Remembering
2	Explain various heads of income—Salaries, House Property, Capital Gains, and Other Sources—and their implications on individual taxation.	Understanding
3	Apply relevant sections of the Income Tax Act to compute taxable income under the head “Profits and Gains of Business or Profession” and perform set-off and carry-forward of losses.	Applying
4	Analyse deductions, exemptions, and tax computations to determine total taxable income and assess the tax liability for individuals.	Analyzing
5	Evaluate the efficiency and implications of various tax provisions including advance tax, TDS, and e-filing mechanisms in ensuring compliance.	Evaluating
6	Develop a comprehensive tax plan integrating both direct tax and GST concepts to achieve lawful tax optimization for individuals and businesses.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Introduction: Income Tax Act, 1961 – Definitions and concepts (Section 1 to 4), Scope of Total income and Residential Status (Sections 5 to 9) Income do not form part of Total Income and Tax liability (Sections 14, 14A, 288A & 288B).	6
2	Income under the Head “Salaries” - (Section 15 to 17) Income under the Head “Income from House Property” (Section 22 to 27). Income under the Head “Capital Gain” (Section 45 to 55A). Income under the Head “Income from other Sources” (Section 56 to 59).	6
3	Income under the head “Profit and Gains of Business or Profession” (Section 28 to 44D). Income of other Person Included in Assessee’s Total Income – (Section 60 to 65). Set off or carry forward and set off of losses (Section 70 to 80). Agriculture Income and its Tax Treatment (Section 2(1A) to 10(1)).	6
4	Deductions to be made in Computing Total Income (Section 80A to 80U) (Chapter VI) Assessment of Individual / Computation of Total Taxable Income and Income Tax. Advance Tax Payment (Section 207 to 211, 217 & 219). Deduction of Tax at Source (Sections 190 to 206AA). Return of Income (Sections 139 to 140A). E-filing of Income Tax Return	6
5	Overview of old Indirect Taxes	6

Recommended Books:

1. Mehrotra, H.C. & Goyal, S.P. – Income Tax Law and Accounts (Sahitya Bhawan Publications)
2. Datta, Akhileshwar – Indirect Taxes including GST (McGraw Hill Education).

Reference Book:

1. Singhanian, V.K. & Singhanian, Monica – Students' Guide to Income Tax (Taxmann Publications)
2. Ahuja, G.K. & Gupta, Ravi – Systematic Approach to Income Tax, Including GST (Bharat Law House).

Course	Human Resource Management	Course Code	GEN 17	Total Credits	4
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At the end of the course, Students will be able to

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

Course Content:

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

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

Recommended Books:

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

Reference Book:

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

Course	GCL	Course Code	GEN 18	Total Credits	4
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At the end of the course, Students will be able to

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

Course Content:

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

Course	Advanced Business Analytics	Course Code	GEN 19	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define and identify key concepts of Artificial Intelligence, Machine Learning, and Neural Networks used in business problem-solving.	Remember
2	Explain the various types of information systems and discuss their managerial applications for strategic decision-making.	Understand
3	Apply forecasting techniques, probability, and regression models to solve business and management-related problems	Apply
4	Analyze data patterns using clustering, classification, and association rule learning to derive actionable business insights.	Analyse
5	Evaluate the effectiveness of data-driven decisions and predictive models in managerial contexts using AI and ML tools.	Evaluate
6	Design and develop AI-enabled decision support solutions integrating big data technologies like Hadoop for smart business management.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Artificial Intelligence and Machine Learning concepts Designing an Autonomous Car 7 steps to Machine Learning Supervised, Unsupervised and Reinforcement Learning Deep Learning and Neural Networks	4
2	Types of Information Systems Management Information Systems Decision Support Systems Executive Information Systems Geographical Information Systems Expert Systems, Knowledge Management Systems	4
3	Probability and Distributions Correlation – using Excel Qualitative and Quantitative Forecasting Methods	4
4	Data Science Toolkit Clustering, K-Means, K-Nearest Neighbours Market Basket Analysis,	4
5	The Hadoop EcoSystem 5 Vs of Big Data Open source software framework, distributed computing environment	4

Recommended Books:

1. Stuart Russell & Peter Norvig – Artificial Intelligence: A Modern Approach (Pearson)
2. Han, Kamber & Pei – Data Mining: Concepts and Techniques (Morgan Kaufmann)

Course	Family Business Management	Course Code	GEN 28	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Explain the nature, characteristics, evolution, and significance of family businesses and distinguish them from non-family enterprises.	Remembering
2	Apply concepts of family governance, ownership structures, roles, and professionalization to address family-business challenges.	Understanding
3	Analyze succession, leadership transition, family dynamics, and conflict-management issues in family-owned enterprises.	Applying
4	Evaluate strategic, financial, innovation, and risk-management practices for sustaining and growing family businesses across generations.	Analyzing
5	Develop appropriate governance, professionalization, and digital-transformation approaches for improving the competitiveness of family enterprises.	Evaluating
6	Design an integrated family business growth and succession plan that balances family values, business objectives, stakeholder interests, and long-term sustainability.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Meaning, nature, characteristics and importance of family businesses; evolution and stages of family enterprises; family business versus non-family business; types and forms of family businesses; family-business systems; three-circle model of family business	4
2	Family governance and business governance; family constitution and family council; ownership structures and shareholder responsibilities; roles of family members and non-family executives; professionalization of family business; boards and advisory boards; corporate governance; transparency and accountability	4
3	Leadership in family enterprises; next-generation leadership development; succession planning and succession process; founder transition; identifying and developing successors; family dynamics and communication; sources of conflict in family businesses	4
4	Strategic management in family enterprises; competitive advantage and distinctive capabilities; entrepreneurial orientation; innovation and renewal; diversification and new business creation; professional managers and strategic decision-making; digital transformation and technology adoption	4

5	Intergenerational entrepreneurship; transgenerational innovation; succession implementation; family business performance and sustainability; women and next-generation members in family enterprises; managing change; strategic alliances and mergers; sale, exit and ownership transition; building a family business legacy	4
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Recommended Books:

1. Poza, E. J., & Daugherty, M. S. (2014). Family Business (4th ed.). Cengage Learning.
2. Leach, P. (2015). Family Businesses: The Essentials. Profile Books

Semester III

Course	Summer Internship	Course Code	GEN 20	Total Credits	6
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books: Textbooks

1. Marketing Research – Naresh K. Malhotra

Course	Strategic Management	Course Code	GEN 22	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Course	Business Environment	Course Code	GEN 23	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

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

Recommended Books:

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

Reference Book:

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

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Course	International Business	Course Code	GEN 24	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define and recall key concepts, objectives, scope, and modes of entry in international business along with associated risks.	Remembering
2	Explain and summarize the mechanisms of foreign direct investment, international funding options, and the role of multinational corporations in global markets.	Understanding
3	Apply and demonstrate understanding of globalization, international institutions, and regional trade agreements to analyze India's competitiveness in global business.	Applying
4	Analyze and differentiate various international trade theories, logistics, and supply chain practices and their relevance in enhancing international trade efficiency.	Analyzing
5	Evaluate and recommend effective HR strategies and ethical practices for managing challenges in global business environments.	Evaluating
6	Design and develop comprehensive strategies for sustainable international business operations integrating trade, investment, HR, and ethical considerations.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to International Business Objective, Scope, Importance and Current Trends Domestic Business v/s International Business Reasons For International Business – For Corporates and Country Modes of Entry and Operation PEST Factors and Impact on International Business	6
2	Artificial Intelligence & Machine Learning for Business Decisions AI/ML Investment Management in International Business Foreign Direct Investment Offshore Banking Foreign Exchange Dealings and numericals in business Resource Mobilization through portfolio/GDR/ADR Other options of funding in ventures and case disc Multinational Corporations Structure, system and operation Advantages and Disadvantages.	6
3	Globalization Concept and Practice Role of Global Organization and Global Managers Stages of building Global companies and competitiveness Global competitive advantages of India - Sectors and Industries	6
4	Trade Theories and relevance in International Business Absolute advantage & Comparative advantage Competitive advantages & Purchasing power points & PLC theory International Logistics and Supply Chain Concepts and Practice Components of logistics and impact on trade others.	6

5	International HR Strategies Unique Characteristics of Global HR HR – Challenges Ethical Issues Regulator, Aspects of HR Emerging Developments and Other Issues	6
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Recommended Books:

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black

Reference Book:

1. International Business – Roebuck and Simon
2. International Business – Charles Hill

Course	Consumer & Industrial Buyer Behaviour	Course Code	SE 01	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

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

Recommended Books:

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

Reference Book:

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

Course	Integrated Product & Brand Management	Course Code	SE 03	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

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

Recommended Books:

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

Reference Book:

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

Course	International Marketing	Course Code	SE 02	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define and recall fundamental concepts of international marketing, market analysis parameters, and global trade environments.	Remembering
2	Explain and discuss various international market entry strategies and segmentation approaches across global contexts.	Understanding
3	Apply concepts of product adaptation, branding, and marketing research to design strategies suited for diverse international markets.	Applying
4	Analyze the impact of cultural, economic, and legal factors on pricing, promotion, and distribution decisions in global markets.	Analyzing
5	Evaluate and recommend appropriate international marketing strategies by examining global competition, consumer behavior, and regulatory influences.	Evaluating
6	Create and develop a comprehensive global marketing plan integrating product, price, promotion, and place strategies for a chosen international market.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Competing in international markets: advantages of going global; Market Analysis: infrastructure, use of proxies like electricity/steel production to estimate markets where data is lacking/unreliable. Internet/mobile penetration etc, Market Entry Strategies: types of entry, determinants of entry	6
2	Segmentation of markets: Identifying segments in countries/regions to target with a marketing program, positioning (common/country specific), consistency of product messages across countries, universal themes to connect consumers globally, International Market Research	6
3	Product adaptation: Keegan's matrix, balance between customization and standardization of products, impact of culture, economy, and country innovativeness on diffusion of innovation, legal issues in packaging including the impact of WTO Sanitary	6
4	Pricing: importance of gray channels, pricing corridor, transfer pricing and dumping in international markets. Promotions: legal and cultural issues in promotions across borders; difficulties in translating into foreign languages and blunders thereof	6
5	Channel management: complexity in different methods of product distribution, addressing issues, Omni channels, and cultural issues determining channel choices, conflicts and resolution. Letter of credit – implications and cautions, DA/DP, FOB,C&F, CIF, FAS etc.	6

Recommended Books:

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

Reference Book:

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

Course	Services Marketing	Course Code	SE 04	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define and recall the fundamental concepts, characteristics, and models of services marketing.	Remembering
2	Explain and discuss consumer behavior, segmentation, and positioning strategies relevant to service markets.	Understanding
3	Apply the 7Ps of the services marketing mix and SERVQUAL model to design effective service strategies.	Applying
4	Analyze demand management, customer relationships, and service delivery systems for improved service quality.	Analyzing
5	Evaluate and recommend technological and CRM-based interventions for enhanced service performance and customer retention.	Evaluating
6	Create and develop a comprehensive service marketing plan integrating people, processes, and technology to improve customer experience.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction & Definition of Services Marketing; Nature of services; Theodor Levitt's Total Product Concept (TPC) Macro / External environments; Environment scanning; Customer involvement. Service encounters. Service theatre framework; Service model – Services Triangle Marketing model	6
2	Consumer Behaviour in Services – Brief introduction, concept, and significance of CB in Services Marketing; 7 'O' framework of consumer analysis; industrial buying decision making process-DMU/DMP Attitudes	6
3	Services Marketing Mix decisions-7Ps and managing them Servqual concept; SERVQUAL model; How to measure? Creating value by positioning and creating service product. Service positioning- the strategic levers of yield management Classification & Characteristics of service industry.	6
4	Managing Demand, capacity & service assets Managing relationships by targeting customers and building loyalty:- Complaint handling and service recovery Service delivery system and Service processes Managing Customer Relationships-CRM.	6

5	Technology on services marketing New developments in service marketing – Peer to Peer sharing (Airbnb, Uber, Ola, Trivago, etc.) .	6
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Recommended Books:

1. Services Marketing International Edition –Zeithamal V., M. J. Bitner and D. Gremeler
2. Services Marketing – Text and Cases – Rajendra Nargundkar, 2nd Edition by McGraw-Hill Companies

Reference Book:

1. Services Marketing by Lovelock, Wirtz & Chatterjee 7 edition
2. Services Marketing, Indian Edition By Valarie A Zeithmal, Dwayne D Gremler, Mary Jo Bitner, Ajay Pandit

Course	Business to Business Marketing	Course Code	SE 05	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define and recall the concepts, scope, and characteristics of industrial marketing and differentiate it from consumer marketing.	Remembering
2	Explain and discuss the industrial marketing environment, types of customers, and buying situations influencing business decisions.	Understanding
3	Apply segmentation approaches and demand assessment techniques to identify and evaluate B2B market opportunities.	Applying
4	Analyze market selection strategies, value chain positioning, and innovation practices in industrial product management.	Analyzing
5	Evaluate industrial buying models, relationship management, and key account strategies to recommend optimal B2B practices.	Evaluating
6	Create and design an integrated industrial marketing plan leveraging digital tools, networks, and performance metrics.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Industrial Marketing, Differences between Industrial & Consumer Marketing, Types of B2B products – Heavy and Light equipment, systems, raw and processed materials, consumable supplies, components and industrial services.	6
2	Industrial Marketing Environment, Types of Customers, Types of buying situations, Key challenges – Managing commoditization of products, hybrid channels, CSR issues	6
3	Assessing Market Opportunities: Segmenting the business market and assessing demand Segmentation of B2B – Product/Applications matrix, Differences in customer strategy, Types of segmentation: Needs approach, Identifiable/Accessible approach, Shapiro-Bonoma Nested Hierarchy approach - Demographics, Operation variables, purchasing approaches, situational factors, buyer's personal characteristics.	6
4	Market selection: Horizontal vs. vertical choice in the value chain; Product form, consequences of resource commitment by the firm across the value chain. Formulating business marketing strategy:- Business Marketing planning; Business marketing strategies for Global Markets; Managing Products; Managing Innovation and NPD. Specialty vs. commodity markets: Types of specialties – convenience specialty, availability specialty, functional specialty, relationship specialty.	6

5	Specialty vs. commodity markets: Types of commodities – Pure commodities, rice/performance Commodities Dynamics of commodity market and commoditization process. B2B Product Decisions – Service augmentation, Product-Service bundling, Product/ Process innovation, Service innovation. Types of customer benefits in B2B markets	6
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Recommended Books:

1. Stuart Russell & Peter Norvig – Artificial Intelligence: A Modern Approach (Pearson)
2. Han, Kamber & Pei – Data Mining: Concepts and Techniques (Morgan Kaufmann)

Reference Book:

1. Aurélien Géron – Hands-On Machine Learning with Scikit-Learn, Keras & TensorFlow (O'Reilly)

Course	Marketing Research	Course Code	SE 08	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

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

Recommended Books:

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

Reference Books:

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

Course	Retail Marketing	Course Code	SE 06	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

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

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

Reference Book:

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

Course	Integrated Marketing Communication	Course Code	SE 07	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define and identify key concepts of communication process, advertising objectives, and agency functions in IMC.	Remembering
2	Explain and discuss persuasion techniques, creative copy decisions, and advertising research for effective message design.	Understanding
3	Apply media planning, budgeting, and campaign management tools for integrated communication execution.	Applying
4	Analyze various promotional mix elements such as PR, personal selling, and social media to differentiate IMC strategies.	Analyzing
5	Evaluate the effectiveness of e-commerce and digital marketing strategies including SEO, SEM, and email marketing.	Evaluating
6	Create and design a comprehensive IMC campaign incorporating mobile marketing, emerging technologies, and web analytics.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Communication Process – Communication models for urban and rural Advertising – Organizational structure of advertising agency and its function. Advertising objectives with specific reference to DAGMAR, Brand objectives	6
2	Persuasion and attitudinal change through appropriate copy development Creative decisions, Copy decision – Creation and production of the Copy Advertising Research Advertising budget	6
3	Media planning Media research Event management, Role of advertising manager in firms, advertising briefs, Agency coordination activities, managing advertising campaigns	6
4	Promotions Personal selling & Direct marketing PR and media management Evaluating IMC Programs. Understanding Social Media Marketing Social Networking (Facebook, LinkedIn, Twitter, etc.) Social Media (Blogging, Video Sharing - Youtube, Photosharing – Instagram, Podcasts	6
5	E-Commerce – Overview Understanding Internet Marketing Search Engine Optimisation & Search Engine Marketing Email Marketing Digital Display Marketing Understanding Mobile Marketing Mobile Application Ecosystem & SMS Marketing Emerging Technologies – NFC Web Analytics: Google, Bing, Yahoo Copy Writing – New Age Media & Planning IMC Campaigns	6

Recommended Books:

1. Marketing Management Philip Kotler

Course	Corporate Law	Course Code	SE 01	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome Description	Bloom's Level
1	Outline the key provisions, objectives, scope, and regulatory frameworks under the Companies Act 2013, SEBI Regulations, IBC 2016, Competition Act 2002, and FEMA.	Remember
2	Explain corporate compliance requirements, governance mechanisms, regulatory obligations, and the roles of governing bodies such as SEBI, CCI, NCLT, NCLAT, and RBI.	Understand
3	Apply relevant legal and regulatory provisions to corporate scenarios involving company formation, securities issuance, insolvency processes, competition matters, and banking compliance.	Apply
4	Analyse corporate cases by differentiating between compliant and non-compliant practices across areas such as insider trading, anti-competitive conduct, insolvency resolution, and foreign exchange violations.	Analyse
5	Evaluate the effectiveness of regulatory decisions, penalties, and compliance strategies adopted by companies and financial institutions under major corporate and financial laws.	Evaluate
6	Design comprehensive compliance frameworks, corporate governance plans, and legally compliant business strategies considering multidisciplinary regulatory requirements.	Create

Course Content

Unit	Description	Duration (Hr)
1	Introduction, Objectives, and Scope of the Companies Act, 2013 Formation of Companies: Types, Procedure, Memorandum & Articles of Association Board Meetings: Powers, Duties, Responsibilities, and Corporate Governance Issue of Shares and Securities: Public Offers, Private Placements, Rights & Bonus Issues Winding Up of Companies: Voluntary and Compulsory E-Governance in Corporate Compliance	6
2	Overview of Securities and Exchange Board of India (SEBI) SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2009 (ICDR) SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (LODR) Compliance Requirements and Penalties Insider Trading and Investor Protection Measures	6
3	Overview, Objectives, and Scope of IBC, 2016 Key Features: Insolvency Resolution, Liquidation, and Bankruptcy Process Corporate Insolvency Resolution Process (CIRP) Role of Insolvency Professionals, Adjudicating Authorities, and Committees Framework for Financial Creditors, Operational Creditors, and Stakeholders	6
4	Introduction, Objectives, and Scope of the Competition Act, 2002 Anti-Competitive Agreements: Cartels, Abuse of Dominant Position	6

	Combinations (Mergers & Acquisitions) and Regulatory Approvals Role of Competition Commission of India (CCI) Penalties and Enforcement Mechanisms Analyze a merger or acquisition case and discuss competition compliance Discussion on real-life cases of anti-competitive practices	
5	Overview of RBI Master Circulars and Banking Regulations Foreign Exchange Management Act, 1999 (FEMA): Objectives and Key Provisions Compliance Requirements for Banks and Financial Institutions Regulatory Framework for Lending, Deposits, and Capital Adequacy Risk Management and Legal Compliance in Banking Evaluate compliance of a bank with FEMA and RBI circulars Case study on foreign exchange violation and regulatory action	6

Recommended Books:

1. S.C. Tripathi – Competition Law and Practice (Central Law Publications)
2. V.S. Datey – Business & Corporate Laws (Taxmann Publications)

Reference Book:

1. Avtar Singh – Company Law (Eastern Book Company)
2. Taxmann's Guide to Company Law & SEBI Regulations – (Taxmann Publications)

Course	Security Analysis & Portfolio Management	Course Code	SE 03	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

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

Recommended Books

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

Reference Books

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

Course	Financial Risk Management	Course Code	SE 04	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Course	Corporate Valuation	Course Code	SE 05	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

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

Recommended Books:

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

Reference Book:

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

Course	Mergers, Acquisitions & Corporate Restructuring	Course Code	SE 02	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Define key concepts of Mergers & Acquisitions, corporate restructuring, and related regulatory frameworks under the Companies Act and SEBI regulations.	Remember
2	Explain the motives, strategic rationale, and implications of mergers, acquisitions, synergies, restructuring, and takeover defenses for companies and stakeholders.	Understand
3	Apply statutory provisions, compliance requirements, and regulatory guidelines to basic M&A scenarios, including merger financing and takeover processes.	Apply
4	Analyse various corporate restructuring strategies (divestitures, spinoffs, LBOs, operational/financial restructuring) and differentiate between successful and failed M&A cases.	Analyse
5	Evaluate real-world mergers, acquisitions, and cross-border M&A by assessing synergy potential, risks, success factors, and regulatory issues; recommend suitable decisions.	Evaluate
6	Develop a structured merger/restructuring plan for a company by integrating strategic, regulatory, financial, and governance considerations.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Definition and Concept of Mergers & Acquisitions (M&A) Various forms of restructuring: Amalgamation, Slump Sales, Takeovers, Spin-offs, Buybacks Implications of M&A for companies, stakeholders, and shareholders Strategic reasons for mergers & acquisitions Merger financing methods: Cash, Stock, and Hybrid Considerations Role of merger professionals: Investment bankers, legal advisors, consultants	4
2	Statutory regulations under the Companies Act, 2013 SEBI regulations for mergers, acquisitions, and takeovers Listing agreements and compliance requirements Role of allied regulatory bodies Tax implications of M&A transactions	8
3	Growth and synergy motives for M&A Types of synergies: Operating synergy, financial synergy, Strategic synergy Diversification strategies and other motives for M&A Anti-takeover measures and defenses Takeover tactics: Friendly vs. Hostile Leveraged Buyouts (LBOs) – Concept, Process, and Applications	6

4	Divestiture, Spinoff, and Equity Carve-outs Voluntary liquidation or bust-up strategies Corporate restructuring in bankruptcy Operational and financial restructuring techniques Strategic considerations in restructuring Case study on a company undergoing spinoff or divestiture	6
5	Analysis of real-life Mergers, De-mergers, and Acquisitions Cross-border M&A cases Success and failure factors in corporate restructuring Lessons learned from landmark cases Application of theoretical knowledge to practical situations Comparative study of successful vs. failed mergers.	6

Recommended Books:

1. Mergers, Acquisitions, And Corporate Restructurings by PATRICK A. GAUGHAN (Wiley Publication)
2. Gaughan, P. A. (2017). Mergers, Acquisitions, and Corporate Restructurings (7th Edition). Wiley

Reference Book:

1. Mallik, K. (2012). Mergers and Acquisitions (Text & Cases). Cengage Learning.
2. Ramaiya, A. (2021). Guide to the Companies Act (Latest Edition). LexisNexis/Taxmann

Course	Banking & Insurance	Course Code	SE 07	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Outline the role, structure, and development of the Indian banking and insurance sectors.	Remembering
2	Explain banking operations such as balance sheet analysis, lending practices, project appraisal, risk management, and insurance products.	Understanding
3	Apply banking and insurance regulatory guidelines (RBI, Basel norms, IRDAI reforms) to real-world financial scenarios.	Applying
4	Analyze financial statements, asset-liability mismatches, project financing needs, and sectoral issues like NPAs and ARC functioning.	Analyzing
5	Evaluate the impact of regulatory reforms, monetary policy, and insurance sector developments on financial institutions and economic stability.	Evaluating
6	Develop integrated banking and insurance solutions—such as lending plans, ALM strategies, and insurance-product recommendations—based on industry needs.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Introduction to Banking Role of banks in an economy, Structure, growth and development of banking in India	6
2	Study of bank balance sheet and profit and loss account, Loans & Advances Project Finance, Project Appraisal, Working Capital Finance Treasury and funds management in banks, Risk management in Banks, Assets liability management in banks	6
3	Regulatory role of RBI and its monetary policy. Overview of the RBI Guidelines, Cooperative banks, RRB's and rural banking in India	6
4	Special issues in Indian banking sector Narasimham committee report Basel II & Basel III Assets Reconstruction Companies Securitization Act	6
5	Introduction to Insurance Growth and Development of Insurance in India Range of products and services of insurance Fund management in insurance sector. Opening up of sector in India and challenges Regulation and reforms in Indian insurance sector	6

Recommended Books: Textbooks

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

Course	Financial Markets, Products & Institutions	Course Code	SE 06	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Define key concepts of financial markets, institutions, and instruments including primary/secondary markets, derivatives, and fixed-income terminology.	Remember
2	Explain the functioning of financial institutions, security market operations, and yield/term structure concepts in fixed-income markets.	Understand
3	Apply time value of money, YTM estimation, and bond pricing techniques using market data for different fixed-income securities.	Apply
4	Analyse various financial instruments, yield curves, and risk-return profiles using methods such as bootstrapping and interpolation	Analyse
5	Evaluate fixed-income instruments and risk measures like duration, modified duration, convexity, and PVBP to recommend informed investment decisions.	Evaluate
6	Develop pricing models and yield curve frameworks integrating digital/analytical tools for real-world fixed-income valuation.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Financial Markets Primary and Secondary Market OTC and Exchange markets Financial Securities Market Operations Financial market activities - Speculation, Hedging and Arbitrage Overview of Commodities Market	4
2	Financial Institutions Stock and Other Exchanges Clearing House Mechanisms and Clearing Corporations Commercial Banks and Investment Banks Broking Houses PMS, Hedge Funds Mutual Funds and Insurance Firms Other types of Financial Institutions	8
3	Financial Instruments Equity Debt Derivatives - Forwards, Futures and Options Equity and Equity Index derivatives Fixed-Income and Interest Rate Derivatives Currency Derivatives Commodity Derivatives Swaps and Swap options Mortgages and MBS	6
4	Bond Pricing Using Yield-to-Maturity (YTM) Estimation of YTM from market data Spot Rates / Zero Coupon Yield (ZCY) Bond Pricing using ZCYC curve Bootstrapping ZCYC from YTM Curve Forward Rates Yield Curve construction using methods like: bootstrapping, linear interpolation, polynomial interpolations. Pricing Floaters and Inverse Floaters.	6
5	Fixed Income Risk Measures Bond Duration, Modified Duration Bond Convexity Price Value of Basis Point (PVBP)	6

Recommended Books:

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

Reference Book:

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

Course	Cost & Management Accounting	Course Code	SE 08	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define key concepts of cost and management accounting, cost terms, cost behavior, and costing systems.	Remembering
2	Explain the purpose, relevance, and application of various costing methods, CVP analysis, and budgeting principles.	Understanding
3	Apply cost allocation techniques, CVP models, and job/process costing methods to solve managerial accounting problems.	Applying
4	Analyze cost structures, variances, and activity-based costing data to identify inefficiencies and cost drivers.	Analyzing
5	Evaluate alternative cost information, pricing decisions, and performance measures for managerial decision-making.	Evaluating
6	Develop comprehensive cost reports, flexible budgets, and decision-support models for managerial planning and control.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Overview of Cost & Management Accounting Financial Accounting, Management Accounting, and Cost Accounting; Value Chain and Supply Chain Analysis and Key Success Factors; Key Management Accounting Guidelines	6
2	Cost Terms and Purposes Costs and Cost Terminology, Direct Costs and Indirect Costs, Challenges in Cost Allocation, Factors Affecting Direct/Indirect Cost, Cost-Behavior Patterns: Variable Costs and Fixed Costs, Cost Drivers, Relevant Range, Total Costs, Unit Costs, Inventoriable Cost and Period Costs, Prime Costs and Conversion Costs	6
3	Cost-Volume-Profit Analysis Contribution Margins, Breakeven Point, Target Operating Income, Target Net Income and Income Taxes, Sensitivity Analysis and Margin of Safety	6
4	Job Costing Job-Costing and Process-Costing Systems, Normal Costing, Actual Costing Activity Based Costing Undercosting and Overcosting, Refining a Costing System, Activity-Based Costing Systems	6
5	Flexible Budget and Direct Cost Variances Static Budgets and Variances, Flexible Budget Variances and Sales-Volume Variances, Price Variances and Efficiency Variances for Direct-Cost Inputs, Standard Costing, Flexible Budgets, Overhead Cost Variances Variable and Fixed Cost Variances	6

Recommended Books:

1. Cost Accounting – A Managerial Emphasis 15e by Charles T Hongren, Datar and Rajan (Pearson Publication)
2. Jawahar Lal – Cost Accounting, McGraw Hill Education.

Reference Book:

1. Hansen, D.R. & Mowen, M.M. – Cost Management: Accounting and Control, Cengage Learning.
2. Maheshwari, S.N. & Mittal, S.N. – Cost Accounting: Theory and Problems, Sultan Chand & Sons

Course	HR Policy Design and Implementation	Course Code	SE 01	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

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

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

Reference Book:

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

Course	Industrial Relations & Labour Law	Course Code	SE 02	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Course	Performance Appraisal and Management Systems	Course Code	SE 03	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Course	Training and Development	Course Code	SE 04	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

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

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

Reference Book:

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

Course	Compensation & Benefits	Course Code	SE 05	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

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

Recommended Books:

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

Reference Book:

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

Course	Strategic Human Resource Management	Course Code	SE 06	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

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

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

Reference Book:

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

Course	Organizational Development Design & Intervention	Course Code	SE 07	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define key concepts, values, assumptions, and foundational theories related to organizations and organizational development.	Remembering
2	Explain various organizational structures, design alternatives, and value-chain models used for effective organizational functioning.	Understanding
3	Apply OD foundations such as action research, survey feedback, and team-based approaches to diagnose organizational issues.	Applying
4	Analyze organizational change processes using models like the OD process model, Six-Box Model, and systems theory to identify improvement areas.	Analyzing
5	Evaluate the relevance and effectiveness of OD interventions at individual, team, intergroup, and structural levels.	Evaluating
6	Design an OD intervention plan integrating organizational culture, learning processes, innovation, and change strategies.	Creating

Course Content:

Unit	Description	Duration (Hrs)
1	Introduction: Definition, Values and Assumptions, Importance, Evolution(Kurt Lewin, Robert Tanenbaum, McGregor, Herbert Shepard, Robert Blake) Organizations and Organizational Theory: Definition, Prospective Dimensions, Strategy, Organizational Purpose, Prospective Dimensions, Strategy, Organization design & effectiveness, Organization size & life cycle	6
2	Fundamental of Organization Structure - Organization structure, Information processing perspective in organization structure, Organization design alternatives, Functional, divisional, and geographical designs, Matrix structure, Horizontal structure, Modular structure, Hybrid structure, Porter's Value chain model, Business Process Models	5
3	Foundations Of OD: Action Research, Survey Feedback, Systems Theory, Teams and Teamwork, Participation and Empowerment, Applied Behavioral Science, Parallel Learning Structure	5
4	Process Of OD –Model Of Change, Six Box Model., Organizational Culture & Ethics: Innovation & change, Decision making processes & organizational learning	7
5	OD Intervention: Meaning, Importance, Individual and Interpersonal Interventions, Team / Group Interventions, Intergroup Interventions, Techno structural Interventions, Strategic Change: Role Analysis, Interdependency, Appreciation and Concern Inter group: Walton, Principled Negotiation Structural: Sts, Work Redesign, Self-Managed Teams. Individual: T-Group, Behaviour Modeling	7

Recommended Books:

1. Organizational Development By S Ramnarayan, T V Rao.
2. Organizational Development And Change By Cummings And Worley (7th Edition)

Reference Book:

1. Organizational Development By French And Bell (6th Edition)

Course	Employee Engagement	Course Code	SE 08	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

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

1. Kahn, W. A. – Psychological Conditions of Personal Engagement
2. Saks, A. M. – Antecedents and Consequences of Employee Engagement)

Reference Book:

1. Gallup – State of the Global Workplace Reports
2. Armstrong, M. – Armstrong's Handbook of Human Resource Management Practice
3. CIPD Reports on Employee Engagement

Course	Project Management	Course Code	SE 01	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Course	Enterprise wide Resource Planning	Course Code	SE 03	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Text Books:

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

Course	Quality Management	Course Code	SE 05	Total Credits	3
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At the end of the course, Students will be able to

CO No.	Course Outcomes	Knowledge Level
1	Define the evolution, fundamental concepts, and key contributors of quality management.	Understanding
2	Explain the attributes, dimensions, and cost components of quality and benchmarking processes.	Remembering
3	Apply product quality improvement techniques including Taguchi methods, QFD, FMEA, and cause-and-effect tools to solve practical quality problems.	Applying
4	Analyze quality control and management tools to differentiate their applications in production and service sectors.	Analyzing
5	Evaluate advanced quality systems such as Six Sigma, ISO standards, and quality awards for their impact on organizational excellence.	Evaluating
6	Design an integrated quality management plan aligned with organizational strategy and continuous improvement principles.	Creating

Course Content:

Unit	Description	Duration (Hr)
1	Evolution and Fundamentals of Quality Management Evolution of quality management: Historical perspectives and key contributors (Deming, Juran, Crosby, Ishikawa, Taguchi). Paradigms of quality management: Inspection, Quality Control, Quality Assurance, and Total Quality Management (TQM). Building a quality culture: Leadership, employee involvement, organizational commitment. Strategic quality planning and integration with business strategy	6
2	Benchmarking and Attributes of Quality Concept and process of benchmarking for quality improvement. Attributes and dimensions of quality in products and services. Cost of quality: Prevention, appraisal, and failure costs. Quality matrices and their applications in measuring performance	6
3	Distribution Management and Network Design Transportation Modes and Cost Analysis Hub-and-Spoke vs Direct Shipping Models Distribution Network Planning Last-Mile Delivery Challenges Incoterms and Global Trade Considerations	6
4	Product Quality Improvement Techniques Product quality improvement methodologies. Taguchi techniques: Robust design, loss function, orthogonal arrays. Quality Function Deployment (QFD): Voice of customer and House of Quality. Failure Mode Effect Analysis (FMEA): Concepts, process, and risk priority number. Fault tree analysis and Ishikawa (cause-and-effect) diagrams	6
5	Advanced Quality Systems and Recognition Six Sigma: Principles, DMAIC methodology, and case applications. Quality system implementation: ISO 9000, ISO 14000, ISO 45000. National and International Quality Awards: Deming Prize, Malcolm Baldrige Award, Rajiv Gandhi National Quality Award. Future trends in quality management and excellence models	6

Recommended Books:

1. Juran, J. M., & Godfrey, A. B. (1999). Juran's Quality Handbook. McGraw-Hill.
2. Evans, J. R., & Lindsay, W. M. (2017). Managing for Quality and Performance Excellence. Cengage Learning

Reference Book:

1. Dale, B. G., van der Wiele, T., & van Iwaarden, J. (2014). Managing Quality. Wiley.
2. Pyzdek, T., & Keller, P. (2014). The Six Sigma Handbook. McGraw-Hill Education

Course	Service Operations Management	Course Code	SE 06	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Course	Operations Research	Course Code	SE 07	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Course	World Class Manufacturing	Course Code	SE 02	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

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

Recommended Books:

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

Reference Book:

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

Course	Operation Excellence	Course Code	SE 04	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Course	Supply Chain Management	Course Code	SE 08	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

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

Recommended Books:

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

Reference Book:

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

Specialization Electives

Marketing

Course	Rural Marketing	Course Code	SE 09	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Course	Ethical Marketing	Course Code	SE 10	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Finance

Course	Project Finance and Trade Finance	Course Code	SE 09	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

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Maharashtra. Pin - 410405. Ph: +91 720895087 | www.ifeel.edu.in

Reference Book:

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

Course	Strategic Cost Management	Course Code	SE 10	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Human Resource Management

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

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

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

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Operations

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

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

Course Content:

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

Recommended Books:

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

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

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

Course Content:

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

Recommended Books:

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

Reference Book:

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

Semester IV

Course	Capstone Project	Course Code	GEN 25	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

1. Marketing Research – Naresh K. Malhotra

Reference Book:

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

Course	Managerial Analysis for Decision Making – MADM	Course Code	GEN 26	Total Credits	3
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At the end of the course, Students will be able to

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

Course Content:

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

Recommended Books:

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

Reference Book:

1. Decision Making and Problem Solving Strategies – John Adair

Course	Management Information Systems	Course Code	GEN 27	Total Credits	3
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At the end of the course, Students will be able to

CO No	Course Outcome	Knowledge Level
1	Define the fundamental concepts, objectives, and functions of Management Information Systems and their role in organizational decision-making.	Remember
2	Explain various models of decision-making and the role of information, databases, and data warehouses in managerial processes	Understand
3	Apply systems development life cycle (SDLC), prototyping, and object-oriented methodologies to design and manage business information systems.	Apply
4	Analyse the structure and functioning of Decision Support Systems, Expert Systems, and AI-based applications in enhancing managerial decision-making.	Analyse
5	Evaluate the ethical, social, and security issues in information management and recommend appropriate control measures for effective governance.	Evaluate
6	Develop an integrated MIS framework leveraging emerging technologies to support strategic, tactical, and operational decision-making in global organizations.	Create

Course Content:

Unit	Description	Duration (Hr)
1	Management Information Systems - Need, Purpose and Objectives – Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change. Organizations in the Information Age: The Role of Information Technology Building and Managing the Information Age Organization the Virtual Organization.	6
2	Information, Management and Decision Making - Models of Decision Making - Classical, Administrative and Herbert Simon's Models - Attributes of information and its relevance to Decision Making - Types of information Data Base Management Systems - Data Warehousing and Data Mining	6
3	Systems Analysis and Design - Systems Development Life Cycle – Alternative System Building Approaches - Prototyping - Rapid Development Tools – CASE Tools – Object Oriented Systems	6
4	Decision Support Systems - Group Decision Support Systems – Executive Information Systems - Executive Support Systems - Expert Systems and Knowledge Based Expert Systems - Artificial Intelligence Management Issues in MIS - Information Security and Control – Quality Assurance - Ethical and Social Dimensions	6

5	Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems MIS – Today & in Future Management Support Technologies Outsourcing the IT Function Managing Technology-Driven Change	6
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Recommended Books:

1. Management Information Systems, Jawadekar, Tata McGraw Hill
2. Management Information Systems, Davis and Olson, Tata McGraw Hill

Reference Book:

1. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
2. Management Information Systems: Managing the Digital Firm Paperback - Kenneth C. Laudon
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