



Presidency School of Management

Master of Business Administration

MBA (Marketing and Finance)

Program Regulations and Curriculum

2025-2027

**Based on Choice Based Credit System (CBCS) and
Outcome Based Education (OBE)**

Regulations No.: PU/AC-26.22/PSOM18/MMF/2025-27

***Resolution No 26.22 of the 26th Meeting of the Academic Council
held on 25th July 2025, and ratified by the Board of Management in
its 27th Meeting held on 28th July, 2025.***

July-2025

Table of Contents

Clause No.	Contents	Page Number
PART A – PROGRAM REGULATIONS		
1.	Vision & Mission of the University and the School / Department	4
2.	Preamble to the Program Regulations and Curriculum	5 - 6
3.	Short Title and Applicability	6
4.	Definitions	6 - 7
5.	Program Description	7 – 8
6.	Minimum and Maximum Duration	8 - 9
7.	Program Educational Objectives (PEO)	9
8.	Program Outcomes (PO) and Program Specific Outcomes (PSO)	9 - 10
9.	Admission Criteria (as per the concerned Statutory Body)	10 - 11
10.	Transfer Students requirements	11
11.	Change of Program	12
12.	Specific Regulations regarding Assessment and Evaluation	12 - 15
13.	Additional clarifications - Rules and Guidelines for Transfer of Credits from MOOC, etc.	15 - 17
PART B: PROGRAM STRUCTURE		
14.	Structure / Component with Credit Requirements Course Baskets & Minimum Basket wise Credit Requirements	18
15.	Minimum Total Credit Requirements of Award of Degree	18
16.	Other Specific Requirements for Award of Degree, if any, as prescribed by the Statutory Bodies	18 - 19
PART C: CURRICULUM STRUCTURE		
17.	Curriculum Structure – Basket Wise Course List	20 - 22
18.	Practical / Skill based Courses – Internships / Thesis / Dissertation / Capstone Project Work / Portfolio / Mini project	22 - 23
19.	List of Elective Courses under various Specializations / Stream Basket	23 - 24
20.	List of Open Electives to be offered by the School / Department (Separately for ODD and EVEN Semesters).	-
21.	List of MOOC (NPTEL) Courses	-

22.	Recommended Semester Wise Course Structure / Flow including the Program / Discipline Elective Paths / Options	24 - 26
23.	Course Catalogue of all Courses Listed including the Courses Offered by other School / Department and Discipline / Program Electives	27 - 129

PART A – PROGRAM REGULATIONS AND CURRICULUM

1. Vision & Mission of the University and the School / Department:

1.1 Vision of the University:

To be a Value-driven Global University, excelling beyond peers and creating professionals of integrity and character, having concern and care for society.

1.2 Mission of the University:

- Commit to be an innovative and inclusive institution by seeking excellence in teaching, research and knowledge-transfer.
- Pursue Research and Development and its dissemination to the community, at large.
- Create, sustain and apply learning in an interdisciplinary environment with consideration for ethical, ecological and economic aspects of nation building.
- Provide knowledge-based technological support and services to the industry in its growth and development.
- To impart globally-applicable skill-sets to students through flexible course offerings and support industry's requirement and inculcate a spirit of new-venture creation.

1.3 Vision of the School:

To inspire and develop responsible leaders who generate meaningful and lasting impact on businesses, communities, and society

1.4 Mission of the School:

Our mission is to provide students with the knowledge, skills, and ethical foundation needed to lead with integrity and drive sustainable change in business and society

2. Preamble to the Program Regulations and Curriculum

This is the subset of Academic Regulations and it is to be followed as a requirement for the award of Master of Business Administration (MBA-Marketing and Finance) Degree.

The Curriculum is designed to take into the factors listed in the Choice Based Credit System (CBCS) with focus on Social Project Based Learning, Industrial Training, and Internship to enable the students to become eligible and fully equipped for employment in industries, choose higher studies or entrepreneurship.

In exercise of the powers conferred by and in discharge of duties assigned under the relevant provision(s) of the Act, Statutes and Academic Regulations of the University, the Academic Council hereby makes the following Regulations.

3. Short Title and Commencement:

- a. These Regulations shall be called the Master of Business Administration (MBA-Marketing and Finance) Program Regulations and Curriculum 2025-2027.
- b. These Regulations are subject to, and pursuant to the Academic Regulations.
- c. These Regulations shall be applicable to the ongoing Master of Business Administration (MBA-Marketing and Finance) Programs of the 2025-2027 batch, and to all other Master of Business Administration (MBA) Programs which may be introduced in future.
- d. These Regulations shall supersede all the earlier Master of Business Administration (MBA-Marketing and Finance) Program Regulations and Curriculum, along with all the amendments thereto.
- e. These Regulations shall come into force from the Academic Year 2025-2026.

4. Definitions

In these Regulations, unless the context otherwise requires:

- a. *“Academic Calendar” means the schedule of academic and miscellaneous events as approved by the Vice Chancellor;*
- b. *“Academic Council” means the Academic Council of the University;*
- c. *“Academic Regulations” means the Academic Regulations, of the University;*
- d. *“Academic Term” means a Semester or Summer Term;*
- e. *“Act” means the Presidency University Act, 2013;*
- f. *“AICTE” means All India Council for Technical Education;*
- g. *“Basket” means a group of courses bundled together based on the nature/type of the course;*
- h. *“BOE” means the Board of Examinations of the University;*
- i. *“BOG” means the Board of Governors of the University;*
- j. *“BOM” means the Board of Management of the University;*
- k. *“BOS” means the Board of Studies of a particular Department/Program of Study of the University;*
- l. *“CGPA” means Cumulative Grade Point Average as defined in the Academic Regulations;*
- m. *“Clause” means the duly numbered Clause, with Sub-Clauses included, if any, of these Regulations;*

- n. “COE” means the Controller of Examinations of the University;
- o. “Course In Charge” means the teacher/faculty member responsible for developing and organizing the delivery of the Course;
- p. “Course Instructor” means the teacher/faculty member responsible for teaching and evaluation of a Course;
- q. “Course” means a specific subject usually identified by its Course-code and Course-title, with specified credits and syllabus/course-description, a set of references, taught by some teacher(s)/course-instructor(s) to a specific class (group of students) during a specific Academic Term;
- r. “Curriculum Structure” means the Curriculum governing a specific Degree Program offered by the University, and, includes the set of Baskets of Courses along with minimum credit requirements to be earned under each basket for a degree/degree with specialization/minor/honors in addition to the relevant details of the Courses and Course catalogues (which describes the Course content and other important information about the Course). Any specific requirements for a particular program may be brought into the Curriculum structure of the specific program and relevant approvals should be taken from the BOS and Academic Council at that time.
- s. “DAC” means the Departmental Academic Committee of a concerned Department/Program of Study of the University;
- t. “Dean” means the Dean / Director of the concerned School;
- u. “Degree Program” includes all Degree Programs;
- v. “Department” means the Department offering the degree Program(s) / Course(s) / School offering the concerned Degree Programs / other Administrative Offices;
- w. “Discipline” means specialization or program of MBA Degree Program;
- x. “HOD” means the Head of the concerned Department;
- y. “L-T-P-C” means Lecture-Tutorial-Practical-Credit – refers to the teaching – learning periods and the credit associated;
- z. “MOOC” means Massive Open Online Courses;
- aa. “MOU” means the Memorandum of Understanding;
- bb. “NPTEL” means National Program on Technology Enhanced Learning;
- cc. “Parent Department” means the department that offers the Degree Program that a student undergoes;
- dd. “Program Head” means the administrative head of a particular Degree Program/s;
- ee. “Program Regulations” means the Bachelor of Technology Degree Program Regulations and Curriculum, 2025-2027;
- ff. “Program” means the Master of Business Administration (MBA) Degree Program;
- gg. “PSOM” means the Presidency School of Management;

- hh. "Registrar" means the Registrar of the University;
- ii. "School" means a constituent institution of the University established for monitoring, supervising and guiding, teaching, training and research activities in broadly related fields of studies;
- jj. "Section" means the duly numbered Section, with Clauses included in that Section, of these Regulations;
- kk. "SGPA" means the Semester Grade Point Average as defined in the Academic Regulations;
- ll. "Statutes" means the Statutes of Presidency University;
- mm. "Sub-Clause" means the duly numbered Sub-Clause of these Program Regulations;
- nn. "Summer Term" means an additional Academic Term conducted during the summer break (typically in June-July) for a duration of about eight (08) calendar weeks, with a minimum of thirty (30) University teaching days;
- oo. "SWAYAM" means Study Webs of Active Learning for Young Aspiring Minds.
- pp. "UGC" means University Grants Commission;
- qq. "University" means Presidency University, Bengaluru; and
- rr. "Vice Chancellor" means the Vice Chancellor of the University.

5. Program Description:

The Master of Business Administration (MBA-Marketing and Finance) Program Regulations and Curriculum 2025-2027 are subject to, and, pursuant to the Academic Regulations. These Program Regulations shall be applicable to the following ongoing Master of Business Administration (MBA-Marketing and Finance) Programs of 2025-2027 offered by the Presidency School of Management (PSOM):

1. Master of Business Administration (MBA)
 - 1.1 Master of Business Administration (FinTech)
 - 1.2 Master of Business Administration (Applied Artificial Intelligence)
2. Master of Business Administration (Business Analytics)
3. Master of Business Administration (Digital Marketing)
4. Master of Business Administration (Marketing & Finance)
5. Master of Business Administration (Banking & Finance Management)

5.1 These Program Regulations shall be applicable to other similar programs, which may be introduced in future.

5.2 These Regulations may evolve and get amended or modified or changed through appropriate approvals from the Academic Council, from time to time, and shall be binding on all concerned.

5.3 The effect of periodic amendments or changes in the Program Regulations, on the students admitted in earlier years, shall be dealt with appropriately and carefully, so as to ensure that those students are not subjected to any unfair situation whatsoever, although they are required to conform to these revised Program Regulations, without any undue favour or considerations:

6. Minimum and Maximum Duration:

- 6.1** Master of Business Administration (MBA-Marketing and Finance) Degree Program is a Two-Year, Full-Time Semester based program. The minimum duration of the MBA-Marketing and Finance Program is two (02) years and each year comprises of two academic Semesters (Odd and Even Semesters) and hence the duration of the MBA-Marketing and Finance program is four (04) Semesters.
- 6.2** A student who for whatever reason is not able to complete the Program within the normal period or the minimum duration (number of years) prescribed for the Program, may be allowed a period of two years beyond the normal period to complete the mandatory minimum credits requirement as prescribed by the concerned Program Regulations and Curriculum. In general, the permissible maximum duration (number of years) for completion of Program is 'N' + 2 years, where 'N' stands for the normal or minimum duration (number of years) for completion of the concerned Program as prescribed by the concerned Program Regulations and Curriculum.
- 6.3** The time taken by the student to improve Grades/CGPA, and in case of temporary withdrawal/re-joining (Refer to Clause 16.1 of Academic Regulations), shall be counted in the permissible maximum duration for completion of a Program.
- 6.4** In exceptional circumstances, such as temporary withdrawal for medical exigencies where there is a prolonged hospitalization and/or treatment, as certified through hospital/medical records, women students requiring extended maternity break (certified by registered medical practitioner), and, outstanding sportspersons representing the University/State/India

requiring extended time to participate in National/International sports events, a further extension of one (01) year may be granted on the approval of the Academic Council.

6.5 The enrolment of the student who fails to complete the mandatory requirements for the award of the concerned Degree (refer Section 19.0 of Academic Regulations) in the prescribed maximum duration (Sub-Clauses 18.1 and 18.2 of Academic Regulations), shall stand terminated and no Degree shall be awarded.

7. Program Educational Objectives (PEO)

After two years of successful completion of the program, the graduates shall be:

PEO1: Industry ready graduates having high integrity, social responsibility & leadership capabilities.

PEO2: Enhanced with analytical skills and design thinking approach to solve business problems.

PEO3: Able to foster entrepreneurial mind set through creativity and innovation.

PEO4: Enabled graduates to engage in and benefit from lifelong learning.

8. Program Outcomes (PO) and Program Specific Outcomes (PSO)

8.1 Program Outcomes (PO)

On successful completion of the Program, the students shall be able to:

PO1: An ability to lead themselves and others to achieve organizational goals contributing effectively to a team environment.

PO2: An ability to integrate functional knowledge and apply managerial skills in changing business environment.

PO3: An ability to identify real life problems in different management functions and solve them through strategic planning, critical thinking and innovation.

PO4: An ability to identify and evaluate business ideas and opportunities.

PO5: An ability to make data driven decisions and effectively communicate to different stakeholders.

PO6: An ability to evaluate and integrate ethical and societal considerations when making business decisions.

PO7: An ability to demonstrate commitment to continuous learning.

8.2 Program Specific Outcomes [PSOs]:

On successful completion of the Program, the students shall be able to:

On successful completion of the Master of Business Administration (MBA-Marketing and Finance) program from Presidency University, the student shall possess:

- PSO1** Understand the financial implications of marketing decisions and how to measure return on investment (ROI) for marketing campaigns.
- PSO2** Develop and execute integrated marketing and financial strategies that align with overall business objectives.
- PSO3** Develop and execute strategies that align marketing initiatives with financial goals.
- PSO4** Apply principles of pricing strategies and financial planning to optimize product pricing, cost management, and profitability, considering market demand, competition, and cost structures.
- PSO5** Uphold ethical standards in marketing practices and financial management, ensuring compliance with legal and regulatory requirements while maintaining corporate integrity.

9. Admission Criteria (as per the concerned Statutory Body)

The University admissions shall be open to all persons irrespective of caste, class, creed, gender or nation. All admissions shall be made on the basis of merit in the qualifying examinations; provided that forty percent of the admissions in all Programs of the University shall be reserved for the students of Karnataka State and admissions shall be made through a Common Entrance Examination conducted by the State Government or its agency and seats shall be allotted as per the merit and reservation policy of the State Government from time to time. The admission criteria to the MBA Program is listed in the following Sub-Clauses:

- 9.1** An applicant must have a graduation degree in any field from a recognized university with a minimum of 50% marks in the qualifying examination for the general category or 45% marks for SC/ST and other reserved categories and must have appeared in any national or state-level entrance examination such as CAT, XAT, MAT, CMAT, ATMA, or KMAT.

- 9.2 Reservation for the SC / ST and other backward classes shall be made in accordance with the directives issued by the Government of Karnataka from time to time.
- 9.3 Admissions are offered to Foreign Nationals and Indians living abroad in accordance with the rules applicable for such admission, issued from time to time, by the Government of India.
- 9.4 Candidates must fulfil the medical standards required for admission as prescribed by the University.
- 9.5 If, at any time after admission, it is found that a candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinformation and any other falsification, the Registrar shall report the matter to the Board of Management (BOM), recommending revoking the admission of the candidate.
- 9.6 The decision of the BOM regarding the admissions is final and binding.

10. Transfer of student(s) from another recognized University to the 2nd year (3rd Semester) of the MBA-Marketing and Finance Program of the University

A student who has completed the 1st Year (i.e., passed in all the Courses / Subjects prescribed for the 1st Year) of the MBA-Marketing and Finance Two-Year Degree Program from another recognized University, may be permitted to transfer to the 2nd Year (3rd Semester) of the MBA-Marketing and Finance Program of the University as per the rules and guidelines prescribed in the following Sub-Clauses:

- 10.1.1** The student shall submit the Application for Transfer along with a non-refundable Application Fee (as prescribed by the University from time to time) to the University no later than July of the concerned year for admission to the 2nd Year (3rd Semester) MBA-Marketing and Finance Program commencing on August on the year concerned.
- 10.1.2** The student shall submit copies of the respective Marks Cards / Grade Sheets / Certificates along with the Application for Transfer.
- 10.1.3** The transfer may be provided on the condition that the Courses and Credits completed by the concerned student in the 1st Year of the MBA Two Degree Program from the concerned University, are declared equivalent and acceptable by the Equivalence Committee constituted by the Vice Chancellor for this purpose. Further, the Equivalence Committee may also prescribe the Courses and Credits the concerned students shall have to mandatorily complete, if admitted to the 2nd Year of the MBA-Marketing and Finance Program of the University.
- 10.1.4** The Program allotted to the student concerned shall be the decision of the University and binding on the student.

11. Change of Program

A student admitted to a particular Program of the MBA-Marketing and Finance Program will normally continue studying in that Program till the completion of the program. However, the University reserves the right to provide the option for a change of Program, or not to provide the option for a change of Program, at the end of 1st Year of the MBA-Marketing and Finance Program to eligible students in accordance with the following rules and guidelines: framed by the University from time to time.

- 11.1** Normally, only those students, who have passed all the Courses prescribed for the 1st Year of the MBA-Marketing and Finance Program and obtained a CGPA of not less than 6.00 at the end of the 2nd Semester, shall be eligible for consideration for a change of Program.
- 11.2** Change of Program, if provided, shall be made effective from the commencement of the 3rd Semester of the MBA-Marketing and Finance Program. There shall be no provision for change of Program thereafter under any circumstances whatsoever.
- 11.3** The student provided with the change of Program shall fully adhere to and comply with the Program Regulations of the concerned Program of the MBA Program, the Fee Policy pertaining to that Program of the MBA-Marketing and Finance Program, and, all other rules pertaining to the changed Program existing at the time.
- 11.4** Change of Program once made shall be final and binding on the student. No student shall be permitted, under any circumstances, to refuse the change of Program offered.
- 11.5** The eligible student may be allowed a change in Program, strictly in order of *inter se* merit, subject to the conditions given below:
 - 11.5.1** The actual number of students in the 3rd Semester in any particular Program to which the transfer is to be made, should not exceed the intake fixed by the University for the concerned Program;
 - 11.5.2** The actual number of students in any Program from which transfer is being sought does not fall below 75% of the total intake fixed by the University for the concerned Program.
 - 11.5.3** The process of change of Program shall be completed within the first five days of Registration for the 3rd Semester of the MBA-Marketing and Finance Program.

12. Specific Regulations regarding Assessment and Evaluation – including the Assessment Details of NTCC Courses, Weightages of Continuous Assessment and End Term Examination for various Course Categories

12.1 The academic performance evaluation of a student in a Course shall be according to the University Letter Grading System based on the class performance distribution in the Course.

12.2 Academic performance evaluation of every registered student in every Course registered by the student is carried out through various components of Assessments spread across the Semester. The nature of components of Continuous Assessments and the weightage given to each component of Continuous Assessments (refer Clause 0) shall be clearly defined in the Course Plan for every Course, and approved by the DAC.

12.3 Format of the End-Term examination shall be specified in the Course Plan.

12.4 Grading is the process of rewarding the students for their overall performance in each Course. The University follows the system of Relative Grading with statistical approach to classify the students based on the relative performance of the students registered in the concerned Course except in the following cases:

- Non-Teaching Credit Courses (NTCC)
- Courses with a class strength less than 30

Absolute grading method may be adopted, where necessary with prior approval of concerned DAC.

Grading shall be done at the end of the Academic Term by considering the aggregate performance of the student in all components of Assessments prescribed for the Course. Letter Grades (Clause of Academic Regulations) shall be awarded to a student based on her/his overall performance relative to the class performance distribution in the concerned Course. These Letter Grades not only indicate a qualitative assessment of the student's performance but also carry a quantitative (numeric) equivalent called the Grade Point.

12.5 Assessment Components and Weightage

Table 12.5.1: Assessment Components and Weightage for different category of Courses

Theory Courses - Weightage - 60: 40			
Continuous Assessment* - 35%		Midterm	E n d Total

				t e r m
Assessment 1	Assessment 2	Assessment 3	Assessment 4	25% 40% 100%

Lab/CA Courses - Weightage - 75: 25				End term	Total
Practice Assessment 1	Practice Assessment 2	Practice Assessment 3	Practice Assessment 4	Assessment & Viva 25%	100%

***Minimum 03 assessments.**

Skill based Courses like Industry Internship, Capstone project, Research Dissertation, Integrative Studio, Interdisciplinary Project, Summer/Short Internship, Social Engagement / Field Projects, Portfolio, and such similar Non-Teaching Credit Courses, where the pedagogy does not lend itself to a typical L-T-P-C structure.

Guidelines for the assessment components for the various types of Courses, with recommended weightages, shall be specified in the concerned Program Regulations and Curriculum / Course Plans, as applicable.

The exact weightages of Evaluation Components shall be clearly specified in the concerned PRC and respective Course Plan.

Normally, for Practice/Skill based Courses, without a defined credit structure (L-T-P-C) [NTCC], but with assigned Credits (as defined in of the Academic Regulations), the method of evaluation shall be based only on Continuous Assessments. The various components of Continuous Assessments, the distribution of weightage among such components, and the method of evaluation/assessment, shall be as decided and indicated in the Course Plan/PRC. The same shall be approved by the respective DAC.

12.6 Minimum Performance Criteria:

12.6.1 Theory only Course and Lab/Practice Embedded Theory Course

A student shall satisfy the following minimum performance criteria to be eligible to earn the credits towards the concerned Course:

- A student must obtain a minimum of 30% of the total marks/weightage assigned to the End Term Examinations in the concerned Course.

b. The student must obtain a minimum of 40% of the AGGREGATE of the marks/weightage of the components of Continuous Assessments, Mid Term Examinations and End Term Examinations in the concerned Course.

12.6.2 Lab/Practice only Course and Project Based Courses

The student must obtain a minimum of 40% of the AGGREGATE of the marks/weightage of all assessment components in the concerned Course.

12.6.2.1 A student who fails to meet the minimum performance criteria listed above in a Course shall be declared as “Fail” and given “F” Grade in the concerned Course. For theory Courses, the student shall have to re-appear in the “Make-Up Examinations” as scheduled by the University in any subsequent semester, or, re-appear in the End Term Examinations of the same Course when it is scheduled at the end of the following Semester or Summer Term, if offered. The marks obtained in the Continuous Assessments (other than the End Term Examination) shall be carried forward and be included in computing the final grade, if the student secures the minimum requirements (as per Clause 12.6.1, 12.6.2 of Academic Regulations in the “Make-Up Examinations” of the concerned Course. Further, the student has an option to re-register for the Course and clear the same in the summer term/ subsequent semester if he/she wishes to do so, provided the Course is offered.

13 Additional clarifications - Rules and Guidelines for Transfer of Credits from MOOC, etc.

– Note: These are covered in Academic Regulations.

The University allows students to acquire credits from other Indian or foreign institutions and/or Massive Open Online Course (MOOC) platforms, subject to prior approval. These credits may be transferred and counted toward fulfilling the minimum credit requirements for the award of a degree. The process of transfer of credits is governed by the following rules and guidelines:

13.1 The transfer of credits shall be examined and recommended by the Equivalence Committee (Refer Annexure B of Academic Regulations) and approved by the Dean - Academics.

13.2 Students may earn credits from other Indian or foreign Universities/Institutions with which the University has an MOU, and that MOU shall have specific provisions, rules and guidelines for transfer of credits. These transferred credits shall be counted towards the minimum credit requirements for the award of the degree.

13.3 Students may earn credits by registering for Online Courses offered by *Study Web of Active Learning by Young and Aspiring Minds (SWAYAM)* and *National Program on Technology Enhanced Learning (NPTEL)*, or other such recognized Bodies/ Universities/Institutions as approved by the concerned BOS and Academic Council from time to time. The concerned School/Parent Department shall publish/include the approved list of Courses and the rules and guidelines governing such transfer of credits of the concerned Program from time to time. The Rules and Guidelines for the transfer of credits specifically from the Online Courses conducted by SWAYAM/ NPTEL are as stated in the following Sub-Clauses:

13.3.1 A student may complete SWAYAM/NPTEL/other approved MOOCs as mentioned in Clause (as per academic regulations) and transfer equivalent credits to partially or fully complete the mandatory credit requirements of Discipline Elective Courses and/or the mandatory credit requirements of Open Elective Courses as prescribed in the concerned Curriculum Structure. However, it is the sole responsibility of the student to complete the mandatory credit requirements of the Discipline Elective Courses and the Open Elective Courses as prescribed by the Curriculum Structure of the concerned Program.

13.3.2 SWAYAM/NPTEL/ other approved MOOCs as mentioned in Clause (as per academic regulations) shall be approved by the concerned Board of Studies and placed.

13.3.3 Parent Departments may release a list of SWAYAM/NPTEL/other approved MOOCs for Pre-Registration as per schedule in the Academic Calendar or through University Notification to this effect.

13.3.4 Students may Pre-Register for the SWAYAM/NPTEL/other approved MOOCs in the respective Departments and register for the same Courses as per the schedule announced by respective Online Course Offering body/institute/ university.

13.3.5 A student shall request for transfer of credits only from such approved Courses as mentioned in Sub-Clause, 13.3.2 above.

13.3.6 SWAYAM/NPTEL/other approved MOOCs Courses are considered for transfer of credits only if the concerned student has successfully completed the SWAYAM/NPTEL/other approved MOOCs and obtained a certificate of successful/satisfactory completion.

13.3.7 A student who has successfully completed the approved SWAYAM/NPTEL/other approved MOOCs and wants to avail the provision of transfer of equivalent credits, must submit the original Certificate of Completion, or such similar authorized documents to the HOD concerned, with a written request for the transfer of the equivalent credits. On verification of the Certificates/Documents and approval by the HOD concerned, the Course(s) and equivalent Credits shall have forwarded to the COE for processing of results of the concerned Academic Term.

13.3.8 The credit equivalence of the SWAYAM/NPTEL/other approved MOOCs are based on Course durations and/or as recommended by the Course offering body/institute/university. The Credit Equivalence mapped to SWAYAM/NPTEL approved Courses based on Course durations for transfer of credits is summarized in Table shown below. The Grade will be calculated from the marks received by the Absolute Grading Table in the academic regulations.

Table 13.3.2: Durations and Credit Equivalence for Transfer of Credits from SWAYAM-NPTEL/ other approved MOOC Courses		
Sl. No.	Course Duration	Credit Equivalence
1	4 Weeks	1 Credit
2	8 Weeks	2 Credits
3	12 Weeks	3 Credits

13.3.9 The maximum permissible number of credits that a student may request for credit transfer from MOOCs shall not exceed 20% of the mandatory minimum credit requirements specified by the concerned Program Regulations and Curriculum for the award of the concerned Degree.

13.3.10 The University shall not reimburse any fees/expense; a student may incur for the SWAYAM/NPTEL/other approved MOOCs.

13.4 The maximum number of credits that can be transferred by a student shall be limited to forty percent (40%) of the mandatory minimum credit requirements specified by the concerned Program Regulations and Curriculum for the award of the concerned Degree. However, the grades obtained in the Courses transferred from other Institutions/MOOCs, as mentioned in this Section, shall not be included in the calculation of the CGPA.

PART B - PROGRAM STRUCTURE

14. Structure/Component with Credit Requirements Course Baskets and Minimum Basket Wise Credit Requirements:

MBA (Marketing and Finance) Program Structure (2025 - 2027) totalling to 102 credits. Table 14.1.3 summarizes the type of baskets, number of courses under each basket and the associated credits that are mandatorily required for the completion of the Degree.

Table 14.1.3: MBA (Marketing and Finance) Dual Specialization Program Structure 2025-2027: Summary of Mandatory Courses and Minimum Credit Contribution from various Baskets					
Sl. No.	Baskets			Credit Contribution	
1	PROGRAM CORE (PC)			52	
2	SPECIALIZATION TRACK (ST)	ST1	TRACK-CORE (STC1)	8	
			TRACK-ELECTIVE (STE1)	12	
		ST2	TRACK-CORE (STC2)	8	
			TRACK-ELECTIVE (STE2)	12	
3	PRACTICE (PR)			10	
	Total Credits			102 (Minimum)	

15. Minimum Total Credit Requirements of Award of Degree:

As per the AICTE guidelines, a minimum of 102 credits is required for the award of a Master of Business Administration (MBA-Marketing and Finance) degree.

16. Other Specific Requirements for Award of Degree, if any, as prescribed by the Statutory Bodies.

- 16.1 The award of the Degree shall be recommended by the Board of Examinations and approved by the Academic Council and Board of Management of the University.
- 16.2 A student shall be declared to be eligible for the award of the concerned Degree if she/he:

- a. Fulfilled the Minimum Credit Requirements and the Minimum Credits requirements under various baskets;
- b. Secure a minimum CGPA of 5.00 in the concerned Program at the end of the Semester/Academic Term in which she/he completes all the requirements for the award of the Degree as specified in Sub-Clause a of Academic Regulations;
- c. No dues to the University, Departments, Hostels, Library, and any other such Centers/ Departments of the University; and
- d. No disciplinary action is pending against her/him.

PART C - CURRICULUM STRUCTURE

17. Curriculum Structure – Basket Wise Course List (not Semester Wise) List of Courses

Table 17.1.4: MBA (Marketing and Finance) Program Structure 2025-2027:							
Program Core (PC)							
Sl. No	BASKE T	COURSE CODE	COURSE NAME	L	T	P	C
1	PC	FIN4111	Financial Accounting and Reporting	3	1	0	4
2	PC	FIN4112	Financial Modelling and Corporate Finance	2	1	2	4
3	PC	GMM4111	Managerial Economics	2	1	0	3
4	PC	ENG4001	Global Business Communication	2	0	2	3
5	PC	GMM4113	Business Strategy and Corporate Transformation	2	1	0	3
6	PC	GMM4114	Business Law and Regulatory Compliance	3	0	0	3
7	PC	GMM4115	Corporate Governance, Ethics and Social Responsibility	2	1	0	3
8	PC	GMM4116	Entrepreneurship and Innovation Management	1	0	4	3
9	PC	MKT4111	Marketing Management - Theories and Practices	2	1	0	3
10	PC	MKT4112	Digital Marketing Strategy, Tools and Trends	2	1	2	4
11	PC	OBH4111	Human Behaviour in Organizations	2	1	0	3
12	PC	OBH4112	People, Performance and HR Strategy	2	1	0	3
13	PC	OPS4111	Production, Operations and Logistics Management	2	1	0	3
14	PC	QNT4111	Applied Business Statistics	2	0	2	3
15	PC	QNT4112	Applied Data Analysis and Visualization	2	0	2	3
16	PC	QNT4113	Business Research and Analytics	3	0	2	4
TOTAL							5 2

Tabled – aligned to the Program Structure (Course Code, Course Name, Credit Structure (LTPC), Contact Sessions, Course Basket, Type of Skills etc., as applicable).

Table 17.1.5: List of Elective Courses under various Specializations/Stream Basket:

SPECIALIZATION TRACK 1							
TRACK CORE - MARKETING							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	MKT5111	Consumer Buying Behaviour	3	1	0	4

2	STC1	MKT5112	Managing Sales Teams and Distribution Networks	3	1	0	4
Total							8

TRACK ELECTIVE - MARKETING

List of Specialization Track Electives Courses- Minimum of 12 credits is to be earned by the student in particular track

Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STE1	MKT5113	Strategic Brand Building and Product Strategy	2	1	0	3
2	STE1	MKT5114	Social media, Content and Influencer Marketing	2	1	0	3
3	STE1	MKT5115	Services Marketing and Customer Experience	2	1	0	3
4	STE1	MKT5117	Omni-Channel and Modern Retailing	2	1	0	3
5	STE1	MKT5119	Integrated Marketing Communication Strategies	2	1	0	3
6	STE1	MKT5120	Business Marketing and Industrial Sales	2	1	0	3
7	STE1	MKT5121	Global Marketing	2	1	0	3
8	STE1	MKT5122	Marketing 6.0	2	1	0	3

SPECIALIZATION TRACK 2

TRACK CORE - FINANCE

Sl. No	Course Basket	Course Code	Course Name	L	T	P	C
1	STC2	FIN5111	Investment and Portfolio Management	3	1	0	4
2	STC2	FIN5112	Fintech for Modern Finance	3	1	0	4
Total							8

TRACK ELECTIVE - FINANCE

List of Specialization Track Electives Courses- Minimum of 12 credits is to be earned by the student in particular track

Sl. No	Course Basket	Course Code	Course Name	L	T	P	C
1	STE2	FIN5113	Strategic Mergers, Acquisitions and Corporate Restructuring	2	1	0	3
2	STE2	FIN5114	Tax Laws and Practice	2	1	0	3
3	STE2	FIN5115	Financial Derivatives and Risk Management	2	1	0	3
4	STE2	FIN5116	Global Financial Management	2	1	0	3
5	STE2	FIN5117	Project Finance	2	1	0	3
6	STE2	FIN5120	Financial Services and Markets	2	1	0	3
7	STE2	FIN5121	Risk Management and Insurance	2	1	0	3
8	STE2	FIN5122	Strategic Cost and Revenue Optimization	2	1	0	3

Table 17.1.6: MBA (Marketing and Finance) Program Structure 2025-2027: Practice (PR)							
SI. NO.	BASKET	COURSE CODE	COURSE NAME	L	T	P	C
1	PR	INT7111	Summer Internship Project	-	-	-	4
2	PR	CRP7111	Capstone Research Project	-	-	-	6
TOTAL							10

18 Practical/Skill based Courses – Internships/Thesis/Dissertation/Capstone Project Work/Portfolio/Mini project:

Practical / Skill based Courses like internship, project work, capstone project, research project / dissertation, and such similar courses, where the pedagogy does not lend itself to a typical L-T-P-C Structure as defined in Clause 5.1 of the Academic Regulations, are simply assigned the number of Credits based on the quantum of work / effort required to fulfill the learning objectives and outcomes prescribed for the concerned Courses. Such courses are referred to as Non-Teaching Credit Courses (NTCC). These Courses are designed to provide students with hands-on experience and skills essential for their professional development. These courses aim to equip students with abilities in problem identification, root cause analysis, problem-solving, innovation, and design thinking through industry exposure and project-based learning. The expected outcomes are first level proficiency in problem solving and design thinking skills to better equip MBA post graduates for their professional careers. The method of evaluation and grading for the Practical / Skill based Courses shall be prescribed and approved by the concerned Departmental Academic Committee (refer Annexure A of the Academic Regulations). The same shall be prescribed in the Course Handout.

18.1 Internship

A student may undergo an internship for a period of 4-6 weeks in an industry / company or academic / research institution during the Semester Break between 2nd and 3rd Semesters, subject to the following conditions:

- 18.1.1** The Internship shall be conducted in accordance with the Internship Policy prescribed by the University from time to time.
- 18.1.2** The number of Internships available for the concerned Academic Term. Further, the available number of internships shall be awarded to the students by the University on the basis of merit using the CGPA secured by the student.

Provided further, the student fulfils the criteria, as applicable, specified by the Industry / Company / research institution providing the Internship, as stated in Sub-Clause 2.6.1.2 above.

18.1.3 A student may opt for Internship in an Industry / Company / research institution of her / his choice, subject to the condition that the concerned student takes the responsibility to arrange the Internship on her / his own. Provided further, that the Industry / Company or academic / research institution offering such Internship confirms to the University that the Internship shall be conducted in accordance with the Program Regulations.

18.1.4 A student selected for an Internship in an industry / company or academic / research institution shall adhere to all the rules and guidelines prescribed in the Internship Policy of the University.

18.2 *Dissertation*

A student may opt to do a Research Project / Dissertation for a period of 6-8 weeks in an Industry / Company or academic / research institution or the University Department(s) as an equivalence of Capstone Project, subject to the following conditions:

18.2.1 The Research Project / Dissertation shall be approved by the concerned HOD and be carried out under the guidance of a faculty member.

The student may do the Research Project / Dissertation in an Industry / Company or academic / research institution of her / his choice subject to the above-mentioned condition (Sub-Clause 2.6.4.1). Provided further, that the Industry / Company or academic / research institution offering such Research Project / Dissertation confirms to the University that the Research Project / Dissertation work will be conducted in accordance with the Program Regulations and requirements of the University.

19 List of Elective Courses under various Specializations/Stream Basket:

Table 19.1.7: List of Elective Courses under various Specializations/Stream Basket:

SPECIALIZATION TRACK 1							
TRACK CORE - MARKETING							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	MKT5111	Consumer Buying Behaviour	3	1	0	4
2	STC1	MKT5112	Managing Sales Teams and Distribution Networks	3	1	0	4
Total							8
TRACK ELECTIVE - MARKETING							
List of Specialization Track Electives Courses- Minimum of 12 credits is to be earned by the student in particular track							

S. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STE1	MKT5113	Strategic Brand Building and Product Strategy	2	1	0	3
2	STE1	MKT5114	Social Media, Content and Influencer Marketing	2	1	0	3
3	STE1	MKT5115	Services Marketing and Customer Experience	2	1	0	3
4	STE1	MKT5117	Omni-Channel and Modern Retailing	2	1	0	3
5	STE1	MKT5119	Integrated Marketing Communication Strategies	2	1	0	3
6	STE1	MKT5120	Business Marketing and Industrial Sales	2	1	0	3
7	STE1	MKT5121	Global Marketing	2	1	0	3
8	STE1	MKT5122	Marketing 6.0	2	1	0	3

SPECIALIZATION TRACK 2							
TRACK CORE - FINANCE							
Sl. No .	Cours e Basket	Course Code	Course Name	L	T	P	C
1	STC2	FIN5111	Investment and Portfolio Management	3	1	0	4
2	STC2	FIN5112	Fintech for Modern Finance	3	1	0	4
Total							8
TRACK ELECTIVE - FINANCE							
List of Specialization Track Electives Courses- Minimum of 12 credits is to be earned by the student in particular track							
Sl. No .	Cours e Basket	Course Code	Course Name	L	T	P	C
1	STE2	FIN5113	Strategic Mergers, Acquisitions and Corporate Restructuring	2	1	0	3
2	STE2	FIN5114	Tax Laws and Practice	2	1	0	3
3	STE2	FIN5115	Financial Derivatives and Risk Management	2	1	0	3
4	STE2	FIN5116	Global Financial Management	2	1	0	3
5	STE2	FIN5117	Project Finance	2	1	0	3
6	STE2	FIN5120	Financial Services and Markets	2	1	0	3
7	STE2	FIN5121	Risk Management and Insurance	2	1	0	3
8	STE2	FIN5122	Strategic Cost and Revenue Optimization	2	1	0	3

22. Recommended Semester Wise Course Structure / Flow including the Program / Discipline Elective Paths / Option

Table 22.1.8 List of MBA (Marketing and Finance) Courses (Proposed)							
MBA (Marketing and Finance)							
S.NO	BASKET	COURSE CODE	SEMESTER I	L	T	P	C
1	PC	QNT4111	Applied Business Statistics	2	0	2	3
2	PC	ENG4001	Global Business Communication	2	0	2	3
3	PC	FIN4111	Financial Accounting and Reporting	3	1	0	4
4	PC	OBH4111	Human Behaviour in Organizations	2	1	0	3
5	PC	GMM4111	Managerial Economics	2	1	0	3
6	PC	OPS4111	Production Operations and Logistics Management	2	1	0	3
7	PC	MKT4111	Marketing Management - Theories and Practices	2	1	0	3
			Total Credits (7 Courses)				22
S.NO	BASKET	COURSE CODE	SEMESTER II	L	T	P	C
1	PC	QNT4113	Business Research and Analytics	3	0	2	4
2	PC	QNT4112	Applied Data Analysis and Visualization	2	0	2	3
3	PC	MKT4112	Digital Marketing Strategy, Tools and Trends	2	1	2	4
4	PC	FIN4112	Financial Modelling and Corporate Finance	2	1	2	4
5	PC	OBH4112	People, Performance and HR Strategy	2	1	0	3
6	STC1	MKT5112	Managing Sales Teams and Distribution Network	3	1	0	4
7	STC2	FIN5111	Investment and Portfolio Management	3	1	0	4
			Total Credits (7 Courses)				26
S.NO	BASKET	COURSE CODE	SEMESTER III	L	T	P	C
1	PC	GMM4113	Business Strategy and Corporate Transformation	2	1	0	3
2	PC	GMM4114	Business Law and Regulatory Compliance	3	0	0	3

3	STC1	MKT5111	Consumer Buying Behaviour	3	1	0	4
4	STC2	FIN5112	Fintech for Modern Finance	3	1	0	4
5	STE1		ST1- STE1	2	1	0	3
6	STE2		ST1- STE2	2	1	0	3
7	STE1		ST2- STE1	2	1	0	3
8	STE2		ST2- STE2	2	1	0	3
9	PR	INT7111	Summer Internship Project	-	-	-	4
			Total Credits (9 Courses)				30
S.NO	BASKET	COURSE CODE	SEMESTER IV	L	T	P	C
1	PC	GMM4115	Corporate Governance, Ethics and Social Responsibility	2	1	0	3
2	PC	GMM4116	Entrepreneurship and Innovation Management	1	0	4	3
3	STE1		ST1- STE1	2	1	0	3
4	STE2		ST1- STE2	2	1	0	3
5	STE1		ST2- STE1	2	1	0	3
6	STE2		ST2- STE2	2	1	0	3
7	PR	CRP7111	Capstone Research Project	-	-	-	6
			Total Credits (7 Courses)				24
Grand Total				102 Credits			

23. Course Catalogue of all Courses Listed including the Courses Offered by other School / Department and Discipline / Program Electives

Course Catalogues of MBA (Marketing and Finance) Program

1st Semester

Course Code: QNT4111	Course Title: Applied Business Statistics Type of Course: Program Core	L – T – P – C	2 – 0 – 2 – 3			
Version No.	1.0					
Course Pre-requisites	Basic Understanding of Statistics					
Anti-requisites	NIL					
Course Description	This course offers a foundational understanding of statistics for business applications. Topics include measures of location and variation, correlation and regression, probability concepts, and key probability distributions such as binomial, Poisson, and normal. Emphasis is placed on data analysis, interpretation, and decision-making under uncertainty using real-world business scenarios.					
Course Outcomes	On successful completion of this course the students shall be able to: <ul style="list-style-type: none"> CO1: Describe the data using descriptive statistics. CO2: Solve business related problems involving probabilities. CO3: Solve business related problems using probability distributions. CO4: Test hypotheses using relevant testing procedures. 					
Course Objective:	The course aims to: <ol style="list-style-type: none"> Analyze business data using measures of central tendency, dispersion, correlation, and regression. Apply probability concepts, including conditional probability and Bayes' theorem, to assess risk and uncertainty. Use discrete and continuous probability distributions to support data-driven business decision-making. 					
Module 1	Measures of Location and Variation	Lecture, Tutorial	Understand	[L7 + P7 :14 Sessions]		
<p>Measures of Location and Variation:</p> <p>Measures of Location – mean, median and mode, weighted mean and geometric mean, quartiles and percentiles, (grouped and ungrouped data) their relative merits and demerits. Measures of variation – range, interquartile range for Standard deviation, variance and coefficient of variation (grouped and ungrouped data).</p> <p>Dataset1https://datahub.io/core/pharmaceutical-drug-spending#data-files</p> <p>Dataset2https://datahub.io/core/s-and-p-500-companies-financials</p> <p>Dataset3https://www.kaggle.com/datasets/stealthtechnologies/employee-attrition-dataset</p> <p>Dataset4https://www.kaggle.com/datasets/gagandep16/car-sales</p> <p>Data in the above data sets will be analyzed using Microsoft Excel/ Excel add-in Megastat</p>						
Module 2	Probability, Random Variable and Probability Distributions:	Lecture, Tutorial	Application	[L8 + P8:16 Sessions]		

Introduction to Probability. Random variable – Discrete and Continuous random variable. Expected value and variance of a discrete random variable. Covariance - Applications. Probability distributions – discrete and continuous. Probability mass function and probability density functions. Discrete distributions – Binomial distribution, Poisson distribution – mean, variance and computation of probabilities. Continuous distributions -normal distribution – properties and computation of probabilities. Introduction to uniform and exponential distributions.

Module 3	Testing of Hypothesis	Lecture, Tutorial	Application	[L8 + P8:16 Sessions]
Concept of population, sample, parameter and statistic. Introduction to sampling distributions. Hypothesis - Null and alternative hypothesis. Type I and Type II errors, level of significance. Test for single mean – (Z and t test). Test for single proportion. Test for two means (Z and t test) paired t test. Test for single and two variances (Chi square and F test) Test for independence of attributes (Chi square test) One way ANOVA (F test)				
Dataset1 https://datahub.io/core/pharmaceutical-drug-spending#data-files				
Dataset2 https://datahub.io/core/s-and-p-500-companies-financials				
Dataset3 https://www.kaggle.com/datasets/stealthtechnologies/employee-attrition-dataset				
Dataset4 https://www.kaggle.com/datasets/gagandeep16/car-sales				
Data in the above data sets will be analyzed using Microsoft Excel/ Excel add-in Megastat				
Module 4	Correlation and Regression	Lecture Method	Analysis	[L7 + P7:14 Sessions]
Correlation - definition, scatterplot, Karl Pearson coefficient of correlation, t test for the correlation coefficient, Spearman rank correlation coefficient for data with repeated and non-repeated ranks. Regression – Simple linear regression, least squares method, standard error of the estimate, coefficient of determination, t test for regression coefficient, multiple regression.				
Dataset1 https://datahub.io/core/pharmaceutical-drug-spending#data-files				
Dataset2 https://datahub.io/core/s-and-p-500-companies-financials				
Dataset3 https://www.kaggle.com/datasets/stealthtechnologies/employee-attrition-dataset				
Dataset4 https://www.kaggle.com/datasets/gagandeep16/car-sales				
Data in the above data sets will be analyzed using Microsoft Excel/ Excel add-in Megastat				
Targeted Application & Tools that can be used: NA				
Project work/Assignment:				
<ul style="list-style-type: none"> Self-learning – The Students will learn about computing quartiles and percentiles for ungrouped data Peer Learning: Students who have understood the topic will solve the problems on the board thereby giving confidence to others to learn the concepts Case Study: Students will be given small case lets to solve the problems 				
<ul style="list-style-type: none"> Text Book: T1. Anderson D R, Sweeny D J, Williams T A, Camm J D, Cochran J J, Fry M J and Ohlmann JW (2019), Statistics for Business and Economics,14th edition Cengage learning, New Delhi. 				
References:				
<ul style="list-style-type: none"> R1. Levine D M, Stephan D F, Szabat K A (2016) Statistics for Managers, 7th edition, New Delhi 				

- R2. Ken Black (2010) Business Statistics for Contemporary Decision Making, 6th ed. John Wiley and sons, New Delhi

Online Resources:

<https://profiletree.com/online-business-statistics/>

Articles:

- <https://ug.its.edu.in/sites/default/files/Business%20Statistics.pdf>
- <https://www.ijert.org/research/role-of-statistics-on-business-research-IJERTV2IS100524.pdf>

Multimedia (Videos):

- <https://www.youtube.com/watch?v=pdH4YYoOdt4&list=PLEHGYFbPuuMG-OueLQAgjLTVkLneJpIFJ>

Case Studies:

- DiGiorno Pizza: Introducing a Frozen Pizza to Compete with Carry-Out

Catalogue prepared by	Dr. Jayakrishna Udupa
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th July 2025

Course Code: ENG4001	Course Title: Global Business Communication Type of Course: Program Core	L	T	P	C
Version No.	1.0	2	0	2	3
Course Pre-requisites	None				
Anti-requisites	Nil				
Course Description	This course equips the business graduates/ students with advanced communication competencies necessary for impactful business presence. It focuses on strategic business communication, cultural awareness, active listening, persuasive writing, personal branding, and business presentation skills. Through experiential activities, case-based learning, and digital tools, learners develop the confidence and executive presence to lead in diverse business environments.				

Course Objective	<ol style="list-style-type: none"> 1. Integrate DEI principles and intercultural competencies into leadership and organizational communication to build inclusive practice. 2. Apply strategic listening, writing, and speaking techniques to produce clear, purpose-fit messages across channels. 3. Analyze communication processes and cultural/contextual factors to diagnose barriers and select evidence-based remedies. 4. Create a distinctive personal brand and digital presence aligned with career goals using visual and narrative tools. 5. Deliver structured, engaging, audience-centred business presentations in in-person and virtual settings. 		
Course Outcomes	<p>On successful completion of the course the students shall be able to:</p> <ul style="list-style-type: none"> • CO1 Apply cross cultural and DEI frameworks to real workplace scenarios. • CO2 - Evaluate the clarity, tone, and effectiveness of emails, memos, and minutes, and justify revisions with evidence. • CO3 - Develop a coherent personal-brand portfolio that includes a clear branding statement and an optimised digital profile. • CO4 - Deliver audience-specific business presentations with logical structure, sound visual design, and confident Q&A. 		
Course Content			
Module 1	Foundations of Business Communication	Assessment 1 - Quiz	Analyze 15 Sessions (Theory and Practice included)
<p>Role of communication in an organization – Components – Process – Direction</p> <p>Diversity, Equity, and Inclusion: Concepts & Challenges - Hofstede's theory</p> <p>Cultural Capital and Communication Barriers: Language, Accent, Cultural Codes, Diversity and impediments to cross-cultural Communication</p> <p>Media Choices, and social media communication</p>			
<p>Activities:</p> <p>Communication Audit: Analyse communication flow and barriers in organizations using case study.</p> <p>Cultural Simulation Exercise: Role-play scenarios demonstrating communication challenges across different cultural dimensions (Hofstede framework).</p> <p>Media Choice Matrix: Students evaluate different media for business communication situations and justify their choices.</p>			
Module 2	Strategic Listening and Writing for Business Impact	Assessment 2 Business Email, MoM	Apply 12 Sessions (Theory and Practice included)

<p>Listening in Business Contexts- As a strategic tool - Emotional Intelligence and Listening Business Writing Essentials - Principles of Effective Writing (Based on Harvard Business Essentials) - Planning and Drafting Techniques - Business emails, memos, circulars and MoM AI and Business Writing</p> <p>Activities:</p> <p>Listening Lab: Peer-reviewed listening journals based on simulated team meetings or client interactions.</p> <p>Writing Clinic: Rewrite poorly written emails and memos with justification based on Harvard principles.</p> <p>AI Integration Task: Use AI tools (e.g., Grammarly, ChatGPT, or MS Editor) to revise and optimize business writing, followed by reflection on the role of AI.</p>			
Module 3	Personal Brand Development	Assessment 3 – Personal Branding Portfolio	Apply 15 Sessions (Theory and Practice included)
<p>Need and Power of Personal Branding - Know Thyself – Crafting Your Brand Core Building a Digital Presence – LinkedIn and Beyond - Managing Your Online Reputation Living the Brand – Resume, Interviews, and Networking Visual Identity and Personal Branding Design</p> <p>Activities</p> <p>Brand Core Workshop: Create a personal branding statement and vision board.</p> <p>LinkedIn Sprint: Optimize LinkedIn profiles, active engagement and solicit feedback.</p> <p>Mock Networking Event: Simulated interviews and elevator pitches with branding feedback.</p>			
Module 4	Business Presentation	Assessment 4 -Elevator Pitch	Apply 18 Sessions (Theory and Practice included)
<p>Foundations of Business Presentations - Structuring for Impact – Inclusion of Visual Aids and Slide Design - Handling Q&A and Audience Engagement Types of Business Presentations - Elevator Pitches and Investor Pitches -Sales Presentations and Product Launches, Strategic and Boardroom Presentations - Virtual and Hybrid Presentation Skills</p> <p>Activities</p> <p>Mini Project: Students choose a business idea, prepare a pitch deck, and present it.</p> <p>Slide Design Challenge: Redesign poor slides for clarity and visual appeal using Canva or PowerPoint.</p> <p>Presentation Lab: Practice virtual and in-person presentations with video-based peer evaluation.</p>			
<p>Targeted Application & Tools for usage Grammarly, Ethical use of ChatGPT, and Microsoft Editor for AI-aided business writing practice) Purdue OWL (Online Writing Lab), Microsoft PowerPoint / Google Slides / Canva</p>			
<p>Project work/Assignment: Mention the Type of Project assignment proposed for this course Quiz, Business Email, MoM, Personal Branding Portfolio, Elevator Pitch Presentation</p>			

Textbook:	
Cardon, P. W. (2021). <i>Business Communication: Developing Leaders for a Networked World</i> (4th ed.). McGraw-Hill Education.	
Lesikar, V. R., & Flatley, M. (2017). <i>Business Communication: Making Connections in a Digital World</i> (11th ed.). Tata McGraw Hill.	
Bovee, C. L., & Thill, J. V. (2018). <i>Business Communication Today</i> (14th ed.). Pearson.	
References:	
Hofstede, G. (2011). <i>Dimensionalizing Cultures: The Hofstede Model in Context</i> . Online Readings in Psychology and Culture.	
Goleman, D. (1995). <i>Emotional Intelligence</i> . Bantam Books.	
Harvard Business Review. (n.d.). Articles on <i>Listening as a Leadership Tool</i> .	
Schawbel, D. (2012). <i>Me 2.0: Build a Powerful Brand to Achieve Career Success</i> . Kaplan Publishing.	
Montoya, P., & Vandehey, T. (2008). <i>The Brand Called You</i> . McGraw-Hill.	
Barrett, D. J. (2021). <i>Leadership Communication</i> (5th ed.). McGraw-Hill.	
Catalogue prepared by	Dr. Pritha Sanyal
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: FIN4111	Course Name: Financial Accounting and Reporting	L-T-P-C	3	1	0	4
Version No.	1.0					
Course Pre-requisites	Basic understanding of business transactions and accounting principles.					
Anti-requisites	NIL					
Course Description	This course introduces the fundamental concepts and processes of accounting, leading to the preparation and interpretation of financial statements. It equips students with tools for cost computation and control through techniques like budgetary control, marginal costing, and variance analysis. By integrating financial, cost, and management accounting, the course develops essential skills for informed managerial decision-making.					
Course Outcomes	CO1: Describe the accounting process. (<i>Understand</i>) CO2: Prepare corporate financial statements. (<i>Apply</i>) CO3: Analyze financial statements for business decisions. (<i>Analyze</i>) CO4: Construct budgets for cost control. (<i>Apply</i>) CO5: Evaluate marginal costing and variance analysis for managerial decisions. (<i>Analyze</i>)					
Course Objectives:	The course aims to help students understand the core principles of financial accounting, learn the preparation of financial statements and disclosures, apply accounting standards in real-world contexts, and develop practical skills in Excel and Power BI for effective accounting and reporting.					

Module 1	Mechanics of Financial Accounting	Lecture Method	Understand and	13 Sessions
Introduction to Accounting, Branches of Accounting, Generally Accepted Accounting Principles, Accounting Entries, Accounting equation, Recording and processing of financial transactions, Preparation of Trial Balance, Introduction to IFRS ,BRS, Depreciation Accounting– Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method (Use the excel sheet for problem solving).				
Practical Problem:- Accounting Entries ,Ledger, Trial Balance, BRS, Depreciation				
Module 2	Preparation of Corporate Financial Statements	Participative Learning	Applicability	13 Sessions
Financial Statements, its components, Preparation of Corporate Financial Statements (IND-AS-1) - Statement of Profit and Loss, and Balance sheet with basic adjustments Notes to Accounts, Statement of changes in equity, Statement of Cash Flow by indirect method (IND-AS-7).				
Practical Problem:- Statement of Profit and Loss, and Balance sheet with basic adjustments Notes to Accounts, Cash FlowStatement				
Module 3	Analysis and interpretation of Financial Statements	Group Discussion	Analysing	11 Sessions
Horizontal and Vertical Analysis of Balance sheet and income statement ,Ratio analysis- Liquidity, Profitability, Solvency, Turnover and Market test ratios,. (Use the excel sheet for problem solving).				
Practical Problem:- Analysis of Balance sheet and income statement, Common Size, Trend and Comparative Analysis				
Module 4	Product costing and budgetary control	Skill based Learning	Applicability	13 Sessions
Cost and its classification, preparation of cost sheet in manufacturing industry, budgetary control- preparation of Cash budget and Flexible budget. (Use the excel sheet for problem solving).				
Practical Problem:- Cash budget and Flexible budget				
Module 5	CVP Analysis	Experiential Learning	Min	10 Sessions

			i P r o j e c t	
CVP Analysis – Marginal costing-uses and limitations, Assumption calculation of Contributions, P/V Ratio, Break- Even Point, Margin of Safety, Uses of Marginal Costing in business Decision, Material and Laboure variances. (Use the excel sheet for problem solving).				
Practical Problem; - Marginal costing- Material and Laboure variances				
Project work/ assignment: Prowess database will be used for interpretation of Financial Statement.				
<ol style="list-style-type: none"> 1. CA 1 – Quiz 2. CA 2 – Assignment 3. CA 3 – Presentation 4. CA 4 – Case Study 				
Textbook (T1)				
Weygandt, J. J., Kimmel, P. D., & Mitchell, J. E. (2024). Accounting principles (15th ed.). Wiley. https://www.amazon.com/Accounting-Principles-Jerry-J-Weygandt/dp/1394254792				
Reference Books				
<ul style="list-style-type: none"> • Dhamija, S. (2023). Financial accounting for managers (4th ed.). Pearson India. https://link.ebrpl.com/portal/2On1dr-Vbrg • Atrill, P., & McLaney, E. J. (n.d.). Accounting and finance for non-specialists (11th ed.). Pearson. • Maheswari, S. N., & Maheswari, A. (n.d.). A textbook of accounting for management (4th ed.). Vikas Publishing House [P] Ltd. 				
Catalogue prepared by	Dr. Sunil M Rashinkar			
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025			
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025			

Code: OBH4111	Course Title: Human Behaviour in Organizations	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	Nil				

Anti-requisites	Nil			
Course Description	<p>This course explores how individuals, teams, and organizational structures shape workplace behavior and performance. Designed for MBA students, it blends theory with practical learning to build critical skills in motivation, perception, leadership, communication, decision-making, and change management. Through case studies, discussions, and projects, students gain practical insights into managing people, fostering collaboration, and applying behavioral principles to real-world business challenges. The course prepares future leaders to navigate complex organizational dynamics with clarity, empathy, and strategic impact.</p>			
Course Objective	<p>This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING techniques</p>			
Course Outcomes	<p>On completion of this course, the student will be able to:</p> <p>CO1 : Understand the foundational concepts of individual and group behavior in organizations, including motivation, perception, and attitude formation.</p> <p>CO2 : Apply behavioral theories to analyze workplace scenarios and recommend strategies for improving team dynamics, communication, and leadership effectiveness.</p> <p>CO3 : Analyze behavioural challenges in organisations, integrating insights from DM , Conflict Resolution and Change management</p> <p>CO4 : Evaluate organizational practices and culture through case studies to assess their impact on employee performance and change readiness and overall organisational effectiveness</p>			
Course Content:				
Module 1	Introduction to Human Behavior in Organization		Assessment 1 - Quiz	8 sessions
<p>Topics: Importance of Organization Behavior, Evolution & Historical Developments, Management Roles & Skills, Discipline that contribute to OB. Ethical Behaviors in organizations, Challenges and Opportunities of OB - Workforce Diversity, Inclusion, Globalization, Managing Virtual Workforce</p> <p>Tutorial: Recent Developments in managing diverse workforces / Latest articles or blogs of relevance</p>				
Module 2	Individual Behaviors- Perceptions, Attitudes Personality & Learning		Assessment 2 – Assignment	12 sessions

<p>Perception: Meaning, Factors affecting Perceptions, Perception process. Attitudes – Definition, Key elements of attitudes, Attitudes and related concepts (Values, opinion, belief and ideology), Characteristics of attitudes, Attitude formation, Attitude measurement, Changing attitudes.</p> <p>Personality: MBTI, Big Five, 16PF, Type 'A' Type 'B', Eric Fromm, Karen Horney Learning & reinforcement, Classical & Operant conditioning, shaping of behaviour, Defense Mechanism</p> <p>Emotions and Emotional intelligence (Application)</p>				
Module 3	Motivation Concepts and its Applications		Assessment 3 – Case Analysis	12 sessions
<p>Motivation: Meaning, Classic & Contemporary Theories of Motivation: Hierarchy of Needs Theory, Two-Factor Theory, McClelland's Theory of Needs, Self-determination Theory, Expectancy theory, Goal Setting Theory; Using Extrinsic Rewards & Intrinsic Rewards to Motivate Employees. (Analyze)</p>				
Module 4	Group Behavior and Leadership		Assessment 4 – Report Writing	13 sessions
<p>Group Behavior: Defining and Classifying Groups, Stages of Group Development, Group Decision Making: Groups Versus the Individual, Group Decision-Making Techniques. Differences Between Groups and Teams, Types of Teams, Creating Effective Teams</p> <p>Leadership: concept, contingency and contemporary theories of leadership. Leadership Prospective: Charismatic leadership, Transactional and Transformational leadership, Servant Leadership. Organization Development and Organization Change (Evaluate)</p>				
<p>Targeted Application & Tools that can be used: Role Plays, Psychometric tests and analysis, personality test scales.</p>				
<p>Project work/Assignment: Mention the Type of Project /Assignment proposed for this course</p>				
<p>Project/ Assignment: (Participative learning)</p>				
<p>Assesment1: Quiz on Relevant concepts of the course</p>				
<p>Assessment -2: Individual Written Assignment</p>				
<p>Review the given article mentioned in the link below and submit assignment. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)</p>				
<p>Assesment-3: Case study: Analyse the case given in link below and identify issue in the given situation and provide possible solutions. (Student needs to visit PU library to access the online Resources to access the case study provided and attach the photo of Login and Logout time in the end of the assignment)</p>				
<p>Assessment -4: Report Writing: Identify any one MNC of IT sector and bring out the various activities and strategies followed in that organization with reference to Team Work Culture and submit a report. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)</p>				
<p>Text Book : T1- <i>Robbins</i>, S. P., & Judge, T. A. (2025). <i>Organizational behavior</i> (19th ed.). Pearson Education. <i>VitalSource</i></p>				
<p>References :</p>				

- R1 – Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). *Organizational behavior: An evidence-based approach* (14th ed.). Information Age Publishing. [VitalSource](#).
- R2- Sanket Sunand Dash (2021). *Organizational Behavior*, Thirteenth Edition, Wiley India Pvt. Ltd.

Research and Articles:

Working with Millennials: Using Emotional Intelligence and Strategic Compassion to Motivate the Next Generation of Leaders

1. You don't have to be Expert: Increase productivity by increasing EQ

<https://research-ebsco-com-presiuniv.knimbus.com/c/n5guci/search/details/hgnfiabbuj?db=e000xww>

2. People are your Resources: Focus on others to get what you want

<https://research-ebsco-com-presiuniv.knimbus.com/c/n5guci/search/details/hgnfiabbuj?db=e000xww>

Case studies:

1. Influence of Manager's Leadership Style on Employees' Performance

https://www.researchgate.net/publication/374741033_CASE STUDIES IN ORGANIZATIONAL BEHAVIOUR

2. Influence of Leadership among Problematic Workers in Oil Palm Plantation Sector

https://www.researchgate.net/publication/374741033_CASE STUDIES IN ORGANIZATIONAL BEHAVIOUR

Catalogue prepared by	Dr. B. Anupama
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: GMM4111	Course Title: Managerial Economics	L 2	T 1	P 0	C 3
Version No.	1				
Course Pre-requisites	Nil				
Anti-requisites	Nil				

Course Description	<p>This course explores the application of economic principles to managerial decision-making in a business context. By blending microeconomic theory with practical tools, students learn how to analyze demand, production, costs, pricing, and market structures. The course also addresses the influence of macroeconomic conditions, risk, and government policies on managerial decisions. Through case studies and applications, students gain the ability to apply economic reasoning to real-world business challenges.</p>		
Course Objective	<p>This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING techniques</p>		
Course Outcomes	<p>On completion of this course, the student will be able to:</p>		
	<p>CO1: Understand and explain the principles of managerial economics and their application in business decision-making. (Understand)</p>		
	<p>CO2: Apply demand and supply analysis, forecasting methods, and elasticity concepts to solve managerial problems. (Apply)</p>		
	<p>CO3: Analyze production and cost relationships to recommend strategies for efficiency and profitability. (Analyze)</p>		
	<p>CO4: Evaluate pricing and output decisions across different market structures, considering risks, uncertainties, and government interventions. (Evaluate)</p>		
Course Content:			
Module 1	Introduction to Managerial Economics	Assessment 1 - Quiz	10 sessions
<p>Topics: Nature, scope, and significance of managerial economics in decision-making. Relationship of managerial economics with microeconomics, macroeconomics, and functional areas of management. Fundamental economic concepts: scarcity, choice, opportunity cost, marginal analysis, and time perspective. Role of managerial economics in modern business strategy. Factors of Production and Circular flow of Economy</p>			
<p>Production function: short-run and long-run. Law of variable proportions returns to scale, and isoquants. Cost concepts: fixed, variable, total, average, marginal, opportunity costs. Short-run and long-run cost curves, learning curve, economies and diseconomies of scale. Applications of cost analysis in managerial decision-making (break-even analysis, make-or-buy decisions).</p>			
<p>Tutorial: Recent Developments in managing diverse workforces / Latest articles or blogs of relevance</p>			
Module 2	Demand and supply Forecasting	Assessment 2 – Assignment	15 sessions
<p>Demand analysis: law of demand, determinants of demand, exceptions to the law of demand. Elasticity of demand: price, income, and cross elasticity – managerial uses and applications. Demand forecasting: qualitative and quantitative techniques (survey methods, moving averages, regression analysis, econometric models). Business applications of demand forecasting: production planning, pricing, and marketing strategies. Case study discussions on forecasting errors and their managerial implications.</p>			
<p>Supply Analysis: Law of Supply – Price elasticity of supply</p>			

Price Equilibrium			
Module 3	Market Structures and Pricing Decisions	Assessment 3 – Project/Report Writing	12 sessions
Market Structures and characteristics			
<p>Price-output decisions under different market structures: Perfect competition – equilibrium in short run and long run. Monopoly – price discrimination, profit maximization. Monopolistic competition – product differentiation, selling costs. Oligopoly – collusive and non-collusive models (Cournot, Bertrand, Kinked Demand Curve).</p> <p>Pricing practices: cost-plus pricing, transfer pricing, penetration pricing, skimming strategy, pricing in the digital economy. Government intervention and regulation in pricing and competition. Decision-making under risk and uncertainty: expected value analysis, decision trees.</p>			
Module 3	Macroeconomics	Assessment 4 – Scenario Analysis Assignment	08 sessions
<p>Macroeconomic issues and concepts – The Circular Flow of Income – Concepts of National Income and its Measurement</p> <p>Business Cycle Indicators – Leading – Lagging – Coincident Indicators</p> <p>Output & Income: Income generated from this production, including wages, salaries, profits, and rent.</p> <p>Employment & Unemployment: factors that influence unemployment rates, such as labor market dynamics, economic growth, and government policies</p> <p>Inflation & Deflation: meaning, Types - Consumer Price Index – Wholesale Price Index – Index of Industrial Production (IIP), impact on purchasing power and economic stability.</p> <p>National Income Estimation process: Gross National Savings – Gross Capital Formation – Gross domestic Product – Gross National Income – Gross National Product – Net Domestic Product- Net Domestic Income – Net National Income – National Income</p>			
Targeted Application & Tools that can be used:			
Case Study Analysis – Application of demand forecasting, pricing strategies, and production decisions in real companies.			
Quantitative Tools – Regression analysis, break-even analysis, cost-volume-profit analysis, decision trees, and elasticity measurement.			
Forecasting Software / Tools – Excel, SPSS, R, or other statistical packages for demand forecasting and data analysis.			
Simulation Exercises – Market structure simulations (monopoly, oligopoly pricing decisions) to understand competitive behavior.			
Business Reports & Presentations – Students prepare decision-focused reports analyzing cost structures, pricing policies, or market entry strategies.			
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course			
Project/ Assignment:			
(Participative learning)			

1. Assessment 1 – Quiz (Module 1: Introduction to Managerial Economics)
Ø Short quiz on core concepts: scarcity, opportunity cost, marginal analysis, and role of managerial economics in decision-making.
Ø Objective: Test foundational understanding.
2. Assessment 2 – Assignment (Module 2: Demand and Forecasting)
Ø Assignment: Select a product/service and prepare a demand forecast using secondary data. Apply elasticity concepts and discuss managerial implications.
Ø Objective: Apply demand analysis tools to a practical scenario.
3. Assessment 3 – Case Study (Module 3: Production and Cost Analysis)
Ø Case study: Analyze cost structures of a manufacturing/service firm. Identify fixed vs. variable costs, apply break-even analysis, and suggest ways to reduce costs.
Ø Objective: Strengthen decision-making based on production and cost analysis.
4. Assessment 4 – Project/Report Writing (Module 4: Market Structures and Pricing Decisions)
Ø Project: Study an industry (e.g., telecom, airlines, e-commerce) and analyze its market structure. Evaluate pricing strategies used by leading firms and recommend an optimal strategy.
Ø Objective: Integrate concepts of market structure, pricing, and government policies into a real-world context.
Text Books:
T1 – Paul G. Keat & Philip K. Y. Young 2022). <i>Managerial Economics: Economic Tools for Business Decisions</i> (9th ed.). Pearson Education.
T2 – Varshney R. L. & Maheshwari K. L. (2021). <i>Managerial Economics</i> . Sultan Chand & Sons.
References :
1. R1 – Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). <i>Organizational behavior: An evidence-based approach</i> (14th ed.). Information Age Publishing. VitalSource.
2. R2- Sanket Sunand Dash (2021). <i>Organizational Behavior</i> , Thirteenth Edition, Wiley India Pvt. Ltd.
Research and Articles:
1. “The elasticity of demand and its role in consumer behaviour determination: A comparative analysis of Europe and the USA”. <i>Scientific Bulletin of Mukachevo State University, Series 'Economics'</i> (2024)
Examines how price elasticity varies across products like oil, milk, and chicken in Europe and the U.S., offering insights into consumer behavior and managerial pricing decisions.
Access via ResearchGate: ResearchGate
2. “The Impact of Big Data on Economic Forecasting and Policy Making” <i>EAJournals.org</i> , 2022
Explores how big data enhances forecasting accuracy and supports strategic decision-making—essential for Module 2 on demand forecasting.
Read more: EA Journals
3. “Sustainable Competitive Advantage in Emerging Markets: Innovations and Strategies”

Gurpreet Singh & Sandeep Vij (2020). Discusses tailored strategies enabling firms in emerging markets to maintain a competitive edge—helpful for understanding cost leadership and market positioning.

[Access via ResearchGate: ResearchGate](#)

4. “A Step-by-Step Guide to Real-Time Pricing”, *Harvard Business Review*, November–December 2023

Provides actionable insights into implementing AI-powered pricing models—highly relevant to Module 4’s focus on pricing strategies.

[Read the article: Harvard Business Review](#)

5. “The Future of Economic Forecasting with AI and Big Data Integration” *Charles James, ResearchGate (2024)*. Reviews how AI and unstructured data are revolutionizing forecasting methods—directly applicable to modern demand forecasting techniques.

[Access via ResearchGate: ResearchGate](#)

Catalogue prepared by	Dr. Bipasha Maity
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: QPS4111	Course Title: Production Operations and Logistics Management	L	T	P	C
		2	1	0	3
Version No.	2.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course provides an in-depth understanding of production operations and logistics management in business environments. Students will explore core operational processes, supply chain strategies, inventory management, and logistics optimization to enhance efficiency and profitability. Through real-world case studies and interactive learning methods, students will gain practical insights into managing production systems and designing effective logistics solutions, preparing them for strategic roles in operations management.				
Course Objective	This course is designed for SKILL DEVELOPMENT of the learner by using PROBLEM SOLVING techniques.				
Course Outcomes	Upon completing this course, students will be able to: <ol style="list-style-type: none"> Analyze production and logistics challenges using key operational theories. Evaluate supply chain performance with industry-specific metrics. Develop efficient logistics solutions that optimize cost and resources. Apply problem-solving strategies to improve production workflows. 				
Course Content:					

Module 1	Introduction to Production Operations		Assessment 1 - Quiz	11 Hours
This module lays the foundation for understanding production systems and operations management. Students will explore:				
	<ul style="list-style-type: none"> • Types of Production Systems – Job production, batch production, mass production, and continuous production. • Operations Strategy – Aligning production processes with business goals. • Productivity and Efficiency – Techniques to measure and improve performance. • Technology in Operations – Role of automation, robotics, and AI in modern production. 			
Module 2	Supply Chain and Inventory Management		Assessment 2 – Case Study	11 Hours
This module delves into supply chain dynamics and inventory control methods to optimize operations. Topics include:				
	<ul style="list-style-type: none"> - Demand Forecasting – Methods like time series analysis and regression models. - Inventory Management – Economic Order Quantity (EOQ), Just-In-Time (JIT), and Vendor-Managed Inventory (VMI). - Lean & Agile Supply Chains – Strategies for minimizing waste and improving responsiveness. - Supply Chain Risk Management – Handling disruptions and building resilient networks. 			
Module 3	Logistics and Distribution Strategies		Assessment 3 – Case Analysis	11 Hours
In this module, students will explore efficient logistics models to ensure seamless flow of goods and services. Key areas include:				
	<ul style="list-style-type: none"> - Transportation Modes – Road, rail, air, and sea; comparative advantages. - Network Optimization – Designing distribution channels for cost and service efficiency. - Warehouse Management – Layout design, automation, and performance metrics. - Technological Advancements – Blockchain, IoT, and AI-driven logistics solutions. 			
Module 4	Optimization in Production and Logistics		Assessment 4 – Mini Project Students will work on a mini-project, applying optimization techniques to solve a production or logistics problem in a real-world scenario.	12 Hours
This module focuses on improving operations using analytical tools and emerging trends. Topics covered:				
	<ul style="list-style-type: none"> • Process Improvement Methodologies – Six Sigma, Kaizen, and Total Quality Management (TQM). • Data-Driven Decision Making – Using analytics for production planning. • Sustainability in Logistics – Green supply chain initiatives and carbon footprint reduction. • Future of Operations Management – AI, predictive modelling, and smart factories. 			
Targeted Application & Tools that can be used:				
Project work/Assignment: Students will develop a logistics optimization model for a real-world business case, integrating production efficiency techniques				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				
Web Resources:				
	<ul style="list-style-type: none"> • Supply Chain Digital: www.supplychaindigital.com 			

<ul style="list-style-type: none"> Logistics Management Magazine: www.logisticsmgmt.com MIT Supply Chain Research: www.mit.edu/supplychain
--

Sample Data Set:

Real-time industry data on supply chain optimization and logistics modelling will be provided for case study analysis.

<ul style="list-style-type: none"> Text Book: Chopra, S., & Meindl, P. (2021). <i>Supply Chain Management: Strategy, Planning, and Operations</i>. Pearson.

References:

<ul style="list-style-type: none"> Russell, R.S., & Taylor, B.W. (2020). <i>Operations Management: Creating Value Along the Supply Chain</i>. Wiley. Christopher, M. (2016). <i>Logistics and Supply Chain Management</i>. Pearson.

Catalogue prepared by	Shivaprasad S
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: MKT4111	Course Title: Marketing Management - Theories and Practices – Theories & Practices	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course intends to provide the student with necessary knowledge and skills to excel in the field of marketing. This course explores the five philosophies applied in this digital era: along with the marketing mix - product development, pricing strategies, promotion, and distribution channels. The theoretical concepts are applied to understand and solve the marketing challenges through a combination of lectures, case studies, and hands-on exercises is expected to provide students the essential skills in marketing. On completion of this course students would have acquired the capacity to critically think, identify marketing issues, draft marketing plans, draw data-driven decisions.				
Course Objective	This course is designed to improve the learners Skill Development by using Participation techniques.				
Course Out Comes	<p>On successful completion of the course the students shall be able to:</p> <p>CO 1: Illustrate the importance of Marketing management and consumer behaviour for Segmentation, Targeting & Positioning decisions. (Understanding)</p> <p>CO 2: Develop Product launching strategies. (Applying)</p>				

	<p>CO 3: Examine the significance of appropriate pricing & distribution decisions for product success. (Analyzing)</p> <p>CO 4: Evaluate the right use of promotion & technology for realizing a positive ROI. (Evaluating)</p>			
Course Content:				
Module 1	Concepts of Marketing	Assignment using E Library (Participative Learning)	Assessment 1 - Quiz	12 Sessions
<p>Topics: Concept of Marketing, Needs, Wants and Demand, Nature & Importance of Marketing, 5 Philosophies of Marketing Management , Marketing Mix, Marketing Environment – Macro and Micro Environment.</p> <p>Factors influencing Consumer Behaviour, Consumer Buying Decision Process, Market Segmentation and Bases of segmentation, Targeting Strategies, Concept of Positioning.</p>				
Module 2	Product	Assignment (Participative Learning)	Assessment 2 – Assignment	09 Sessions
<p>Topics: Product – Meaning, Product Mix – Product Line, Length and Depth, Product Line Analysis & Decisions, New Product Development - Product Life Cycle (PLC) – PLC Strategies, Product vs. Brand, Benefits of Branding, Brand Equity, Fifth 'P' - Packaging and Labelling.</p>				
Module 3	Price & Place	Case study (Participative Learning)	Assessment 3 – Case Analysis	12 Sessions
<p>Topics:</p> <p>Pricing – Importance of Pricing, Setting the Price, Pricing Objectives, and Steps in Pricing, Types of Pricing. Practice exercises in pricing.</p> <p>Place - Marketing Channels and their roles, Functions of a channel partner, Types of channels, Levels, Channel Design decisions, Channel Conflict: Reasons and resolution.</p>				
Module 4	Promotion Technology	Assignment (Participative Learning)	Assessment 4 – Mini Project	12 Sessions
<p>Topics:</p>				

Promotion Mix - Advertising, Sales Promotion, Events & Experiences, Direct Marketing and Public Relations & Publicity, Personal Selling – Pros & Cons. Integrated Marketing Communications (IMC) – Traditional & Digital media, social media - Steps in Promotional Planning - Media Planning, Budgeting, Ad Campaign development.

Managing consumer journey & experiences using technology – concepts & use cases.

Project work/Assignment:

Module 1 Sample Assignment 1: Project Work: Collect Advertisements (from Newspapers) pertaining to the various forms of Segmentation, classify them, and make a presentation, with appropriate justification.

Module 2 -Sample Assignment 2: Identify 5 products / brands which are in the different Life Cycle Stages of PLC and suggest appropriate Marketing strategies for them.

Module 3 - Sample Assignment: Analyze the difference in Distribution channels - FMCG versus / Consumer durables / Services

Module 4 - Sample Assignment : Identify the Digital and Social Media Marketing strategies adopted by any company of your choice.

Web Resources:

(Kindly note: Student should visit PU library and access the online resources for the same and incorporate in the assignments)

Research Articles in Journals

- The Impact of Market Environments on Marketing Relationships

https://www.researchgate.net/publication/257206982_The_Impact_of_Market_Environments_on_Marketing_Relationships

- PLC strategies of Amul

<https://mentormecareers.com/product-life-cycle-of-amul/?srsltid=AfmBOopV3fmKT77X3eO6bsuYHJ9jNieKliMIRYM1Rhg5hwqT1JFrxRYg>

- Ranjan Bandyopadhyay, Bipithalal Balakrishnan Nair, "Marketing Kerala in India as God's Own Country! for tourists' spiritual transformation, rejuvenation and well-being", Journal of Destination Marketing & Management, Volume 14.

<https://www.sciencedirect.com/science/article/abs/pii/S2212571X18303779>

- HUL Integrated Annual Report 2024-25

<https://www.hul.co.in/files/hul-integrated-annual-report-2024-25.pdf>

Case Studies:

- The Coca-Cola brand positioning strategy, segmentation and targeting

<https://fabrikbrands.com/branding-matters/brand-strategy/coca-cola-brand-positioning-strategy-segmentation-and-targeting/>

- Nestle' Maggi: Pricing and repositioning a recalled product

<https://www.scribd.com/document/406890984/Group-6-Nestle-s-Maggi-Pricing-repositioning-a-recalled-product-docx>

- Tourism Promotion through the Internet (Websites): (Jordan as a Case Study)

https://www.researchgate.net/publication/228414318_Tourism_Promotion_through_the_Internet_Websites_Jordan_as_a_Case_Study

- Cybermediation in Auto Distribution: Channel Dynamics and Conflicts

<https://onlinelibrary.wiley.com/doi/full/10.1111/j.1083-6101.2000.tb00347.x>

- Understanding Customer Experience Throughout the Customer Journey

<https://www.jstor.org/stable/44134974?refreqid=fastly-default%3Aafda1f1b4caed3bf330641c66c9d6444&seq=3>

Videos:

- Marketing Management – Core concepts

<https://youtu.be/65MQnEMf-uI?si=go-RM8wy59QTba0T>

- Understanding the Marketing Mix

<https://www.youtube.com/watch?v=d0NMSqeKpVs>

- Product Life Cycle

<https://www.youtube.com/watch?v=GjQRON8LF9g>

Text Book

T1: Philip Kotler, Kevin Lane Keller, Alexander Chernav. (2022). Marketing Management. Pearson Education. 16th edition.

References

R1: David A. Aaker and Christine Moorman. (2023). Strategic Market Management. Wiley Publisher. 12th edition.

R2: Tapan K. Panda. (2022). Marketing Management: Text and Cases. Taxmann Publications. 3rd Edition.

**Catalogue
prepared by**

Dr. Mohamad Imrozuddin

Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

2nd Semester

Course Code: QNT4113	Course Title: Business Research and Analytics Type of Course: Program Core Theory & Practical Course	L	T	P	C
		3	0	2	4
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course enables students to make effective managerial decisions through the application of business analytics using the R programming language. Emphasis is placed on data exploration, statistical analysis, predictive modeling, and data visualization. Through practical application and real-world datasets, students will learn to draw insights from data to support strategic and operational decisions.				
Course Outcomes	CO1	Understand the importance of analytics and R programming in managerial decision-making.			
	CO2	Apply R programming for descriptive and inferential statistical analysis on business datasets.			
	CO3	Develop predictive models using regression, classification, and time series forecasting in R.			
	CO4	Visualize data and communicate insights effectively using R's graphical capabilities and dashboards.			

Course Objective	This course aims to enhance learners' employability skills through experiential and participative learning , enabling them to communicate data insights effectively to varied stakeholders.		
Module 1	Introduction to R and Business Analytics	Participative Learning (Quiz)	[L12 + P7 :19 Sessions]
Topics: Role of analytics in decision making, Introduction to R and RStudio, basic data structures (vectors, lists, data frames), importing/exporting data, basic functions and packages.			
Module 2	Descriptive and Diagnostic Analytics in R	Hands-on Practical (Lab)/Assignment	[L12 + P7 :19 Sessions]
Topics: Summary statistics, data wrangling using dplyr, data cleaning, exploratory data analysis, Use case: Customer segmentation overview			
Module 3	Predictive Analytics for Decision Making	Participative Learning (Case-based)	[L12 + P8 :20 Sessions]
Topics: Simple and multiple linear regression, logistic regression, model evaluation (R-squared, confusion matrix), Use case: Predicting sales or customer churn.			
Module 4	Forecasting and Time Series Analysis	Mini Project (Group Work)	[L9 + P8 :17 Sessions]
Topics: Time series components, ARIMA modeling using forecast package, trend and seasonality analysis, Use case: Forecasting demand for inventory management. Visualization with ggplot2.			
Targeted Application & Tools that can be used: R & RStudio			
Project work/Assignment:			
Assignment 1: Module 1 – Quiz			
Assignment 2: Module 2 - Written Assignment			
Assignment 3: Module 3 - Case study			
Assignment 4: Module 4 - Project Work - Interactive dashboard presentation			
Text Book:			
T1: Wickham, H., & Grolemund, G. (2017). <i>R for Data Science</i> . O'Reilly Media			
Reference Books:			
R1: James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). <i>An Introduction to Statistical Learning with Applications in R</i>			
R2: Shmueli, G., Bruce, P., Gedeck, P., & Patel, N. (2020). <i>Data Mining for Business Analytics Using R</i>			
R3: Kabacoff, R. (2020). <i>R in Action: Data Analysis and Graphics with R</i> . Manning Publications			

Online Resources:

<https://presiuniv.knimbus.com/user#/home>

<https://learn.microsoft.com/en-us/power-bi/>

<https://www.tidyverse.org>

<https://r4ds.had.co.nz>

<https://www.datacamp.com>

<https://www.kaggle.com>

Research Articles:

Articles on analytics application in marketing, HR, and operations decision making will be shared via institutional repository

Multimedia (Videos):

DataCamp R courses

YouTube channels: StatQuest with Josh Starmer, Data School

Case Studies:

- Flipkart – Predicting return rates using logistic regression
- ICICI Bank – Risk analytics using classification models
- Swiggy – Forecasting demand using time series in R

Catalogue prepared by	Dr. Mary Jeyanti P
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: QNT4112	Course Title: Applied Data Analysis and Visualization	L – T – P – C	2 – 0 – 2 – 3
Version No.	1.0		
Course Pre-requisites	NIL		
Course Description	This course introduces students to applied data analysis using spreadsheets and visualization tools to support managerial decision-making. It emphasizes the use of formulae, functions, pivot tables, and dashboards to analyze and interpret business data. Students will learn to apply statistical and financial techniques for forecasting, reporting, and optimization. The course integrates practical lab exercises with real-world datasets to build problem-solving skills. By the end, students will be able to create effective visualizations and analytical models for business impact.		

Course Outcomes	On successful completion of this course the students shall be able to: <ul style="list-style-type: none"> CO1: <i>Apply</i> spreadsheet operations to manage, format, and organize business datasets for effective analysis. CO2: <i>Analyze</i> business problems using formulas and functions to derive insights from quantitative and qualitative data. CO3: <i>Evaluate</i> data through advanced charts, pivot tables, and dashboards to support informed managerial decision-making. CO4: <i>Create</i> business solutions by integrating advanced Excel tools (Power Query, PowerPivot, VBA) to design models for forecasting and analytics applications. 			
Course Objective:	To develop students' ability to apply data analysis and visualization techniques using spreadsheets and advanced Excel tools for effective problem-solving and data-driven business decision-making.			
Module 1	Introduction to Data Analysis and Spreadsheets	Lecture, Lab	Apply	[5 Lecture + 5 Lab Sessions]
Introduction to data analysis, introduction to spreadsheets and excel, entering and editing worksheet data, performing basic worksheet operations, working with excel ranges and tables, formatting worksheets.				
Module 2	Formulae and Functions	Lecture, Lab	Analyze	[5 Lecture + 5 Lab Sessions]
Introducing formulae and functions, formulae for mathematical and text operations, formulae for handling dates and time, formulae for matching and lookup, formulae for statistical analysis, formulae for financial analysis, array formulas, error-free formulae.				
Module 3	Data Visualization, Management and Analysis	Lecture, Lab	Evaluate	[5 Lecture + 5 Lab Sessions]
Getting started with excel charts, creating sparkline graphics, advanced charting techniques, dashboarding and implementing excel dashboarding best practices, introducing pivot tables and pivot charts, analyzing data with pivot tables, analyzing data using goal seeking and solver, analyzing data with the analysis tool pack.				
Module 4	Applying analytics to achieve Business impact	Lecture, Lab	Create	[6 Lecture + 9 Lab Sessions]
Introduction to PowerPivot and power query, business application of power pivot and query, automating excel using VBA, business application of VBA, business data management applications, customer analytics applications, demand forecasting applications, capstone project				
Targeted Application & Tools that can be used: Microsoft Excel				
Project work/Assignment: <ul style="list-style-type: none"> Quiz (Module 1: Introduction to Data Analysis and Spreadsheets) Students will take a quiz on Excel basics, worksheet operations, ranges, and data formatting. Individual Assignment (Module 2: Formulae and Functions) Apply formulas and functions (mathematical, text, statistical, lookup, financial) on a given dataset to perform meaningful analysis and submit a written assignment with results. 				

- **Case Study (Module 3: Data Visualization, Management and Analysis)**
Analyze a business case dataset using PivotTables, charts, and dashboards. Identify patterns, trends, and provide managerial insights through visualization.
- **Project / Report Writing (Module 4: Applying Analytics to Achieve Business Impact)**
Capstone group project: Develop an Excel dashboard integrating Power Query, PowerPivot, Solver, or VBA. Submit a report demonstrating how the solution can support decision-making in business areas such as sales, HR, marketing, or finance.

- Text Books:

- T1. Mount, G. (2024). *Modern data analytics in Excel*. Wiley.
- T2 Fortino, A. (2024). *Data visualization for business decisions*. Packt Publishing.

References:

1. **R1:** McKinney, W. (2022). *Python for data analysis: Data wrangling with pandas, NumPy, and Jupyter* (3rd ed.). O'Reilly Media.
2. **R2:** Gibson, G. (2024). *Essential data science and analytics with R and Python*. Springer.
3. **R3:** Arab, I. (2024). *Marketing analytics dashboards design*. Routledge.
4. **R4:** Castro, L. N. de. (2025). *Exploratory data analysis: Descriptive analysis, visualization, and dashboard design*, Taylor & Francis.
5. Baley, I., & Veldkamp, L. (2025). *The data economy: Tools and applications*. Princeton University Press.

Web pages

1. <https://sites.google.com/view/narayanasrikanthreddy/home/student-home-page/mba-1st-sem>
2. <https://support.microsoft.com/en-gb/office/keyboard-shortcuts-in-excel-1798d9d5-842a-42b8-9c99-9b7213f0040f>
3. <https://www.linkedin.com/pulse/data-analysis-project-excel-dashboard-anusha-srivastava>

PU library E –resource

<https://www-sciencedirect-com-presiuniv.knimbus.com/journal/journal-of-computational-mathematics-and-data-science>

Catalogue prepared by	Dr. Varalakshmi Dandu
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: MKT4112	Course Title: Digital Marketing Strategy, Tools and Trends Type of Course: Program Core Theory Only Course	L- T-P- C	2	1	2	4
Version No.	1.0					
Course Pre-requisites	Nil					
Anti-requisites	NIL					
Course Description	This course provides an advanced, hands-on introduction to the field of digital marketing. Students will learn to build digital infrastructure (web and social), plan and implement paid and owned media strategies, and apply contemporary tools like mobile, email, and AI-based marketing. Designed with a progressive structure, learners begin by creating a brand website, then enhance discoverability using SEO and organic tools, followed by campaign execution via paid media and finally, integrating cutting-edge direct and AI-led marketing innovations. Excludes analytics to focus purely on execution and creative planning.					
Course Outcomes	<p>On successful completion of this course the students shall be able to:</p> <p>CO1) Create a functional brand website and social presence aligned with digital best practices.</p> <p>CO2) Apply SEO, AEO, and content strategies to enhance online discoverability.</p> <p>CO3) Analyze different paid media platforms and design effective cross-channel ad campaigns.</p> <p>CO4) Evaluate mobile, email, affiliate, and AI-based tools into a unified marketing strategy.</p>					
Course Objective:	The course aims at SKILL DEVELOPMENT with respect to Digital Marketing Strategies with PARTICIPATIVE learning activities.					
Module 1	Building Digital Infrastructure	Assignment (Participative Learning)	Case Study	8 H + 4T + 6 P		

Topics: Introduction to Digital Presence, Web Design Basics: Structure, UX, and Branding, Domain, Hosting, CMS (WordPress or No-Code), Page Types & Wireframes, Integrating Forms and CTAs, Setting up Business Social Media Pages, Linking Web + Social Ecosystem, Website Legal Essentials: Cookies, Privacy.

Module 2	Organic Visibility & Content Strategy	Assignment (Participative Learning)	Article	8 H + 4T + 8 P
Topics: SEO Fundamentals: On-page, Off-page, Technical, Local and International, Answer Engine Optimization (AEO), Generative Engine Optimization (GEO), Blogging Strategy and Content Calendar, Keyword Planning Tools, Image & Meta Optimization, Organic Social Media (LinkedIn, Instagram, YouTube and Facebook), Influencer & Community Engagement, ORM (Online Reputation Management).				
Module 3	Paid Media Planning & Execution	Assignment using E Library (Participative Learning)	Analyze and evaluate a brand's organic and paid digital strategies.	8 H + 4T + 8 P
Topics: Display Ads (Google Display Network, Banners, Native), Google Search Ads: Structure, Keywords, Ad Copy, Paid Social Media Ads: Meta, LinkedIn, X, Budgeting, Bidding & Scheduling, Campaign Testing (A/B Creatives), Targeting Methods: Contextual, Behavioral, Programmatic Ad Basics, Creative Briefing & Visual Design, Integrated Media Plan Submission.				
Module 4	Direct & AI-Driven Marketing	Project (Experiential Learning)	Design and execute a multi-platform campaign.	6 H + 3T + 8 P
Topics: Email Marketing: Segmentation, Automation, Mobile Marketing: SMS, In-App, Geo-targeting, Affiliate Marketing Ecosystem, AI in Marketing: Chatbots, Predictive Content, Personalization, Voice Assistants & WhatsApp Business, AR/VR Marketing Trends, Building Drip Campaigns, Building Chatbot Journeys (No Code), Final Campaign Showcase & Reflection.				

Targeted Application & Tools that can be used: Social Media Platforms - Facebook, Instagram, LinkedIn, Twitter, YouTube. Tools – Semrush, Ahrefs, Sprout Social, Buffer, Mailchimp, Brevo.

Assignment:

Assignment 1: Build Your Digital Brand. (Individual) (A functional 5-page website and Link social media handles)

Assignment 2: Analyze and evaluate a brand's organic and paid digital strategies using academic sources and competitor benchmarking, supported by SEO audit tools and ad library insights. (Individual)

Assignment 3: Design and execute a multi-platform campaign. (Group)

Text Book:

T1: Gupta, Seema. *Digital Marketing* (3rd Edition, 2022). McGraw Hill Education. ISBN: 9789355320483

T2: Bhatia, Puneet Singh. *Fundamentals of digital marketing* (3rd ed.). Pearson. ISBN: 9789357054928

References

R1: Sachdev, Raj. (2024). *Digital marketing*. McGraw Hill Education. ISBN: 9781264608690

R2: Chaffey, Dave, & Ellis-Chadwick, Fiona. (2022). *Digital marketing: Strategy, implementation and practice* (8th ed.). Pearson Education. ISBN: 9781292400969

Online Resources:

<https://presiuniv.knimbus.com/user#/home>

Articles:

- **Wall Street Journal. (2025).** AI will soon dominate ad buying, whether marketers like it or not. *The Wall Street Journal*. Link: <https://www.wsj.com/articles/ai-will-soon-dominate-ad-buying-whether-marketers-like-it-or-not-3d62b754>
- **Economic Times. (2025).** Spearhead the shift to data-led, AI-powered digital marketing. *The Economic Times*. Link: <https://economictimes.indiatimes.com/jobs/mid-career/spearhead-the-shift-to-data-led-ai-powered-digital-marketing/articleshow/121455704.cms>
- **The Times. (2025).** Future-proof your marketing strategy with Google's AI rivals. *The Times*. Link: <https://www.thetimes.co.uk/article/future-proof-marketing-strategy-google-ai-rivals-enterprise-network-dswkqjd3f>
- **Business Insider. (2025).** Sam Altman said AI would replace 95% of ad agency work. 3 top creative directors say AI has won them lucrative business. *Business Insider*. Link: <https://www.businessinsider.com/how-advertising-agencies-use-ai-to-pitch-win-business-2025-5>
- **Economic Times. (2025, May 28).** WPP replaces GroupM with AI-powered WPP Media. *The Economic Times*. Link:

<https://economictimes.indiatimes.com/industry/media/entertainment/media/wpp-replaces-groupm-with-ai-powered-wpp-media/articleshow/121469920.cms>

Multimedia (Videos):

Videos on Digital Marketing

- **Social Media Marketing for Small Business**
[Watch here](#)
- **Digital Marketing and You – TED Talk by Ankit Srivastava**
[Watch here](#)
- **Digital Marketing In 2025: Get Website Traffic By Doing This Now**
[Watch here](#)
- **6 Marketing Trends You Need to Know in 2025**
[Watch here](#)

Case Studies:

HUGE and Digital Strategy

By: Ramon Casadesus-Masanell; Nicholas G. Karvounis, Harvard Business School

Link: <https://hbsp.harvard.edu/product/712442-PDF-ENG?Ntt=HUGE%20and%20Digital%20Strategy>

The YES: Reimagining the Future of e-Commerce with Artificial Intelligence

By: Jill Avery, Harvard Business School

Link: <https://hbsp.harvard.edu/product/521070-PDF-ENG?Ntt=The%20YES%3A%20Reimagining%20the%20Future%20of%20e-Commerce%20with%20Artificial%20Intelligence>

Digital Transformation at GE: What Went Wrong?

By: Robert D. Austin, Ivey Business School

Link: <https://hbsp.harvard.edu/product/W19499-PDF-ENG?Ntt=Digital%20Transformation%20at%20GE%3A%20What%20Went%20Wrong%3F>

Michael McCain: Tweeting on the Maple Leaf Foods Account

By: Gerard Seijts; Steve Foerster, Ivey Business School

Link: <https://hbsp.harvard.edu/product/W20903-PDF-ENG?Ntt=Michael%20McCain%3A%20Tweeting%20on%20the%20Maple%20Leaf%20Foods%20Account>

Cheekbone Beauty: Building an Indigenous Growth Venture

By: Simon Parker, Ivey Business School

Link: <https://hbsp.harvard.edu/product/W25813-PDF-ENG?Ntt=Cheekbone%20Beauty%3A%20Building%20an%20Indigenous%20Growth%20Venture>

Catalogue prepared by	Dr Uttam Chakraborty,
-----------------------	-----------------------

Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: FIN4112	Course Title: Financial Modelling and Corporate Finance Type of Course: Program Core	L-T-P- C	2	1	2	4
Version No.	1.0					
Course Pre-requisites	NIL					
Anti-requisites	NIL					
Course Description	<p>This course provides students with a comprehensive understanding of the principles and practical applications of financial modeling and corporate finance. Through hands-on instruction, participants will learn to build robust financial models using Excel or other financial tools to support corporate decision-making and valuation.</p> <p>The course covers key corporate finance topics, including capital budgeting, cost of capital, capital structure, working capital management, and valuation techniques such as discounted cash flow (DCF) and comparable company analysis. Students will apply these concepts by constructing financial models to analyze real-world business scenarios, assess investment opportunities, and support strategic financial planning.</p>					
Course Objective	<p>The objective of this course is to equip students with the essential skills and knowledge to build robust financial models and apply core principles of corporate finance in real-world business scenarios. Students will learn to forecast financial performance, conduct valuation analyses, assess investment decisions, and support strategic planning through quantitative techniques. The course aims to bridge theoretical finance concepts with practical modelling tools, enhancing students' ability to make data-driven financial decisions.</p>					
Course Outcomes	<p>By the end of this course, students will be able to:</p> <p>CO1: Understand Core Concepts Demonstrate a comprehensive understanding of key corporate finance concepts such as capital budgeting, valuation, cost of capital, risk analysis, and capital structure.</p> <p>CO2: Apply Financial Modelling Techniques Construct dynamic financial models using Microsoft Excel or similar tools to analyze financial statements, forecast performance, and evaluate investment opportunities.</p> <p>CO3: Perform Company Valuation</p>					

	<p>Conduct company valuations using methodologies such as Discounted Cash Flow (DCF), Comparable Company Analysis, and Precedent Transactions.</p> <p>CO4: Analyze Financial Statements Interpret and analyze income statements, balance sheets, and cash flow statements to assess the financial health and performance of a company.</p> <p>CO5: Make Strategic Financial Decisions Apply financial models to support strategic decisions in mergers & acquisitions, capital budgeting, and financing choices.</p> <p>CO6: Integrate Theory and Practice Synthesize financial theory with real-world data to solve practical business problems and present findings through reports and presentations.</p> <p>CO7: Utilize Industry Tools and Best Practices Employ best practices in financial modeling, including sensitivity analysis, scenario planning, and error checking to ensure model accuracy and reliability.</p>		
Course Content	The course on Financial Modeling and Corporate Finance covers essential concepts such as financial statement analysis, forecasting, valuation techniques (DCF, comparable company analysis), and budgeting. Students learn to build dynamic financial models using Excel, including income statements, balance sheets, and cash flow projections. The course also explores capital structure, cost of capital, investment decision-making, and risk analysis. Through hands-on projects and case studies, learners gain practical skills to evaluate business performance, support strategic decisions, and communicate financial insights effectively in real-world scenarios.		
Module 1	<p>Foundations of Financial Modelling & Financial Statement Analysis</p>	<p>Experiential Learning</p>	<p>Handshake with Modeling Basics</p> <p>6 Lectures, 3 Tutorials, 6 Practical Sessions</p>
Module 2	<p>Time Value of Money, Capital Budgeting</p>	<p>Experiential Learning</p> <p>Understanding of key corporate finance concepts such as capital budgeting, valuation,</p>	<p>(8 Lectures, 3 Tutorials, 8 Practical Sessions)</p>

			cost of capital	
Time Value of Money: Present Value, Future Value, Annuities, Perpetuities. Capital Budgeting Techniques: Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period, Profitability Index. Risk and Return: Standalone Risk, Portfolio Risk, Diversification, Capital Asset Pricing Model (CAPM).				
Module 3 Capital Structure, Cost of Capital Experiential Learning Capital Structure Decisions (6 Sessions, 3 Tutorials, 6 Practical)				
Cost of Equity: Dividend Growth Model, Capital Asset Pricing Model (CAPM), Beta estimation, and adjustments. Cost of Debt & Cost of Preferred Stock: Calculating the after-tax cost of debt. Understanding preferred stock characteristics and cost. Weighted Average Cost of Capital (WACC): Calculation and practical considerations for WACC. Capital Structure Theories: Modigliani-Miller propositions (with and without taxes), trade-off theory, pecking order theory. Types of dividends , dividend theories (relevance vs. irrelevance), factors influencing dividend policy, share repurchases.				
Module 4 Capital Budgeting Decisions and Valuations Experiential Learning Capital Budgeting Decisions 5 Lectures, 3 Tutorials, 6 Practical Sessions				
Capital Budgeting Decisions: Project evaluation techniques revisited (NPV, IRR, Payback Period, Profitability Index). Real options. Valuation Fundamentals: Introduction to different valuation approaches – Discounted Cash Flow (DCF), Relative Valuation (Multiples). Free Cash Flow to Firm (FCFF) & Free Cash Flow to Equity (FCFE): Derivation and importance for valuation. Discounted Cash Flow (DCF) Valuation Model: Building a DCF model step-by-step, terminal value calculation. Sensitivity Analysis & Scenario Analysis: Understanding how changes in key assumptions impact model outputs. Data tables, Goal Seek, Scenario Manager. Introduction to Mergers & Acquisitions (M&A) Modelling: Accretion/dilution analysis basics, key M&A considerations.				
Module 5 Working Capital Management Experiential Learning Working Capital Management (5 Lectures, 3 Tutorials, 6 Practical Sessions)				
Overview of Working Capital Management: Definition, components, importance, operating cycle, cash conversion cycle. Inventory Management: Costs of inventory, EOQ model, just-in-time (JIT) inventory, inventory control systems. Receivables Management: Credit policy, credit terms, collection policies, factoring. Payables Management: Managing accounts payable, trade credit, stretching payables.				
Targeted Application & Tools that can be used: • Microsoft Excel (or equivalent spreadsheet software), Python (depends on students compatibility)				
Tutorial Plan:				

1	Practice calculating and interpreting key financial ratios from given financial statements.
2	Solving problems related to future value, present value, and simple NPV/IRR calculations.
3	Forecasting Techniques & Driver Identification: Case studies on identifying appropriate drivers for various financial line items.
4	Resolving Circularity in Simple Models: Manual and iterative methods for dealing with circular references.
5	WACC Calculation Case Studies: Practical exercises on calculating WACC for different companies using real-world data.
6	Capital Structure and Dividend Policy Problem Solving: Discussion of qualitative and quantitative problems related to capital structure and dividend decisions.
7	DCF Valuation Case Study: Working through a complete DCF valuation exercise from assumptions to value.
8	M&A Accretion/Dilution Problem Solving: Simple exercises to understand the impact on EPS.
9	Cash Conversion Cycle & Working Capital Ratios: Practical exercises on calculating and interpreting working capital metrics.
10	Inventory & Receivables Management Problems: Solving quantitative problems related to EOQ, credit terms, and collection efficiency.

Practical Plan:

1	Excel Basics for Financial Modelling: Setting up a clean worksheet, formatting, essential functions (SUM, AVERAGE, IF, COUNT, etc.).
2	Building a Simple Income Statement: From raw data to a structured Income Statement in Excel.
3	Building a Simple Balance Sheet: Constructing a basic Balance Sheet in Excel, ensuring it balances.
4	Linking Financial Statements: Initial steps to link a basic Income Statement and Balance Sheet.
5	Building Revenue and Cost of Goods Sold Forecasts: Practical application of forecasting techniques in Excel.
6	Forecasting Operating Expenses & Working Capital Accounts: Extending the model to include these forecasts.
7	Constructing a Full Integrated Financial Model (Part 1): Building the Income Statement and linking it to the Balance Sheet.
8	Constructing a Full Integrated Financial Model (Part 2): Completing the Cash Flow Statement and ensuring the model balances. Addressing initial circularities.

9	WACC Model in Excel: Building a dynamic WACC calculator in Excel, incorporating different inputs for equity, debt, and preferred stock.
10	Beta Calculation and Unlevering/Levering Beta: Using historical data to calculate beta and adjusting for leverage.
11	Modeling Debt and Equity Financing Scenarios: Integrating different financing assumptions into an existing integrated model.
12	Impact of Capital Structure on Valuation: Analyzing how changes in debt-to-equity ratio affect WACC and potentially firm value in a model.
13	Building a Capital Budgeting Model: Creating a model to evaluate a new project using NPV and IRR.
14	Building a DCF Valuation Model: Constructing a comprehensive DCF model from a pre-built integrated financial statement model.
15	Sensitivity Analysis & Scenario Analysis in Excel: Applying data tables, Scenario Manager, and Goal Seek to the DCF model.
16	Introduction to M&A Modelling - Accretion/Dilution: Building a simple accretion/dilution model for a hypothetical merger.
17	Working Capital Forecasts Integration: Refining working capital forecasts within the integrated financial model.
18	Cash Budgeting Model: Building a detailed cash budget for a company.
19	Inventory Management Model: Developing a model to analyze optimal inventory levels (e.g., EOQ).
20	Accounts Receivable and Payable Management Model: Modeling the impact of changes in credit terms or payment policies on cash flows.

Text Book

Financial Modeling by Simon Benninga (MIT Press)

Corporate Finance by Stephen A. Ross, Randolph W. Westerfield, and Jeffrey Jaffe (McGraw-Hill Education)

Reference Books

Valuation: Measuring and Managing the Value of Companies by McKinsey & Company (Wiley)

Damodaran on Valuation by Aswath Damodaran (Wiley)

Reference Books

Web Links and Case Study Links

Catalogue prepared by	Dr. Megha Pandey
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025

Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025
---	--

Course Code: OBH4112	Course Title: People, Performance and HR Strategy Type of Course: Program Core	L	T	P	C
Version No.	2.0	2	1	0	3
Course Pre-requisites	NIL				
Anti-requisites	Nil				
Course Description	<p>"People, Performance and HR Strategy" explores the strategic role of human resources in driving organizational success. The course examines how effective people management enhances performance, fosters employee engagement, and how strategic human resource management (HRM) aligns with broader business objectives to drive performance, innovation, and competitive advantage.</p> <p>Using real-world case studies, students will evaluate how organizations leverage their people strategies to respond to internal and external pressures, including market competition, workforce diversity, and digital transformation.</p> <p>By the end of the course, students will be equipped with the tools and frameworks necessary to develop and lead effective HR strategies that improve organizational performance and foster long-term success. This course is ideal for aspiring HR professionals, managers, and business leaders.</p>				
Course Objective	<ol style="list-style-type: none"> 1. <i>Define</i> key concepts and terminology related to human resource strategy, performance management, and problem solving in organisational set up. (Blooms Level: Comprehension) 2. <i>Demonstrate</i> the relationship between HR practices, employee performance, and organizational outcomes within various business contexts. (Blooms Level: Application) 3. <i>Evaluate</i> how HR strategies influence employee behaviour, motivation, and overall performance resulting in organizational effectiveness. (Experiential learning) (Blooms Level: Evaluation) 4. <i>Develop</i> comprehensive HR strategies that integrate people management, performance metrics, and business objectives to drive sustainable success. (Blooms Level: Create) 				
Course Out Comes	This course will enhance the organizational people management skills of the students through participative learning that will be helpful for managing organizations.				
Course Content:					
Module 1	Managing People for Performance at work	Assessment	Q u iz	11 Sessi ons	

Topics: People Management, benefits of people Management, Individual vs. team behaviour, Role of manager in managing performance, Individual vs. team vs. organizational performance, Goal setting, feedback, Performance appraisal methods, High-performance work systems (HPWS), Addressing underperformance. [Blooms level : Comprehension]

Module 2	Approaches to Performance Systems	Assessment	A s s i g n m e n t -	12 Sessi ons
			m e a s u r v e y	
Module 3	Strategic Foundations of HRM	Assessment	C a s e A n al y si s	11 Sessi ons
Module 4	Performance and HR Strategy	Assessment	M i n i P	11 Sessi ons

			r o j e c t	
Linking HR with performance, ways to motivate the performance, Universalistic vs. contingency approaches strategies, aligning performance systems with organizational strategy, KPIs, SMART goals Legal and ethical considerations, Diversity, equity, and inclusion in strategic HR, Organizational strategy and its implications for HR, Measuring ROI on HR performance. [Blooms level :Application]				
Targeted Application & Tools that can be used:				
<ul style="list-style-type: none"> • Fundamental exposure to the qualitative and quantitative surveys techniques in: People, Performance and HR Strategy. • Professionally Used Software: Microsoft excel, SPSS, R software, and qualitative techniques, Tableau, Microsoft Power BI, Skill Assessment Platforms. 				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course:				
<ol style="list-style-type: none"> 1. Quiz related to the basic concepts of People Management, Appraisal Methods etc. 2. Design a suitable appraisal method to suit the labours working in Cement factory and compare the appraisal components with the appraisal form of IT industry team leaders. 3. Case analysis on performance appraisal: Who moved my Cheese?/Case Study: Tata Motors; Talent Management Fast Track selection Scheme 4. Undertake a mini project survey to assess the ways to motivate the over performer and underperformer. 				
Text Book				
T1: Dessler, Gary & Varkkey, Biju (2020). Human Resource Management, 16th Edition, Pearson Education, New Delhi.				
T2: Rao, P Subba (2022). Personnel and Human Resource Management, 5th Edition, Himalaya Publishing House				
REFERENCE BOOK				
R1: Armstrong, M. (2022). <i>Armstrong's handbook of performance management: An evidence-based guide to delivering high performance</i> (6th ed.). Kogan Page.				
R2: Schmidt, L. (2021). <i>Redefining HR: Transforming people teams to drive business performance</i> . Kogan Page.				
R3: Armstrong, M., & Taylor, S. (2023). <i>Armstrong's handbook of strategic human resource management</i> (7th ed.). Kogan Page.				
Web Resources:				

Web Links:

1. A review of performance measurement: Towards performance management

<https://puniversity.informaticsglobal.com:2282/ehost/detail/detail?vid=7&sid=41ff6170-e9b6-4fdc-bd4a->

<bb122d67f0f7%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=18259872&db=iih>

2. <https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/g/>

Related Articles:

1. **Impact of e-leadership and team dynamics on virtual team performance in a public organization** <https://www.emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJPSM-08-2020-0218/full/html>

2. **Managing Diversity In The Workplace: Age, Language And Culture**

<https://www.forbes.com/sites/forbesbusinesscouncil/2021/08/12/managing-diversity-in-the-workplace-age-language-and-culture/?sh=32d35341e954>

3. Case Study: Apigee; People Management Practices and Challenge of growth. (Ivey Publishing-LSB-H)

Sample Data Set: School Teachers- employee data set with demographics, performance scores, strategies adopted for retention etc. -collected through surveys.

Book - References:

- Becker, B. E., & Huselid, M. A. (2021). High performance work systems and firm performance: A synthesis of research and managerial implications. In *The strategic human resource management sourcebook* (pp. 123–140). Oxford University Press.
- Schmidt, L. (2021). Redefining HR: Transforming people teams to drive business performance. Kogan Page.
- Madhani, P. M. (2024). Strategic HR analytics: Driving business performance. *ResearchGate*. https://www.researchgate.net/publication/377208077_Strategic_HR_Analytics_Driving_Business_Performance
- People Strong. (2023). *Performance insights handbook*. https://www.peoplestrong.com/sg/white_paper/performance-insights-handbook

Catalogue prepared by	Dr.A.Abirami / Associate Professor / School of Management
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025

Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025
---	--

Course Code: MKT5112	Course Title: Managing Sales Teams and Distribution Network Type of Course: Specialization Track Core	L-T-P-C	3	1	0	4
Version No.	2.0					
Course Pre-requisites	Nil					
Anti-requisites	NIL					
Course Description	<p>Objective of this course is to develop, understand and appreciate the processes in organizations. The course includes the familiarization of conceptual approaches and the practical aspects of the key decision making variables in sales and distribution management. Since the subject has tremendous application in the professional and personal work life, the emphasis will be on assimilating the learning through application of the theoretical inputs on real life cases and situations. The objective of this course is to help students understand the Sales functions as an integral part of management in a business firm. This course will make students appreciate the role of sales managers in the context of Indian economy with particular reference to consumer and industrial goods and services. A company's sales team and channel partners have a larger role to play in fulfilling organizational objectives. The sales and distribution function of a modern day corporation must not merely sell products; they must also be actively involved in solving customer problems, building a relationship with customers. This course will develop skills for sales management issues and channel management issues.</p>					
Course Outcomes	<p>On successful completion of this course the students shall be able to:</p> <ol style="list-style-type: none"> 1. Explain nature and importance of sales management, types and skills of sales managers. 2. Discuss sales forecasting methods, allocation of sales budget, management of sales territories and sales quotas. 3. Develop distribution management strategies. 4. Apply SCM principles for distribution management. 					
Course Objective:	The course aims at SKILL DEVELOPMENT to apply Marketing Strategies through EMPLOYABILITY facilitating activities.					
Module 1	Sales and Sales Force Management	Assignment (experiential learning)	Interviewing a Sales Manager	15 Sessions		
<p>[10 Sessions] [BLOOMS LEVEL: Understand]</p> <p>Introduction to Sales - Definition and meaning, objectives, Sales Management, Personal selling and Salesmanship, setting personal selling objectives, determining sales related marketing policies,</p>						

<p>Emerging Trends in Sales Management, Salesforce Management - Recruitment and Selection, Sales training, Motivating sales personnel, compensating, managing expenses, sales meetings, sales contests, controlling, evaluating and supervising sales personnel</p>				
Module 2	Sales Planning and Controlling the Sales Effort	Assignment(experiential learning)	Mock Sales	15 Sessions
<p>[15 Sessions] [BLOOMS LEVEL: Apply]</p> <p>Sales Forecasting, forecasting approaches, Sales Budgets. Personal Selling Process: Prospecting and qualifying, Pre-approach, approach, presentation and demonstration, overcoming objections, closing the Sale, Follow-up. Define Sales Territory, Procedure for Designing Sales Territories, Assigning Sales People to Territories, Managing Territorial Coverage, Sales Quotas or Sales Targets, Methods for Setting Sales Quotas. Sales control and Cost analysis</p>				
Module 3	Distribution Management	Assignment (Participative learning)	Project	15 Sessions
<p>[10 Sessions] [BLOOMS LEVEL: Create]</p> <p>Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, channel flows, Channel Intensity, classification of distribution channels, types of channel intermediaries, designing distribution channel strategy, factors affecting the design of marketing channels, Factors affecting selection of channel partners.</p>				
Module 4	Market logistics and supply chain management	Assignment (Participative learning)	Project	15 Sessions
<p>[10 Sessions] [BLOOMS LEVEL: Analyse]</p> <p>Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, technology in logistics and SCM, channel information systems, distribution management in international markets.</p>				
<p>Targeted Application & Tools that can be used:</p> <ul style="list-style-type: none"> ▪ FMI Certification in Retail / Food Retail Leader ▪ A certificate course in Retailing from RASCI 				
<p>Text Book:</p> <p>T1: Krishna K Havaladar, Vasant M. Cavale, <i>Sales & Distribution Management</i>, Tata McGraw Hill, latest edition.</p> <p><i>Decisions, Strategies & Cases</i>, Pearson, latest edition</p> <p>T2: Venugopal, P. (2005). <i>Marketing Channel Management: A Customer-Centric Approach</i>. New Delhi: Response Books</p>				

References

R1: Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, *Sales Management*

R2: Panda, T. K. & Sahadev, S. S. (2005). *Sales and Distribution Management*. New Delhi: Oxford University Press

R3: Kapoor, R. (2005). *Fundamentals of Sales Management*. Delhi: Macmillan India

R4: Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (1988). *Sales Management: Decisions, Strategies and Cases*. (5th edition). New Delhi: Prentice-Hall of India

Online Resources:

<https://presiuniv.knimbus.com/user#/home>

Articles

- The effects of customer online reviews on sales performance: The role of Mobile phone's quality characteristics
<https://reader.elsevier.com/reader/sd/pii/S1567422322001120?token=F2F5BF4E22E36E0716A25E32F14F17584EA3E6BC188C88370E9E4902502613DE71E45592F083258AD1BEBF60B225D109&originRegion=eu-west-1&originCreation=20221219060247>
- Weitz, B.A., Bradford, K.D. Personal selling and sales management: A relationship marketing perspective. *J. of the Acad. Mark. Sci.* 27, 241–254 (1999).
<https://doi.org/10.1177/0092070399272008>
- Factors affecting repurchase intentions in retail shopping: An empirical study
<https://reader.elsevier.com/reader/sd/pii/S2405844022019077?token=DFE5791B4F7D870324C96079BC3CC1ED0788DDA3664366525CC8E25900D25AA3DBE8E4CC11C9792701999D166CD4C92&originRegion=eu-west-1&originCreation=20221219060933>
- A review of the interactive marketing literature in the context of personal selling and sales management
<https://www.emerald.com/insight/content/doi/10.1108/JRIM-06-2014-0035/full/pdf?title=a-review-of-the-interactive-marketing-literature-in-the-context-of-personal-selling-and-sales-management-a-research-agenda>
- Bucklin, L. P. (1963). Retail Strategy and the Classification of Consumer Goods. *Journal of Marketing*, 27(1), 50-55. <https://doi.org/10.1177/002224296302700110>
- Law, D., Wong, C. and Yip, J. (2012), "How does visual merchandising affect consumer affective response? An intimate apparel experience", *European Journal of Marketing*, Vol. 46 No. 1/2, pp. 112-133. <https://doi.org/10.1108/03090561211189266>

Multimedia (Videos):

- Personal selling process
<https://www.youtube.com/watch?v=2ljHjRRzD0M>

- Retailing function
<https://www.youtube.com/watch?v=Xf-4rHuBRLI>

Cases

Case Study: How Tommy Hilfiger Created Its Digital Showroom

Link - <https://web-p-ebscohost-com-presiuniv.knimbus.com/ehost/detail/detail?vid=17&sid=25442542-5811-4604-abcf-725a660dc5cd%40redis&bdata=JnNpdGU9ZWhvc3QtbGI2ZQ%3d%3d#AN=130680366&db=iih>

From Selling to Sales management – a development model

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/eb008105/full/html>

Megamart – Seasonal demand planning

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/cscmp.2018.000018/full/html>

D mart an ace in India's retail space

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/EEMCS-09-2020-0324/full/html>

Catalogue prepared by	Dr.D.BARANI KUMAR
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: FIN5111	Course Title: Investment and Portfolio Management Type of Course: Specialization Track Core	L-T-P-C	3	10	4
Version No.	1.0				
Course Pre-requisites	Students should have successfully completed Financial Management and Financial Accounting courses.				
Anti-requisites	NIL				
Course Description	Investment and Portfolio Management focuses on the principles and practices of investing in financial markets, including the analysis of various asset classes such as stocks, bonds, and mutual funds. The course covers techniques for evaluating investment opportunities, managing risk, and constructing diversified portfolios to achieve specific financial goals. Students will learn about market efficiency, asset pricing models, and portfolio performance measurement. Practical applications include developing strategies for asset allocation, portfolio optimisation, and monitoring investment performance.				

Course Outcomes	<p>On successful completion of this course, the students shall be able to:</p> <p>CO 1 Understand and apply fundamental concepts of investment, including risk and return, to evaluate various financial assets. (Participative Learning)</p> <p>CO2 Analyse financial markets and use asset pricing models to make informed investment decisions. (Participative Learning)</p> <p>CO3 Design and construct diversified investment portfolios that align with specific risk tolerance and investment objectives. (Experiential Learning)</p> <p>CO4 Evaluate portfolio performance using quantitative techniques and adjust strategies to optimise returns. (Application).</p>			
Course Objective:	<p>The course aims at SKILL DEVELOPMENT with respect to Financial Services with PARTICIPATIVE learning activities.</p>			
Module 1	Foundations of Investment and Financial Markets	Assignment (Participative Learning)		16 Sessions
<p>This module introduces the core principles behind investment decisions and provides a foundational understanding of financial markets. It explores investor types, goals, constraints, and the structure of markets that facilitate investments.</p> <ul style="list-style-type: none"> Objectives of Investment Decisions: Introduction, investor types, constraints, and goals Financial Markets Overview: Primary vs. Secondary markets Money Markets and Instruments: Repos, reverse repos Bond and Stock Markets: Market structures and functions Trading Mechanisms: How securities are traded in secondary markets 				
Module 2	Fixed Income Securities and Market Efficiency	Assignment (Participative Learning)		14 Sessions
<p>This module dives into the valuation and characteristics of fixed-income securities. It also covers the concept of market efficiency and challenges to the Efficient Market Hypothesis (EMH).</p> <ul style="list-style-type: none"> Time Value of Money: Simple vs. compound interest, nominal vs. real rates Bond Valuation: Bond pricing, yields, interest rates Capital Market Efficiency: EMH concepts and implications Behavioural Finance: Departures from market efficiency 				
Module 3	Financial Analysis and Equity Valuation	Project (Experiential Learning)		14 Sessions
<p>This module discusses the tools for analysing financial statements and valuing stocks.</p> <ul style="list-style-type: none"> Financial Statement Analysis: Understanding company performance 				

<ul style="list-style-type: none"> • Financial Ratios: Return, operating, profitability measures • Equity Valuation: Valuation of common stocks • Technical Analysis: Market trend analysis techniques 				
Module 4	Modern Portfolio Theory and Investment Management	Assignment (Participative Learning)		16 Sessions
<p>It introduces modern portfolio theory, including diversification and equilibrium pricing models. It also covers types of derivatives, portfolio strategies, and performance evaluation of managed funds.</p> <ul style="list-style-type: none"> • Modern Portfolio Theory: Diversification and Risk Management • CAPM and APT: Capital Asset Pricing Model and Arbitrage Pricing Theory • Investment Companies: Mutual funds, classifications • Portfolio Management Strategies: Active vs. Passive Management • Management Costs: Loads, fees, NAV • Fund Performance Evaluation: Methods for assessing returns and risks 				
<p>Targeted Application & Tools that can be used:</p> <p>The course aims to equip students with the skills to make informed investment decisions, construct and manage portfolios, evaluate securities (equities, bonds, and derivatives), and assess fund performance. It is applicable in roles such as investment analysis, portfolio management, equity research, and financial advisory.</p> <p>Professionally Used Software:</p> <ul style="list-style-type: none"> • Microsoft Excel (for financial modelling, bond/stock valuation, and risk analysis) • Bloomberg Terminal (for real-time financial data and market research) • Reuters Eikon (for financial analytics and investment insights) • R / Python (for quantitative finance and portfolio optimisation) • Morningstar Direct (for mutual fund analysis and portfolio performance evaluation) 				
<p>Project work/Assignment:</p> <p>Assignment: 1] -- Security Valuation Exercise</p> <p>Objective: Calculate, compare and analyse the intrinsic value of two selected stocks (different industries) using both the Dividend Discount Model (DDM) and Price/Earnings (P/E) multiple.</p> <p>Deliverable: A short report including valuation steps, assumptions, data sources, and investment recommendation. (to be done in a group of minimum 2 and maximum 3 students)</p> <p>Assignment: 2] -- Portfolio Construction and Risk Analysis</p> <p>Objective: Create a diversified portfolio of 7–8 assets (stocks/bonds) and compute expected return, standard deviation, and portfolio beta.</p> <p>Deliverable: An Excel-based analysis showing asset allocation, risk-return profile, and a brief justification of investment choices. (to be done in a group of minimum 2 and maximum 3 students)</p> <p>Assignment: 3] -- Experiential Learning – Virtual Trading Simulation</p>				

Objective: Participate in a virtual stock market simulation (e.g., using platforms like Investopedia Simulator or Moneybhai).

Task: Trade over a 4-week period and maintain a trading journal documenting decisions (buy/sell), gains/losses, and learning outcomes.

Deliverable: Reflection report summarising trading strategy, key takeaways, and lessons on market behaviour and portfolio management.

(to be done in a group of minimum 2 and maximum 3 students)

Textbook:

- T 1 - Investment Analysis and Portfolio Management - By Frank K. Reilly and Keith C. Brown
- T 2 - Investments - By Zvi Bodie, Alex Kane, and Alan J. Marcus

Reference Books:

- R 1 - Security Analysis - By Benjamin Graham and David L. Dodd
- R 2 - Modern Portfolio Theory and Investment Analysis - By Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, and William N. Goetzmann

References:

Research Articles in Journals:

Fama, E. F., & French, K. R. (1993). Common risk factors in the returns on stocks and bonds.

Journal of financial economics, 33(1), 3-56.

https://www.jufinance.com/mag/fin534_16/Common_risk_factors_Fama_French_JFE1993.pdf

Dahlquist, M., & Ibert, M. (2024). Equity return expectations and portfolios: Evidence from large asset managers. The Review of Financial Studies, 37(6), 1887-1928.

<https://academic.oup.com/rfs/article-pdf/37/6/1887/57678633/hhae008.pdf>

Carhart, M. M. (1997). On persistence in mutual fund performance. The Journal of finance, 52(1), 57-82. <https://onlinelibrary.wiley.com/doi/pdf/10.1111/j.1540-6261.1997.tb03808.x>

Sharpe, W. F. (1994). The Sharpe Ratio. Journal of Portfolio Management, 21(1), 49-58. https://www.pipsafe.com/Forex-E-Books/The_Sharpe_Ratio.pdf

Guzman, S., Rezaee, A., & Clare, A. (2025). ETF Adoption and Equity Market Macroefficiency. Journal of Portfolio Management, 51(6).

This study examines how the proliferation of Exchange-Traded Funds (ETFs) has influenced stock market efficiency. The authors find that increased ETF adoption enhances macro-efficiency, particularly during volatile periods, by reducing mispricing in developed markets.

Case Studies:

- Warren Buffett and Berkshire Hathaway (Harvard Business School Case)
Topic: Equity Valuation & Investment Philosophy
Learning Outcome: Apply DCF and multiples to value a company; assess investor strategy alignment with efficient markets.
<https://www.hbs.edu/faculty/Pages/item.aspx?num=36937>
- Fundamental Analysis Redux
This paper presents two case studies to illustrate the pitfalls of quantitative investment strategies. The first case study looks at Whiting Petroleum Corporation, an oil and gas company, in 2015. The second case study looks at Big Five Sporting Goods, a sporting goods retailer, that rose to the top of generic 'multiple-factor' quantitative screens in 2015.
<https://www.ivey.uwo.ca/media/5tyb4hkb/fundamental-analysis-redux.pdf>
- Pravda Asset Management
This case examines the importance of forecasting expected returns in asset allocation decisions. It is written from the perspective of a new employee at a small investment management firm that was surprised by the market crash of 2008 and the subsequent market rebound in 2009.
<https://store.hbr.org/product/pravda-asset-management/UV2563>
- Portfolio Hedging – The Case of ICICI Prudential Value Fund Series 7(D)
This case examines the challenges faced by Atul Patel, the fund manager of ICICI Prudential Value Fund Series 7(D), as he seeks to protect the fund's Net Asset Value amidst market volatility. It explores hedging strategies and risk management techniques employed to safeguard the portfolio.
<https://www.thecasecentre.org/products/view?id=165189>
- Banyan Investment – Creating an Optimal Portfolio for a Client
This case presents the scenario of Rishabh Bansal, a Senior Research Analyst at Banyan Investment, tasked with constructing an optimal portfolio for a client after a significant market downturn. It highlights the application of Modern Portfolio Theory and the balance between risk and return in portfolio construction.
<https://www.icmrindia.org/casestudies/catalogue/Finance/banyan-investment-creating-an-optimal-portfolio-for-a-client-excerpts.htm>

Catalogue prepared by	Dr. Adesh Doifode
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025

Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025
---	--

3rd semester

Course Code: GMM4113	Course Title: Business Strategy and Corporate Transformation Type of Course: Program Core only	L - T- P - C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	[1] Management Concepts and Practices (MBA1015) [2] Microeconomics for Managers (MBA1009)					
Anti-requisites	NIL					
Course Description	<p>Corporate Strategy has become a significant point of the modern corporate world. The changing phases of the competition, the political and social changing faces, the invention of new techniques, and new ideas have compelled the corporate world to embrace the corporate strategy concept and come out with the success. This course (Corporate Strategy) is an integral part of the Strategic Management. Strategic Management is involved in many of the decisions that a leader makes.</p> <p>This course includes what is a strategy, corporate direction, environmental scanning, and sources of competitive advantage, BEVUCA, Neurostrategy, strategy formulation, competitive strategies in emerging industries, balanced scorecard, and International Business.</p>					
Course Objective	This course is designed to improve the EMPLOYABILITY SKILLS by using participative learning.					
Course Outcomes	<p>On successful completion of this course the students shall be able to:</p> <ol style="list-style-type: none"> 1) Define corporate strategy 2) Identify various factors of competitive advantage 3) Explain various generic competitive strategies 4) Prepare a Balanced Scorecard for an organization. 					
Course Content:						
Module 1	Introduction to Strategic Management	Case: Strategic Analysis of Starbucks Corporation			Data Analysis: Analysis	12 Sessions

			the different tools used in Neur ostra tegy base d on Univ ersity SCOP US data base (% analysis).	
--	--	--	---	--

Topics:

Module -I Introduction to Strategic Management

What is Strategic Management & Stages of Strategic Management, Integrating Intuition and Analysis, Adapting to Change, Key Terms in Strategic Management, External Opportunities and Threats & Internal Strengths and Weaknesses, Long-Term Objectives, Strategies and Annual Objectives & Policies, The Strategic-Management Model, Benefits of Strategic Management. Corporate Strategy, Directional Strategy, Portfolio Analysis Corporate Parenting. Nero strategy

Module 2	Environment al Scanning and Industry Analysis	Case Study: Southwest Airline	Data Analysis: Ident ification of facto rs resp onsonsible for BEV UCA Envir onm ent thro ugh	12 Session s
-----------------	---	--------------------------------------	---	---------------------

			questionnaire or from literature.	
		Capabilities and Competencies, Sources of Competitive Advantage: Position and Capability, Value Chain analysis- primary and secondary activities, Internal and External environmental analysis, SWOT, PESTEL analysis, VUCA & BEVUCA, how strategy shapes structure- structuralist and reconstructionist approach- blue and red ocean strategy, Dubai strategy proposition. The Nature of an Internal Audit, Key Internal Forces, The Resource-Based View (RBV) Integrating Strategy and Culture Industry Analysis: The External Factor Evaluation (EFE) The Competitive Profile Matrix (CPM)		
Module 3	Strategy Formulation	Case study: Class- or Mass(HBR), Idalene F. Kesner and Rockney Walters(2005).	Data Analysis: Application of design thinking in industry, based on themes and sub theme analysis.(Application of spreadsheets with provided data	12 Sessions

			base) .	
Generic Competitive Strategies- Cost leadership, Differentiation and focus, risk of generic strategy, The Balanced Scorecard, Types of Strategies, Levels of Strategies, Integration Strategies, Forward Integration & Backward Integration, Horizontal Integration, Intensive Strategies, Market Penetration & Market Development, Product Development, Diversification Strategies, Defensive Strategies A framework for competitor analysis- Michael Porter's Five Generic Strategies				
Module 4	Competitive Strategy and corporate advantage	Case study: IKEA (http://aeunike.lecture.ub.ac.id/files/2012/03/Case-Kel.9.pdf)	Simulation: Development and simulation of BSC with the help of spreadsheets.	9 Session s
Topics: Competitive Strategy in emerging Industries- the structural environment, early mobility barriers, early mobility barriers, coping with the competitors, which emerging industries to enter. Evolution of global industries, strategic alternatives in global industries, How to Become a Sustainable Company, Balanced Score Card, Digital advantage – SMAC. International Business Strategy- mode of entry in international business, political and country risk in International Business. Implementing Strategies: Management and Operations Issues, Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues.				
Targeted Application & Tools that can be used: <ol style="list-style-type: none"> 1. Module no 1: Neurostrategy (Analysis of University SCOPUS database with the help of spreadsheet) 2. Module no 2: BECUVA (Identification of Factors through SPSS) 3. Module no 3: Design Thinking (Themes and sub themes analysis by VOSWIWER) 4. Module no 4: Balanced Score Card (Spreadsheet application) 				
Project work/Assignment: <ol style="list-style-type: none"> 1. Quiz: Online quiz in University Edhitch platform (10 marks) 2. Article review 3. Identification of value creation process based on VRIO model of any organization of your choice(20 marks) 				

<p>Text Book</p> <p>Bhandari & Verma : <i>Strategic Management - A Conceptual Framework</i>, McGraw Hill Higher Education, New Delhi, India.</p> <p>https://highered.mheducation.com/sites/125902640x/information_center_view0/index.html</p>							
<p>References</p> <p>R1:Strategic Management CONCEPTS AND CASES, Fred R. David Francis Marion University Florence, South Carolina, 13th ed. Pearson Education, Inc., publishing as Prentice Hall</p> <p>R2: Michael E. Porter: Competitive Strategy, The Free Press, New York. http://www.mim.ac.mw/books/Michael%20E.%20Porter%20-%20Competitive%20Strategy.pdf.</p> <p>R3:HBR'S 10 Must Reads on Strategy. Harvard University Press, Boston, Massachusetts.</p> <p>R3:Paul Leinwand; Cesare Mainardi. <i>Strategy that works</i>, Harvard University Press, Boston, Massachusetts. https://www.scribd.com/document/533966997/Strategy-That-Works-How-Winning-Companies-Close-the-Strategy-To-Execution-Gap-by-Paul-Leinwand-Cesare-R-Mainardi-Z-lib-org</p> <p>Additional reading: Preparing your business in Post- Pandemic World(HBR) https://img1.wsimg.com/blobby/go/a53b688c-293a-4784-a01f-75c9461a886a/HBRs%2010%20Must%20Reads%20on%20Managing%20in%20a%20Downturn%20.pdf</p> <p>Presidency University Library link: https://puniversity.informaticsglobal.com:2293/insight/content/doi/10.1108/TQM-12-2016-0109/full/html</p>							
<table border="1"> <tr> <td>Catalogue prepared by</td> <td>Dr. S.FAKRUDDIN ALI AHMED</td> </tr> <tr> <td>Recommended by the Board of Studies on</td> <td>BOS NO: 18th held on 6,June,2025</td> </tr> <tr> <td>Date of Approval by the Academic Council</td> <td>Academic Council Meeting No. 26th and held on 25,July,2025</td> </tr> </table>		Catalogue prepared by	Dr. S.FAKRUDDIN ALI AHMED	Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025	Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025
Catalogue prepared by	Dr. S.FAKRUDDIN ALI AHMED						
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025						
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025						
Course Code: GMM4114	Course Title: Business Law and Regulatory Compliance Type of Course: Program Core	L	T	P	C		
Version No.	2.0	3	0	0	3		
Course Pre-requisites	Foundational Business Administration awareness, which includes the Fundamentals of Business or Management Students should have a basic understanding of business functions such as marketing, finance, and operations to grasp how legal and regulatory issues impact different areas of business. English Language Proficiency Since legal documents, statutes, and case laws are often in English, students should be comfortable reading and interpreting formal and legal language.						

Course Code: GMM4114	Course Title: Business Law and Regulatory Compliance Type of Course: Program Core	L	T	P	C
Version No.	2.0	3	0	0	3
Course Pre-requisites	Foundational Business Administration awareness, which includes the Fundamentals of Business or Management Students should have a basic understanding of business functions such as marketing, finance, and operations to grasp how legal and regulatory issues impact different areas of business. English Language Proficiency Since legal documents, statutes, and case laws are often in English, students should be comfortable reading and interpreting formal and legal language.				

	<p>Basic Understanding of Legal Systems (Recommended)</p> <p>A general awareness of how the Indian legal system functions — including the roles of the legislature, judiciary, and regulatory bodies — will enhance learning, but is not mandatory.</p>
Anti-requisites	Nil
Course Description	<p>This course offers an in-depth understanding of the Indian legal and regulatory framework governing business operations. It covers essential aspects of business law, including the Indian Contract Act, Companies Act, Consumer Protection Act, Intellectual Property Act, and relevant regulations. The course also focuses on regulatory compliance requirements as mandated by bodies such as SEBI and other statutory authorities.</p> <p>Students will develop the ability to identify legal risks, ensure compliance with sector-specific laws, and understand the implications of non-compliance in the Indian business environment. Through case studies, recent legal developments, and practical assignments, the course equips learners to align business practices with Indian legal standards.</p>
Course Objective	<p>This course is designed for skill development of the learner by using participative learning techniques.</p> <ul style="list-style-type: none"> □ Understand the foundational principles of business law relevant to the Indian legal system, including the laws governing contracts, companies, consumer rights, and Intellectual property rights. □ Analyse key statutory and regulatory frameworks applicable to business entities in India, such as the Companies Act, 2013; SEBI regulations; FEMA. □ Evaluate the role of regulatory bodies like SEBI in ensuring legal compliance and maintaining corporate accountability. □ Interpret legal provisions and compliance obligations in business scenarios, and identify legal risks and implications of non-compliance.
Course Outcomes	<p>CO1: Interpret foundational legal concepts and apply the principles of Indian Contract Law to evaluate the validity, performance, and breach of commercial agreements in business settings and analyze the legal framework governing the sale of goods. [Analyse]</p> <p>CO2: Demonstrate a practical understanding of company formation and compliance requirements as outlined in the Companies Act, 2013, and apply the provisions of the Foreign Exchange Management Act (FEMA), 1999, to evaluate and manage foreign exchange transactions</p> <p>CO3: Examine the key types of Intellectual Property Rights (IPRs) in India and apply relevant legal principles to protect and manage intellectual assets in business, innovation, and branding strategies.</p> <p>CO4: Interpret and apply the provisions of the Consumer Protection Act, 2019, to identify consumer rights, assess business responsibilities, and resolve</p>

	consumer disputes in compliance with the legal framework governing consumer protection in India.		
Course Content:			
Module 1	Introduction to the Indian Legal System and the Indian Contract Act, The Sale of Goods Act, 1930	Assessment 1 – MCQ Quiz on types of contracts, essentials, breach, and remedies.	Understand 10 Sessions
Topics:	<p>Sources and classification of Indian law, Essentials of a valid contract under the Indian Contract Act, 1872, Types of contracts and enforceability, Performance and discharge of contracts, Remedies for breach of contract and implications for business, Formation of Contract of Sale, Conditions and Warranties, Performance of Contract, Rights of an Unpaid Seller, "Doctrine of Caveat Emptor."</p>		
Activity:	Real-life business agreement case studies.		
Module 2	Companies Act -2013 & FEMA 1999	Assessment 2 – Crossword or Puzzle: Key company law terms (MOA, AOA, AGM, ROC, etc.) in a gamified format.	Understand 15 Sessions
Definition of Company, Characteristics of a Company, Kinds of Companies, Incorporation of Companies Memorandum of Association (MoA) & Articles of Association (AoA), Directors: Appointment, Roles & Responsibilities, and grounds for disqualification of Directors, Types of Shares, Corporate Social Responsibility (CSR) under Section 135, Winding up of a Company, Introduction to FEMA, Regulatory Structure under FEMA, Current Account vs Capital Account Transactions, Foreign Exchange Transactions, Foreign Direct Investment (FDI) and FEMA, Overseas Direct Investment (ODI) guidelines under FEMA, Penalties and Enforcement Mechanism.			
Activity: [FEMA Cases]	<ul style="list-style-type: none"> • Vodafone case – Dispute over the indirect transfer of Indian assets by a foreign entity • Flipkart/Walmart investment – Under automatic vs. government route for FDI 		

<ul style="list-style-type: none"> Startups raising funds – Understanding FEMA's role in ECB or FDI regulations 			
Module 3	Intellectual Property Rights (IPR)	Assessment 3 — Poster/Infographic: Students design an informative poster on types of IP (patents, trademarks, copyrights, etc.).	Analyse Sessions 10
<p>Intellectual Property Rights (IPR)</p> <p>Trademark Act, 1999: Registration, Infringement, Remedies, Copyright Act, 1957: Protection of literary, musical, artistic works, Patent Act, 1970: Patentability Criteria, Process, Rights of Patentees</p> <p>Activity: Cases to be discussed:</p> <ul style="list-style-type: none"> Case: Basmati rice GI dispute Case: Novartis v. Union of India (patent denial for cancer drug) Copyright: Music and movie piracy implications 			
Module 4	Consumer Protection Act -2019	Assessment 4 Presentation -Case Laws on Celebrity Endorsements.	Understand 10 Sessions
<p>Introduction to CPA, 2019, Key Definitions, Rights of Consumers (Section 2(9)), Consumer Disputes Redressal Agencies, E-Commerce and Consumer Rights, Duties and liabilities of e-commerce entities, Product Liability & Penalties, Liability of manufacturer, seller, and service provider, Conditions under which product liability arises, Penalties for misleading ads (endorser liability, celebrity accountability).</p> <p>Activity:</p> <p>Relevant Case Studies / Examples:</p> <ul style="list-style-type: none"> Maggi noodles case (misleading advertisement & product safety) E-commerce refund disputes Celebrity endorsements leading to misleading promotions Case studies: Amazon/Flipkart refund complaints Debate: “Are Indian consumers truly protected in the digital age?” 			

Targeted Application & Tools that can be used:

Case lets and flowcharts to trace offer, acceptance, consideration, etc.

Poster making / Canva: Create awareness posters on types of IP.

Case analysis of FEMA violations or approvals (e.g., Flipkart/Walmart).

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course

Web Resources:

- Full Text (PDF): [India Code](#)
- India Code Portal: [Indian Kanoon](#)
- AdvocateKhoj Bare Act: [AdvocateKhoj](#)

 Sale of Goods Act, 1930

- Full Text (PDF): [India Code](#)
- India Code Portal: [India Code](#)
- Indian Kanoon: [Indian Kanoon](#)

 Companies Act, 2013

- Full Text (PDF): [India Code](#)
- India Code Portal: [India Code](#)
- ICS Institute e-Book: [e-book.icsi.edu](#)

 Intellectual Property Laws

- Patents Act, 1970 (PDF): [Intellectual Property India](#)
- Copyright Act, 1957 (PDF): [Ministry of Education](#)
- Trade Marks Act, 1999: [Intellectual Property India](#)

 Consumer Protection Act, 2019

- Full Text (PDF): [India Code](#)
- India Code Portal: [India Code](#)
- Ministry of Consumer Affairs: [consumeraffairs.nic.in](#)

 Foreign Exchange Management Act (FEMA), 1999

- Full Text (PDF): [India Code](#)
- Directorate of Enforcement: [Enforcement Directorate](#)

Text Books:

1. Kapoor, G. K., & Dhamija, S. (2023). *Business and corporate laws* (Latest ed.). Taxmann Publications.
2. Pathak, A. (2022). *Legal aspects of business* (7th ed.). McGraw Hill Education.

References:

1. Government of India. (2021). The Indian Contract Act, 1872: Bare act with illustrations (2021 ed.). Government of India Press.
2. Taxmann. (2022). Foreign exchange management manual (39th ed.). Taxmann Publications.

3. Taxmann. (n.d.). Consumer protection law & practice. Taxmann Publications.
(Use "n.d." if the publication year is not clearly mentioned on the book. Replace with the actual year if known.)

4. Bhandari, M. K. (2021). Law relating to intellectual property rights. Central Law Publications.

5. LexisNexis. (n.d.). Companies Act, 2013 (5th ed.). LexisNexis India.

Catalogue prepared by	Dr. SHALINI ACHARYA
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: MKT5111	Course Title: Consumer Buying Behaviour Type of Course: Specialization Track Core	L	T	P	C
		3	1	0	4
Version No.	2.0				
Course Pre-requisites	Marketing Management				
Anti-requisites	Nil				
Course Description	Consumer is the centre of all marketing actions. For a brand or a product to be able to appeal to the consumer and gain their loyalty, it is imperative that the it is not only created/designed but also marketed taking into serious consideration the interests, aspirations, and preferences of the consumer. Therefore, a clear understanding of Consumer Buying Behaviour is indispensable to successful marketing action. The course provides students with a deep understanding of the concepts of consumer buying behaviour and to help them use this understanding to make better marketing decisions. The students will learn the key concepts and theories of consumer behaviour, identify applications of these concepts and theories to real world consumer behavior problems and show how behavioral evidence can be used to evaluate alternative marketing strategies based on insights that can be used to drive innovation across industries.				
Course Objective Use any 1 of the objectives mentioned alongside, relevant to the course type, content and pedagogy	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING techniques.				

Course Out Comes	<p>On successful completion of the course the students shall be able to:</p> <ol style="list-style-type: none"> 1] Explain the importance and the inter-disciplinary nature of Consumer Behaviour. (Comprehension) 2] Apply the concepts of Motivation, Personality and Perception in consumer decision making. (Application) 3] Apply the concepts of Learning and Attitude in consumer decision making. (Application) 4] Analyze the effect of Sociological influences on Consumer Behaviour. (Analysis) 			
Course Content:				
Module 1	Introduction to Consumer Behavior	Buyer	Assignment	Activity depicting the different types of decision-making process of consumers applying to live products/services 15 Sessions
Meaning & Importance of Consumer Buying behaviour, Nature & Scope, Traditional vs Digital consumers, Digital Consumer in an Omni-channel world, different types of online buyer behaviour, Ethnography, Consumerism, Consumer protection Act (CPA-2019) in light of e commerce and digitisation, Risk perception & Risk reduction activities, Consumer Buying Decision Process, Model of Consumer Behaviour: Input-Process-Output Model (Schiffman & Kanuk Model), Levels of Consumer Decision Making - Extensive Problem Solving Model, Limited Problem Solving Model, Routinized Response Behavior.				
Module 2	Psychological Influences on Consumer Behavior	Buyer	Assignment	Primary data collection for Assignment 15 Sessions
<p>Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Role of Rational Vs Emotional motives as influencers of consumer buying behaviour, Motive Arousal, Dimensions of Involvement</p> <p>Personality & Self Concept: Basics of Personality, Theories of Personality and Marketing Strategy, TYPE A AND TYPE B PERSONALITY and its influence on consumer buying patterns, Brand Personality and understanding consumer diversity, Changing Lifestyles and footprint on Digital era.</p>				

Consumer Perception: Basics of perception, Perception process and its impact on consumer buying behaviour, factors influencing consumer perception. Perception and brand image, interpreting perceptual data for marketing strategies.

Module 3	Consumer Learning, Attitude, Memory and Information processing	Case Presentation (PARTICIPATIVE LEARNING)	Flip classroom/Experiential Learning through activity and assignment	15 Sessions
-----------------	---	--	--	-------------

Learning & Attitude: Elements of Consumer Learning, Reinforcement, Classical conditioning, operant conditioning, observational learning, Contemporary approaches: experiential learning, social media influence on learning, Recent developments: role of AI and personalization in learning processes, Big Data analytics in understanding consumer learning patterns.

Consumer Attitude: Nature of attitude on Consumers, Changing Attitudes influenced by modern communication process (Message Appeal and Message Codes), Managing total Customer Experience, Boosting Marketing ROI with Experimental Design, Emotional branding and experiential marketing, Strategies for attitude change in the digital age, Factors influencing consumer memory, Neuromarketing insights, Use of virtual and augmented reality to reinforce memory, Personalized content and memory retention, Central and Peripheral Routes to Advertising Effectiveness, The Moderating Role of Involvement, The Science of Persuasion.

Culture, Ethnic and Subculture: Importance of culture in consumer decision making, Characteristic of culture and ethnicity and their impact on consumer buying behaviour, Types of Modern Subculture and impact on consumer buying behaviour, Cross-cultural consumer analysis.

Module 4	Sociological Influences on Consumer Behaviour and Consumer behavior models	Live Field Research (EXPERIENTIAL LEARNING)	Field research	15 Sessions
-----------------	---	---	----------------	-------------

Family: Family decision making, Family consumption roles, Traditional family life cycle & implications.

Social Class: Social Class Basics, Features of Social Class, Five Social-Class Categories in India, Classification of 8 American Lifestyles.

Reference Groups: Power & benefits of reference groups, Role in the society & Social Status, Types of reference groups, Reference group appeals.

Opinion Leadership: Dynamics of opinion leadership process, Opinion Leadership & Marketing Strategy, The Psychology of New Product Adoption, The Endowment Effect, Impulsive Purchasing, and Consumer Behavior, Recent trends and digital influences.

Targeted Application & Tools that can be used:

Students would be encouraged to take up live projects and through experiential learning activities in the class they will imbibe the cognitive approaches to understand and apply factors effective to understand consumer minds.

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course**1] Field project(Group):** Select a Product/Brand of your choice and complete the following task:

1. Provide a brief introduction to the product/Retailer/Organisation and explain what would attract the consumers to this brand from the category.
2. Write in brief about any two external /internal factors which would influence the consumer on his purchase decision (keeping in mind the type of buying process involved for the product).
3. Collect Primary Data from customers of the selected Product/brand about the factors you have considered important for their purchase and also the level of satisfaction (Post Purchase)
4. Analyse the collected primary data by listing/interpreting your findings.
5. Conclude your report with valid suggestions and or recommendations.

(Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

2] Group Assignment: Imagine you are a consumer who needs to buy any one of the following product:

- a) A Sports utility vehicle
- b) A luxury farmhouse
- c) A high-end mobile phone
- d) A motorbike/scooter

While making the purchase decision you have to keep in mind the following and explain your choice based on:

- 1) TRIO of NEEDS
- 2) Motivation Process
- 3) Brand Personality vs SELF IMAGE

Keeping in mind the above factors explain:

- a) The buying process (selecting whether it is EPS, LPS, RPS).
- b) Apply the IPO (Input Process and Output)

Your written report should be backed up with relevant academic literature review as it is an open book term paper and a conclusion. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.)

Text Book

T1- Consumer Behavior, Leon G. Schiffman and Leslie Lazar Kanuk , 12th Edition (2021), Pearson Publication

References

R1 - Consumer Behavior, Michael R Solomon, Tapan Panda, 13th Edition(2020), Pearson Publication
R2 - Consumer Behavior: Building Marketing Strategy, David L. Mothersbaugh and Del I. Hawkins, 13th Edition(2022)McGraw-Hill Education.

Articles :

1. <https://hbr.org/2023/01/research-how-price-changes-influence-consumers-buying-decisions>

2. <https://hbr.org/2023/01/what-do-your-customers-want-in-2023>
3. <https://us.sagepub.com/sites/default/files/ethical-consumerism-glass-box-branding-companies-actions-words.pdf>
4. <https://www.icmrindia.org/Short%20Case%20Studies/Consumer%20Behavior/CLCB067.htm#:~:text=Burger%20King%20failed%20to%20attract%20nutrition-conscious%20diners%20through,withdrew%20the%20product%20from%20two-thirds%20of%20its%20restaurants.>
5. <https://www.icmrindia.org/Short%20Case%20Studies/Consumer%20Behavior/CLCB065.htm>

Additional Reading:

1. [Amazon Sell Direct to Consumers](#)
2. [Mondelez Airport Retailing CB Case](#)
3. [De Beers - Marketing diamonds to millennials](#)
4. [Bombay Shaving Company CB Case](#)
5. [Big Basket CAse CB](#)
6. [Louis Vitton in japan CB Case](#)
7. [Cavincare Shampoo Case CB](#)

Videos:

- Consumer Behavior Models, Link: https://youtu.be/1dFn_HTwIak
- Consumer Behaviour Factors, Link: <https://youtu.be/UL6imegssbQ>

Catalogue prepared by	Dr. Akhila R Udupa
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: FIN5112	Course Title: Fintech in Modern Finance Type of Course: Specialization Track Core	L- T- P-C	3	1	0	4
Version No.	1.0					
Course Pre-requisites	The students should have basic understanding of Finance function Domain					
Anti-requisites	NIL					
Course Description	This course explores the intersection of finance and technology, examining how innovative technologies are disrupting traditional financial services and creating new opportunities. Students will landscape.					

Course Outcomes	After completing this course, students shall be able to:																																															
	CO1	Understand the Dynamics of the FinTech Ecosystem, FinTech on Financial Services.						Knowledge																																								
	CO2	Understand the Core FinTech Technologies						Comprehension																																								
	CO3	Critically Evaluate the Regulatory Environment for FinTech						Analysis																																								
	CO4	Apply Critical Thinking to FinTech Business Models						Application																																								
Course Objectives	The aim of this course is to get an insight into the shifting nature of the financial sector and gain a holistic understanding of the technologies set to shape the future of finance and business using participative learning methods.																																															
Course Content:	The aim of this course is to get an insight into the shifting nature of the financial sector and gain a holistic understanding of the technologies set to shape the future of finance and business using participative learning methods.																																															
	<p>MAPPING OF C.O. WITH P.O.</p> <p>[H-HIGH, M- MODERATE, L-LOW]</p> <table border="1"> <thead> <tr> <th>C.O.NO.</th><th>P.O.01</th><th>P.O.02</th><th>P.O.03</th><th>P.O.04</th><th>P.O.05</th><th>P.O.06</th><th>P.O.07</th></tr> </thead> <tbody> <tr> <td>1</td><td>M</td><td>M</td><td>M</td><td>H</td><td></td><td></td><td>M</td></tr> <tr> <td>2</td><td>M</td><td>H</td><td>M</td><td>H</td><td></td><td></td><td>M</td></tr> <tr> <td>3</td><td>M</td><td>H</td><td>H</td><td>H</td><td></td><td></td><td>M</td></tr> <tr> <td>4</td><td>M</td><td>H</td><td>M</td><td>H</td><td></td><td></td><td>M</td></tr> </tbody> </table>								C.O.NO.	P.O.01	P.O.02	P.O.03	P.O.04	P.O.05	P.O.06	P.O.07	1	M	M	M	H			M	2	M	H	M	H			M	3	M	H	H	H			M	4	M	H	M	H			M
C.O.NO.	P.O.01	P.O.02	P.O.03	P.O.04	P.O.05	P.O.06	P.O.07																																									
1	M	M	M	H			M																																									
2	M	H	M	H			M																																									
3	M	H	H	H			M																																									
4	M	H	M	H			M																																									
	SYLLABUS																																															
Module 1	Introduction to FinTech, Payments and RegTech			Lecture Assignment		Class Discussions	15 Sessions (9 Sessions + 6 Tutorials)																																									
Definition and Evolution of FinTech, The Rise of the Sharing Economy and Peer-to-Peer Finance, Impact of FinTech on Financial Inclusion, Case Studies: Leading FinTech Companies.																																																
Traditional Payments Systems vs. Modern Payment Innovations (Mobile Wallets, Digital Payments), Open Banking and APIs, Regulatory Framework for FinTech (KYC, AML, PSD2), Case Studies: Mobile Payment Apps, Regulatory Sandbox Initiatives.																																																
Module 2	Blockchain and Cryptocurrencies			Lecture and Assignment		Class Activity	15 Sessions (9 Sessions + 6 Tutorials)																																									
Understanding Blockchain Technology (Distributed Ledger Technology), Cryptocurrencies, Stablecoins, and Central Bank Digital Currencies (CBDCs), Applications of Blockchain in Finance																																																

(Trade Finance, Supply Chain Management), Challenges and Regulations surrounding Cryptocurrencies				
Module 3	Artificial Intelligence (AI) and Big Data in FinTech	Lecture and Case Study	Experiential learning	15 Sessions (9 Sessions + 6 Tutorials)
Machine Learning Applications in Finance (Fraud Detection, Credit Scoring, Algorithmic Trading), Role of Big Data in Financial Services, RegTech Solutions Powered by AI, Ethical Considerations of AI in Finance. Functional architecture, Use cases for Fintech models.				
Module 4	BANKTECH- Regulatory Framework for Product	Lecture and Case Study	Experiential learning	15 Sessions (9 Sessions + 6 Tutorials)
Emerging FinTech Trends (Open Finance, Neo Banking , WealthTech, InsurTech), FinTech and Sustainable Finance - India Stack- Impact of FinTech on Traditional Financial Institutions. Aggregators- AI/ML in InsurTech- IoT and InsurTech - Risk Modeling- Fraud Detection-Processing claims and Underwriting- REGTECH- Evolution of RegTech- RegTechEcosystem- Smart Regulation				
DELIVERY PROCEDURE (PEDAGOGY): The mode of delivery of the course shall be a mixture of Lectures, Case Studies and Assignments Self-Learning Topics: Strategy, Central Bank Experiential Learning - Create Groups and identify few cases in ICO, Business analysis using VRIN framework Participative Learning – Case Discussions Technology Enabled Learning: Assignments (Students have to access online resources in PU library and complete it), Podcast and Videos				
Project work/Assignment: Experiential Learning				
Tutorial Questions and Assignments: Assignment: 1] Students should choose any two research articles from the references and write a review report and submit. (PU Online Resources) Assignment 2] Individual: Students to select any FinTech Companies and do detailed analysis on the FinTech companies and submit.				

<p>Assignment 3] Group: Students to submit the case study analysis by selecting any one case out of 5 cases and answer the questions specific to that case and do presentation. (Experiential learning)</p>	
<p>Text Book</p> <p>T1: Fintech in a Flash: Financial Technology Made Easy by Mr Agustin Rubini, Zaccheus Entertainment; 3rd edition (1 January 2018)</p> <p>T2: FinTech and Blockchain by Sangeeta Bhagat (Published by SAGE Publications India)</p> <p>T3: Introduction to Fintech, 1st Edition Technology In Specific Financial Process Cutting-Edge Technology - Pearson Kindle Edition- 18 June 2024</p>	
<p>References</p> <p>R1: FinTech Revolution: Challenging the Status Quo of Financial Services in India by Rajeev Dani (Published by SAGE Publications India)</p> <p>R2: Connecting Fintech : Building Techno – Financial Bridge using 5D Model by Krishna Potnis</p> <p>R3: “FinTech as a Disruptive Technology for Financial Institutions”, Abdul Rafay, IGI Global, January, 2019</p> <p>R4: Fintech Future : The Digital DNA of Finance By Sanjay Phadke Published by Atlantic Publication</p> <p>R5: Fintech : the Technology Deriving Disruption in the Financial Services Industry by Parag Y Arjunwadkar – Publisher CRC Press , Taylor & Francis Group</p>	
Catalogue prepared by	Dr. Kushini Prasad, Associate Professor, Area: Finance and Accounting
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

4th Semester

Course Code: GMM4115	Course Title: Corporate Governance, Ethics and Social Responsibility Type of Course: Program Core	L	T	P	C
		2	1	0	3
Version No.	2.0				

Course Pre-requisites	Nil
Anti-requisites	Nil
Course Description	<p>Business Ethics is the art and discipline of applying ethical principles to examine and solve complex moral dilemmas. Ethical principles are the rules of conduct that are derived from ethical values, known as six pillars, namely trustworthiness, respect, responsibility, fairness, caring and citizenship. It is now established that high sense of professional morality must comprise one of the core values of corporate governance for the long term and also short term success of a company. Good corporate governance is an integral part of business ethics. The ethical values are regarded as imperatives for sustainable corporate growth and competitive edge. Hence a framework of effective accountability to the stakeholders is the essence of corporate governance. Corporate social responsibility is essentially a concept whereby companies integrate social and environmental concerns in their business operations and in the interaction with their stakeholders on voluntary basis. In doing so, they make an investment towards future and increase their profitability. In fact corporate governance and corporate social responsibility are interlinked with each other.</p> <p>The students are given the right exposure to Business ethics, corporate governance & social responsibility, which help them understand new concerns and expectations from various stakeholders in the context of large scale industrial change due to globalization. Opportunities for career progression can happen when there is application of ethical values in everything that one does, which means maintaining transparency and being socially responsible.</p>
Course Objective	<ol style="list-style-type: none"> 1. Appraise various theories of ethical decision making, 2. Comply accepting the need of ethics in the global environment in which the organizations are functioning. 3. Point out the integration of ethics – in work-place management, marketing, accounting and finance, strategy etc. - towards the purpose of ethical growth of a business. 4. Recognize and understand the global perspectives of CSR, the corporate social responsiveness, corporate citizenship and sustainability, 5. Appraise in appreciating the importance of good corporate governance at domestic and international level, understand the various corporate governance systems in practice.

Course Outcomes	1. To demonstrate conceptual skills of ethical theories and ethical decision making in the context of organizational functioning. 2. To apply a comprehensive idea of corporate social responsibility in the interest of sustainability of planet for future generations. 3. To analyze development and understanding of corporate frauds, scams and the degrading environment and resources – (evidenced in class room discussions and the case study). 4. To appraise the concepts of corporate governance and learn the theories and practices of corporate governance. 5. To categorize various models of corporate governance around the world.		
Course Content:			
Module 1	Understanding Business Ethics	Assessment 1 - Quiz	12 Sessions
Introduction to Business Ethics, Ethics vs Morals ,The relationship between morality, ethics and ethical theory Nature of ethics- Definition of Business Ethics. Ethics & Law Why is business ethics important? Globalization and ethics . Effects of Globalization- Relevance of Globalization for Business Ethics Ethical impacts of globalization Sustainability- a key goal of BE The need of sustainability.Sustainability- Triple Bottom Line theory.			
Module 2	Evolution of Corporate Governance	Assessment 2 – Assignment	12 Sessions
Introduction, Meaning, Evolution,Nature & objectives of Corporate Governance. Global concerns, Historical Perspective of corporate governance,A brief from East India Company to Enron and World com. Managing agency system, promoter system, Anglo-American system.			
Module 3	Theory and Practice of Corporate Governance	Assessment 3 – Case Analysis	12 Sessions
The concept of corporation, what is a corporate?The concept of corporate governance Theoretical basis of corporate governance .Why corporate governance, Contemporary corporate governance situation,Corporate governance systems The Anglo- American Model,The German Model, The Japanese Model The common features in German and Japanese Models. The Indian Model of corporate governance.			
Module 4	Corporate Responsibility, Stakeholders and Citizenship	Assessment 4 – Mini Project	9 Sessions
Can a corporation have social responsibilities? Why do corporations have social responsibilities? - Business reasons, Moral reasons and Legal reasons. Corporate social responsibility and forms of CSR.Carroll's four-part model of corporate social responsibility .Arguments For and against Corporate Social Responsibility CSR and strategy: corporate social responsiveness- 4 'philosophies or strategies of social responsiveness (Carroll 1979) .Outcomes of CSR: corporate social performance- Donna Wood theory of CSP.Measuring Corporate Social Performance.Corporate Social Responsibility-Business Responsibilities in the 21st Century,Stakeholder theory of the firm- Traditional management model and A network model Why stakeholders matter? A new role for management as a result of stakeholder theory Stakeholder thinking in an international context Corporate accountability- Rise of Corporate Power- The problem of democratic accountability,Corporate Citizenship Concepts Corporate Citizenship – three perspectives,Assessing corporate Citizenship as a framework for business ethics.			
Targeted Application & Tools that can be used: Case Study,Article review,QUIZ and CSR Project			

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course Visit any MNC or Govt.Or NGO and Analyze CSR Policy and Prepare a PPT.	
Text Book: 1. Crane, Andrew & Matten Dirk (2018) Business Ethics, Oxford Publications	
References: <ol style="list-style-type: none"> 1. Fernando,A.C(2006), Corporate Governance-Principles, Policies and Practices, Pearson Publications 2. Subhash Chandra Das, Corporate Governance in India an evaluation, Third edition- PHI Publications. 	
Catalogue prepared by Dr.Ramesh Muthuswamy	
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: GMM4116	Course Title: Entrepreneurship and Innovation Management Type of Course: Program Core	L	T	P	C
		1	0	4	3
Version No.	2.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course offers a comprehensive exploration of the theories, frameworks, and real-world applications of entrepreneurship and innovation management. It equips learners with the knowledge and tools needed to identify opportunities, generate innovative ideas, and transform them into sustainable business ventures. Emphasis is placed on entrepreneurial mind-set development, business model innovation, lean start-ups methodologies, and the role of technology and digital disruption in creating competitive advantage. Students will engage in hands-on experiential learning through simulations, group projects, case analyses, and start-ups pitching exercises. The course also highlights critical aspects of start-up financing, resource planning, and legal frameworks. Furthermore, it examines innovation ecosystems, policy interventions, and sustainability practices, enabling students to build ventures that are not only viable but socially responsible. By the end of the course, learners will be well-prepared to launch, manage, or support innovative business initiatives.				
Course Objective	This course aims to enhance student's entrepreneurship skills through experiential learning methods such as business simulations, real-time venture creation, and interactive case studies. It focuses on developing an entrepreneurial mindset, innovation capabilities, and the ability to navigate real-world challenges in launching and managing start-ups.				

Course Outcomes	<ol style="list-style-type: none"> Understand the entrepreneurial process and innovation life cycles. (<i>Understand</i>) Apply design thinking and lean startup methodologies to real-world problems. (<i>Apply</i>) Analyze & Evaluate the feasibility of innovative business models in competitive environments. (<i>Analyze, Evaluate</i>) Create a launch-ready entrepreneurial venture plan integrating innovation and sustainability. (<i>Create</i>) 			
Course Content:				
Module 1	Foundations of Entrepreneurship and Innovation	Assessment 1	Concept Quiz + Ecosystem Mapping	11 Session
Introduction to Entrepreneurship, Historical Evolution and Theories of Entrepreneurship, Traits and Competencies of Entrepreneurs, Types of Entrepreneurship (Corporate, Social, Tech, etc.), Role of Entrepreneurs in Economic Development, Innovation Defined: Concepts and Characteristics, Types of Innovation: Incremental vs. Radical, Entrepreneurial Ecosystems and Innovation Clusters, Policy Support and Government Initiatives, Guest Lecture/Startup Founder Talk.				
Module 2	Ideation, Design Thinking, and Innovation Frameworks	Assessment 2	Creative Ideation Report + Peer Review	12 Session
Introduction to Creative Thinking and Ideation, Sources of Innovative Ideas (Trend Analysis, Problem Framing), Brainstorming and SCAMPER Techniques, TRIZ and Lateral Thinking Tools, Introduction to Design Thinking, Empathy Mapping and User Research, Ideation and Prototyping in Design Thinking, Business Model Innovation, Intellectual Property Rights and Idea Protection, Pitching Initial Concepts (Peer Review)				
Module 3	Business Models, Validation & Resource Planning	Assessment 3	Case Study + Investor Deck Analysis	11 Session
Introduction to Business Models, Business Model Canvas (BMC): Overview, Deep Dive into BMC Components, Value Proposition Design, Market Research and Customer Validation, Lean Startup Principles: Build-Measure-Learn, MVP Development and Testing, Resource Planning and Team Building, Risk Identification and Mitigation Strategies, Real Startup Case Study Analysis				
Module 4	Financing, Scaling and Sustainable Ventures	Assessment 4	Venture Pitch Simulation + Mini Project	11 Session
Introduction to Startup Financing, Bootstrapping, Angel Investment, Venture Capital, Crowd funding and Alternate Finance Models, Financial Planning and Unit Economics, Crafting and Delivering a Business Pitch, Negotiation and Term Sheets, Scaling Strategies for Startups, Managing Innovation in Growth Phase, Sustainable and Social Entrepreneurship, Final Pitch Simulation + Feedback Round				
Targeted Application & Tools that can be used: <ul style="list-style-type: none"> Business Model Canvas (Strategyzer) Leanstack, Miro, Trello for project tracking Customer Validation Board Pitch Deck Templates Canva for visual storytelling 				
Project work/Assignment: Students will ideate, validate, and pitch an original venture using real-world tools. Peer feedback, mentor reviews, and simulation-based learning are integrated.				
Web Resources: <ul style="list-style-type: none"> www.strategyzer.com 				

<ul style="list-style-type: none"> • www.startupindia.gov.in • www.techstars.com • www.seedrs.com • www.ycombinator.com
--

Sample Data Set:

Market data from Statista or Startup Genome

Customer feedback templates

Industry-specific problem statements

Text Book

T1: Hisrich, R.D., Peters, M.P., & Shepherd, D.A. Entrepreneurship (10th ed.) – McGraw-Hill Education

T2: Drucker, P.F. Innovation and Entrepreneurship – Harper Business

T3: Barringer, B.R., & Ireland, R.D. Entrepreneurship: Successfully Launching New Ventures – Pearson

T4: Byers, T., Dorf, R., & Nelson, A. Technology Ventures: From Idea to Enterprise – McGraw-Hill

References

R1: Hisrich, R.D., Peters, M.P., & Shepherd, D.A. Entrepreneurship, McGraw-Hill

R2: Osterwalder, A. & Pigneur, Y. Value Proposition Design, Wiley

R3: Tidd, J. & Bessant, J. Managing Innovation, Wiley

Catalogue prepared by	Dr. Mohammed Mansoor & Prof. Shivaprasad
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

SPECIALIZATION TRACK 1

TRACK ELECTIVE - MARKETING

Course Code: MKT5113	Course Title: Strategic Brand Building and Product Strategy Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	<ul style="list-style-type: none"> • Sales & Marketing Management • Digital & Strategic Marketing • Consumer Behaviour 				
Anti-requisites	Nil				

Course Description	This course delves into creating, managing, and evolving strong brands and product strategies. Students will learn how brands act as strategic assets and product innovation drives success through theory, case studies, and practical exercises, enhancing critical thinking and decision-making skills.			
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING techniques.			
Course Outcomes	On successful completion of the course the students shall be able to CO1: Understand the Product Management Process and CO2: Identify and plan the Strategic brand Building and management process CO3: Apply the brand marketing programs CO4: Analyze the Brand Performance			
COURSE CONTENT				
Module 1	Introduction to Product & Product Management	Role Play (PARTICIPATIVE LEARNING)	Assessment 1 – Quiz (CO 1)	12 sessions
Meaning and Definition of Product and Product Management, Classification of Products, Product hierarchy, Product Levels. Roles and players in Product development, Introduction to naming of new products. Conceptualization stage in product development. Understanding the Customer & Identifying Product Opportunities User research and artefacts, Building target user/customer personas. Product Road mapping and Prioritisation, Prioritising features in roadmaps, Different types of product roadmaps, Designing and Building the Product.				
Module 2	Introduction to Brand Management	Assignment and Case study	Assessment 2 – Case Study Discussion (CO2)	12 sessions
Meaning and Definition of Brand Management, Product vs Brand. Importance of brands to consumers and firms. brand extensions. Branding challenges and opportunities, Strategic brand management process. Brand identity & image, Brand Prism, Customer-Based Brand Equity, brand knowledge, sources of brand equity. Identifying and establishing brand positioning, positioning strategies, building a strong brand – CBBE model, Benefit Ladder, Brand Resonance Pyramid				
Module 3	Designing and Implementing Brand Marketing Programs	Assignment and Case study	Assessment 3 – Case Analysis (CO3)	12 sessions
Importance of Designing Brand Marketing Programs. Choosing brand elements to build brand equity, designing marketing programs to build brand equity - product strategy, pricing strategy, channel strategy. Integrating marketing communications (IMC) to build brand equity- advertising and promotion, interactive marketing, events and experiences and mobile marketing. Developing IMC programs, Brand Archetypes, Sensory Branding. Designing & Implementing Brand Architecture strategies.				
Module 4	Insights into Brand Performance	Case Study & Research Article	Assessment 4 – Mini	9 sessions

			Project (CO4)	
			Significance of Brand Performance studies, Conducting brand audits- brand inventory, brand exploratory, brand positioning and the supporting marketing program. Designing brand tracking studies. Establishing a brand equity management system- brand charter, brand equity report, brand equity responsibilities. Brand Valuation. Evaluating Brand Touchpoints. Designing a Brand Health Check. Managing Brands over time, Ageing, Decline & Rejuvenation of brands, Managing brands over Geographic Boundaries & Market Segments, Global Branding.	
		Targeted Application & Tools that can be used:		
		<ul style="list-style-type: none"> • Statista / Euromonitor / Report - For market data, trends, and Brand and Product reports. • Mintel / WARC- For consumer behaviour insights and Brand analysis. • Miro / MURAL- For mapping brand personas and value perception. 		
		Project work/Assignment:		
		Capstone Project (Team-Based)		
		<ul style="list-style-type: none"> • Identify market gap and propose an innovative brand concept • Pitch to a panel (simulated brand board) • Apply course learnings in product/service design, branding, and positioning 		
		Practical:		
		<ul style="list-style-type: none"> • Pick a brand, attempt to identify its sources of brand equity. Assess its level of brand awareness and the strength, favorability, and uniqueness of its association. • Pick a category basically dominated by two brands, Evaluate the positioning of each brands, its target market, what are the main points of parity and points of difference? Have they defined their positioning correctly? How might it be improved? • Pick a brand, identify all its elements and assess their ability to contribute to brand equity according to the choice criteria. • Pick a brand; evaluate how it leverages secondary brand associations. Can you think of any way that the brand could more effectively leverage secondary brand association? • Pick a brand; try to conduct informal brand value chain analysis. Can you trace how the brand value is created and transferred? • Students can explore branding for the senses and neuromarketing. 		
		Web Resources:		
		<ul style="list-style-type: none"> • http://www.adweek.com/brand-marketing/ • www.exchange4media.com • www.afaqs.com • https://brandequity.economictimes.indiatimes.com 		
		Case Studies		
		<ul style="list-style-type: none"> • Social media fostering happiness management: three luxury brands case study on Instagram Link: https://www.emerald.com/insight/content/doi/10.1108/CG-05-2021-0201/full/html • Brand equity in a tourism destination: a case study of domestic tourists in Hoi An city, Vietnam. Link: https://www.emerald.com/insight/content/doi/10.1108/TR-08-2017-0130/full/html 		
		Research Articles in Journals		

- Asian brands without borders: regional opportunities and challenge Link: <https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/02651330710761017/full/html>
- The impact of brand experiences on brand resonance in multi-channel fashion retailing Link: <https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JRIM- 06- 2014-0042/full/html>
- Brand marketing programs and consumer loyalty – evidence from mobile phone users in an emerging market Link: <https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/JPBM-04-2016- 1141/full/html>
- The Role of Attitude toward the Parent Brand, Brand Extension Evaluation, and Social Proof Message in Consumer's Attitude toward Brand Extension and Purchase Intention of IT Products. Link: <https://dl.acm.org/doi/10.1145/3317614.3317627>
- The Impact of Brand Equity on Customer Equity Link: <https://ieeexplore.ieee.org/document/8720728>

Textbooks:

- Strategic Brand Management – Building, Measuring and Managing Brand Equity - Fifth Edition, Pearson - 2024.** Isaac C. Kevin Lane Keller, Vanitha Swaminathan, Ambi M.G. Parameswaran
- Aaker on Branding: The Playbook to Building Strong Brands – 2nd Edition – May 2025 - David Aaker - Morgan James Publishing .**

References:

R1: Luxury Brand Management in Digital and Sustainable Times: A New World of Privilege - 4th Edition - Michel Chevalier, Gerald Mazzalovo

R2: Donald Lehmann. Product Management. Tata Mac Graw Hill.

R3: Kapferer, J. N. Strategic Brand Management. Kogan Page.

Catalogue prepared by	Dr. Virupaksha Goud G
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: MKT5114	Course Title: Social Media, Content, and Influencer Marketing Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	Marketing Management Course				
Anti-requisites	Nil				
Course Description	This course provides a comprehensive understanding of social media, content, and influencer marketing within the modern digital landscape. Students will explore the foundational concepts of social media platforms, content creation strategies, and the evolving role of influencers in shaping consumer behavior. Emphasis is placed on planning, executing, and managing effective marketing campaigns tailored to different platforms and audiences. Through case studies, practical assignments, and campaign simulations, students will gain hands-on experience in applying strategic approaches to real-world scenarios.				

	By the end of the course, students will be equipped with the skills to design, manage, and evaluate social media and influencer marketing initiatives aligned with brand goals.		
Course Objective	This course is designed to improve the learner's EMPLOYABILITY SKILLS by using EXPERIENTIAL LEARNING using PROJECTS and Case Studies.		
Course Out Comes	<p>On successful completion of this course the students shall be able to:</p> <ol style="list-style-type: none"> 1. Explain the core concepts of social media, content marketing, and influencer marketing, including their roles in digital marketing strategies.[Understand] 2. Build, manage and automate campaign to reach marketing objectives. [Apply] 3. Analyze the performance of campaigns by interpreting key metrics such as engagement, reach, and conversion rates.[Analyse] 4. Design a comprehensive marketing strategy that aligns with brand objectives, target audience, and content trends.[Create] 		
Course Content:			
Module 1	INTRODUCTION TO SOCIAL MEDIA MARKETING	Assessment 1 – Optimise social media page	11 Sessions
Introduction to Social Media Marketing-Various Social Media Platforms-Facebook, Instagram, LinkedIn, Twitter etc-Personal Page, Business Page & groups-Choosing right social media for the target audience- KPI's, define target audience and customer journey			
Module 2	MANAGING CAMPAIGN USING SOCIAL MEDIA	Assessment 2 – Create Social Media calendar	12 Sessions
Using social media to achieve marketing objectives-Creating, running and Managing paid campaign using social media- Automate social media management using social media tools such as hoot suit, publer etc- Creating and managing social media calendar.			
Module 3	CONTENT MARKETING-CONCEPT AND APPLICATION	Assessment 3 – Case Analysis	11 Sessions
Meaning and concept of Content marketing - Types of Content- The best practice for content marketing across each social platform-Setting clear goals and objectives for target audience-			

Creating engaging content-Distributing and promoting the content- Measuring and evaluating the content.			
Module 4	INFLUENCER MARKETING- CONCEPT AND APPLICATION	Assessment 4 – Article Review	11 Sessions
Introduction to Influencer Marketing - Tools for Analyzing Influence- Hashtags, Social Blade, Klout Scores, Google Analytics, UTM Parameters, Number of followers, Click to Sales etc-Selection of social media channel and influencer- Innovative Influencer Marketing Strategies-AI and Privacy, Data Protection and Ethics.			
Targeted Application & Tools that can be used: https://Publer.com , Case study and Article Review			
Project work/Assignment: Creating launching campaign using social media tool- https://publer.com/ , Ads using facebook - https://business.facebook.com/			
Web Resources: https://publer.com/ https://business.facebook.com/ https://www.hootsuite.com/			
Sample Data Set: NA			
Text Book Dahl, S. (2021). <i>Social media marketing: Theories and applications</i>. Sage Publications Ltd. Carah, N., & Louw, E. (2015). <i>Media and society: Production, content and participation</i>. Sage Publications Ltd. Levin, A. (2023). <i>Influencer marketing for brands: What YouTube and Instagram can teach you about the future of digital advertising</i>. Apress.			
References Handley, Ann and Chapman, CC (2012), <i>Content Rules: How to Create Killer Blogs, Podcasts, Videos, EBooks, Webinars, (and more) That Engage Customers and Ignite Your Business</i> 7th Ed. John Wiley & Sons, Inc. ISBN-13: 978-1118232606			
Catalogue prepared by	Dr. Ameer Hussain A		
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025		
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025		

Course Code: MKT5115	Course Title: Services Marketing and Customer Experience Type of Course: Specialization Track Elective	L	P	C
Version No.	2.0			
Course Pre-requisites	MARKETING MANAGEMENT			
Anti-requisites	Nil			

Course Description	<p>The Services Marketing and Customer Experience course explores the unique challenges and strategies involved in marketing intangible services. It emphasizes the importance of delivering exceptional customer experiences to drive satisfaction, loyalty, and long-term value. Students learn to design and implement service strategies, manage service quality, handle customer expectations, and leverage technology in service delivery. The course covers key concepts such as service blueprinting, customer journey mapping, relationship marketing, and service recovery. Through case studies, real-world applications, and interactive activities, students develop the skills to create customer-centric service environments that enhance brand value and competitive advantage in various service industries.</p>			
Course Objective	<p>This course is designed to improve the learners' employability skills by using participative learning techniques.</p>			
Course Out Comes	<p>On successful completion of this course the students shall be able to:</p> <p>CO1) Analyze the unique characteristics of services and apply appropriate marketing strategies to address service-specific challenges.</p> <p>CO2) Design and evaluate customer experience frameworks such as service blueprints and customer journey maps.</p> <p>CO3) Apply service quality measurement tools and implement strategies for customer satisfaction, loyalty, and service recovery.</p> <p>CO4) Develop and present integrated service marketing plans that align with organizational goals and enhance customer value.</p>			
Module 1	Introduction to Services Marketing	Classroom Lecture & Participative Learning	CA-1 QUIZ	11T sessions
<p>Nature and characteristics of services – Differences between goods and services marketing – The expanded services marketing mix (7Ps) – Consumer behavior in services – Segmentation, targeting, and positioning in service markets</p>				
Module 2	Designing and Managing Customer Experience	Classroom Lecture & Participative Learning	Assessment 2 – Assignment	11T sessions
<p>Understanding customer expectations and perceptions – Customer journey mapping – Service blueprinting and process design – Role of physical evidence and people in service experience – Emotional and experiential branding in services</p>				

Module 3	Service Quality, Customer Satisfaction, and Relationship Management	Classroom Lecture & Participative Learning	Assessment 3 – Case Analysis	11T sessions
Measuring service quality: SERVQUAL model – Service performance gap model – Customer satisfaction and loyalty drivers – Customer relationship management (CRM) in services – Service recovery and complaint handling strategies				
Module 4	Technology, Innovation, and Strategic Service Marketing	Classroom Lecture & Participative Learning	Assessment 4 – Mini Project	12T sessions
Role of technology and AI in service delivery – Self-service technologies and digital interfaces – Building service brands and differentiation strategies – Designing service innovations and new service development – Strategic planning for service marketing and implementation				
<p>Mini Project: To apply service marketing and customer experience concepts by analyzing a real-life service organization.</p> <p>Assignment:</p> <p>Assignment 1: Analyze the Service Marketing Mix (7Ps) of a Leading Brand</p> <p>Assignment 2: Class Quiz</p> <p>Assignment 3: Service Failure & Recovery Analysis</p>				
<p>Web Resources:</p> <p>❑ Harvard Business Review – Customer Experience Insights https://hbr.org/topic/customer-experience</p> <p>❑ McKinsey & Company – Service Operations and Customer Experience https://www.mckinsey.com/capabilities/operations/our-insights/service-operations</p> <p>❑ American Marketing Association (AMA) – Services Marketing https://www.ama.org/topics/services-marketing/</p> <p>❑ CX Network https://www.cxnetwork.com/</p> <p>❑ Qualtrics – Customer Experience Blog https://www.qualtrics.com/blog/customer-experience/</p>				
<p>Text Book</p> <p>Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). <i>Services marketing: Integrating customer focus across the firm</i> (7th ed.). McGraw-Hill Education.</p>				

References

- **R1: Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018).**
Services marketing: Integrating customer focus across the firm (7th ed.). McGraw-Hill Education.
- **R2: Lovelock, C., Wirtz, J., & Chatterjee, J. (2015).**
Services marketing: People, technology, strategy (7th ed., South Asian adaptation). Pearson Education.
- **R3: Fitzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi, S. K. (2014).**
Service management: Operations, strategy, information technology (8th ed.). McGraw-Hill Education.

Catalogue prepared by	Dr. Ragu Prasad Rajendran
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: MKT5117	Course Title: Omni Channel and Modern Retailing Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	2.0				
Course Pre-requisites	Basic Marketing Management Knowledge				
Anti-requisites	Nil				
Course Description	This course explores the transformation of retail in the digital era with a focus on Omni channel strategies that blend physical and digital channels to deliver seamless consumer experiences. Students will gain insights into retail technologies, channel integration, consumer behavior, and strategic challenges. The course uses experiential learning to build employability skills relevant for careers in retail, marketing, and customer experience.				
Course Objective	This course is designed to improve the learners' employability skills by using experiential learning techniques.				
Course Out Comes	CO1 Analyze consumer behaviour across various retail touchpoints and identify patterns and preferences. CO2. Evaluate technologies and tools enabling effective Omni channel integration. CO3. Design a customer-centric retail strategy using data-driven insights. CO4. Create an end-to-end Omni channel retail plan for a brand using experiential inputs.				
Module 1	<i>Foundations of Omni channel and Modern Retail (12 Sessions)</i> <i>CA-1 QUIZ</i>				
Introduction to Retailing and its Evolution <ul style="list-style-type: none"> ○ Definition and scope of retail 					

- Historical evolution: Traditional → Modern → Omni channel
- Key differences between multichannel and Omni channel retail

Retail Formats and Business Models

- Store-based (Department stores, Supermarkets, Specialty stores)
- Non-store formats (Online, Mobile, Direct-to-Consumer, Social commerce)
- Hybrid and experiential retail formats

Understanding the Omni channel Concept

- Concept and significance of Omni channel retail
- Seamless integration of physical and digital touchpoints
- Real-time inventory and unified commerce models

Customer Behaviour in the Digital Age

- Research-online-purchase-offline (ROPO) behaviour
- Showrooming vs. web rooming
- Decision-making process across platforms

Retail Value Chain and Customer Touchpoints

- Key stages of the retail value chain
- Mapping retail customer touchpoints (online and offline)
- Omni-presence and consistent experience

Changing Role of Physical Stores

- Stores as fulfilment centres, experience hubs
- Click-and-collect, BOPIS, BORIS models
- Redesigning store layout and purpose in Omni channel retail

Module 2	Technology and Channel Integration	Assessment 2 – Assignment	11 Sessions
-----------------	---	----------------------------------	--------------------

Retail Technology Landscape and Architecture

- Overview of key retail tech components: POS, ERP, CRM, OMS, WMS
- Architecture of integrated retail systems: cloud-based vs. on-premise
- Importance of API integration and data synchronization
- Case examples of tech stacks used by leading Omni channel retailers

Point-of-Sale (POS) and Inventory Management Systems

- Role of modern POS systems in Omni channel environments
- Real-time inventory visibility and stock synchronization across channels

- Centralized vs. decentralized inventory models
- Use of RFID, barcoding, and mobile POS in physical stores

Customer Relationship Management (CRM) and Data Platforms

- Importance of unified customer profiles and 360° view
- Integrating online and offline customer data (loyalty, purchase history)
- CRM tools for segmentation, engagement, and personalization
- Introduction to CDPs (Customer Data Platforms) and their role in Omni channel

E-commerce, Mobile, and App Integration

- Role of e-commerce platforms (Shopify, Magento, Salesforce Commerce)
- Mobile-first design and m-commerce strategies
- Integration of mobile apps for loyalty, engagement, and fulfilment
- Progressive Web Apps (PWAs) and mobile payment integration

Module 3	Consumer Journey and Engagement Strategies	Assessment 3 – Case Analysis	11 Sessions
-----------------	---	------------------------------	-------------

Understanding the Omni channel Customer Journey

- Mapping the Omni channel path-to-purchase
- Key touchpoints: Discovery, consideration, purchase, fulfilment, post-purchase
- Tools and techniques for customer journey mapping (CJMs)
- Cross-device and cross-channel behaviour tracking
- Identifying pain points and friction in the customer experience

Personalization and Customer Experience Management

- Principles of personalization in retail
- Use of AI and machine learning for product recommendations
- Customer segmentation and targeting using behavioural data
- Dynamic content delivery across channels
- Building loyalty through tailored experiences

Engagement, Retention, and Relationship Building

- Loyalty programs and Omni channel reward strategies
- Role of social media, influencers, and community building
- Integrated communication strategies: Email, SMS, WhatsApp, push notifications
- Gamification and engagement-led shopping experiences
- Measuring engagement: CLV (Customer Lifetime Value), NPS, churn rate

Module 4	Strategic Implementation and Future Trends	Assessment 4 – Case Analysis	11 Sessions
-----------------	---	------------------------------	-------------

		nt 4 — Mini Proj ect	
--	--	----------------------------------	--

Designing Omni channel Retail Strategy

- Framework for building a customer-centric Omni channel strategy
- Aligning business, brand, and customer objectives
- Channel selection and integration planning
- Omni channel marketing mix and promotional strategies
- Budgeting and ROI forecasting for Omni channel initiatives

Implementation Roadblocks and Operational Challenges

- Common pitfalls in Omni channel transformation
- Managing change across departments and store operations
- Overcoming data silos and disconnected systems
- Issues in inventory synchronization and logistics coordination
- Skill gaps and workforce reskilling needs

Future of Retail and Technological Innovations

- Immersive technologies: Augmented Reality (AR), Virtual Reality (VR), and Mixed Reality
- Role of Artificial Intelligence and Machine Learning in personalization
- Internet of Things (IoT) in smart shelves, fitting rooms, and checkouts
- Conversational commerce: Voice assistants and chatbots
- The rise of Metaverse commerce and virtual shopping

Sustainability, Ethics, and Inclusive Retailing

- Eco-friendly practices in supply chain and packaging
- Ethical sourcing and transparent retail models
- Circular retailing and recommerce strategies
- Inclusive design: Accessibility in physical and digital stores
- Role of ESG (Environmental, Social, Governance) in retail decision-making

Mini Project: Design and present an Omni channel strategy for a retail brand, integrating digital tools, technology, and customer data.

Assignment: Analyze Omni channel implementation of a real-world company and propose improvements.

Web Resources:

❑ www.shopify.com

❑ www.retaildive.com

❑ www.nrf.com

❑ www.statista.com

<p>hbr.org</p>	
<p>Text Book</p>	
<p>Levy, M., Weitz, B., & Grewal, D. (2021). <i>Retailing Management</i> (10th ed.). McGraw Hill.</p>	
<p>References</p>	
<p>Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2017). <i>From Multi-channel Retailing to Omni-channel Retailing</i>. Journal of Retailing.</p>	
<p>Kotler, P., Kartajaya, H., & Setiawan, I. (2021). <i>Marketing 5.0: Technology for Humanity</i>. Wiley.</p>	
<p>Harvard Business Review articles on retail and digital commerce</p>	
<p>Reports from McKinsey, Deloitte, and BCG on digital retail</p>	
Catalogue prepared by	Dr. Mohan Cherian
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: MKT5119	Course Title: Integrated Marketing Communication Strategies Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	2.0				
Course Pre-requisites	Fundamentals of Marketing Management				
Anti-requisites	Nil				
Course Description	This course is designed to offer an overview of the principles of marketing communications and their critical role in marketing communication strategy. Marketing communications are how marketers establish and build relationships with consumers through - directly or indirectly- informing, persuading, and reminding consumers about the brands they sell. It is no longer a one-way flow of information; today it also involves the management and channelling of consumer-initiated communication, and consumer participation. The emphasis in this course will be on the role that integrated marketing communications, which is a coherent, coordinated message across all tools of communications, plays in building enduring brand values.				
Course Objective	This course is designed for SKILL DEVELOPMENT of the learner by using PARTICIPATIVE LEARNING techniques.				

Course Outcomes	1. Explain the characteristics of the integrated marketing communications process and their relation to marketing communication objectives. (Understand) 2. Illustrate the process of creating advertisements for brand communication (Apply) 3. Analyze the effectiveness of the Promotional Program. (Analyze) 4. Illustrate the integrated marketing campaign using digital media platforms. (Analyze)			
Course Content:				
Module 1	Introduction to IMC	12 Sessions	Assessment 1 - Quiz	
Meaning - Evolution of IMC - Reasons for growth and Features - Promotional tools for IMC – Model of IMC Planning Process - Role of IMC in Marketing Communication process - Setting objectives for the IMC Program – Marketing Vs. Communication Objectives - Problems in Setting Objectives - DAGMAR Approach – Promotional Budget - Methods of Budgeting – Top-down Vs. Bottom-Up Budgeting.				
Module 2	Advertising Campaigns	12 Sessions	Assessment 2 – Mini Project	
Fundamentals of Advertising Campaigns – Planning Process – Creativity – Creative Process - Copy Platform - Advertising Appeals – Ad Execution Styles and Techniques - Elements of Print Advertisement – Scriptwriting for Radio and Television – Media Planning - Participants in the IMC Process - Advertising Agencies – Function Types – Creative Boutiques - In House Agencies - Agency Compensation.				
Module 3	Other Elements of IMC and Effectiveness	11 Sessions	Assessment 3 – Class Presentations	
Sales Promotion - Different types of Sales Promotion - Public Relations and Publicity - Types of PR Process - Types of Publicity - Direct Marketing Features - Personal Selling Features – Merits and Demerits. Measuring Effectiveness of the Promotional Program / Campaign – Advantages and Disadvantages – Pre-testing and Post-testing Methods – Physiological Measures – Testing Print and Broadcast Commercials – Essentials of Effective Testing. Current trends and future predictions.				
Module 4	Digital Marketing & Social Media Advertising	10 Sessions	Assessment 3 – Class Presentations (Cont'd)...	
Digital Marketing - Fundamentals and Tools - Importance of digital marketing - Difference between traditional and digital marketing – Current trends vis-à-vis upcoming trends in the industry. Social Media Advertising – Recent trends and the future. Role of AI in Digital Media / Social Media Campaigns. The impact – merits and demerits.				
Targeted Application & Tools that can be used: N/A				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				
Web Resources:				

<p>https://research-ebsco-com-presiuniv.knimbus.com/c/n5guci/ebook-viewer/pdf/wqtsc5hqr?location=https%25253A%25252F%25252Fresearch-ebsco-com-presiuniv.knimbus.com%25252Fc%25252Fn5guci%25252Fsearch%25252Fdetails%25252Fwqtsc5hqr%25253Fdb%25253De000xww</p> <p>Sample Data Set: N/A</p>	
<p>Text Book:</p> <ol style="list-style-type: none"> 1. Belch, George E. and Michael A. Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, Irwin McGraw Hill Inc. 2. The Art of Digital Marketing, Ian Dodson, Digital Marketing Institute, Latest edition 	
<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Advertising Management – Rajeev Batra, John G. Myers, and David A Aaker-PHI 2. Kotler, P., and Keller, K. L. (2017). Marketing management. (15th Ed.). Pearson India 3. Ries, A., and Trout, J. (2001). Positioning: The battle for your mind. New York: McGraw-Hill. 	
Catalogue prepared by:	Dr. Aurobindo Kiriyakere, Assistant Professor, Presidency School of Management
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: MKT5120	Course Title: Business Marketing and Industrial Sales Type of Course: Specialization Track Elective	L- P- C	2	1	0	3
Version No.	1					
Course Pre-requisites	Marketing Management					
Anti-requisites	NIL					
Course Description	This course develops students' understanding of the various marketing concepts involved in organizational buying. It helps students to comprehend the buying process of business markets. Concepts including strategic alliance, networking, supply chain management, outsourcing, and issues and impacts of globalization, will be introduced. With value created and delivered in the marketplace as its cornerstone, this course equips students with the necessary marketing tools to deal with issues related to business markets and achieve sales targets.					
Course Objective	The Course caters to EMPLOYABILITY of the learner through the use of PARTICIPATIVE Learning methods.					
Course Out Comes	On successful completion of the course, the student shall be able to <ul style="list-style-type: none"> Describe Business Market Eco-System and transactions related to B2B, B2G and B2C in the digital world. Differentiate between Consumer and Business/Industrial Market and Understand unique characteristics of Business Markets. Identify Industry segmentation and importance of B2B for Economy. Apply the concepts of key account management, e-commerce and branding in the context of B2B for industrial sales. 					
Course Content						
Module 1	The environment of business marketing in the digital world	Experiential Learning	Ability to explain Business marketing	11	Session s	
	B2B vs B2C marketing, Types of business customers, Market structures and characteristics, Trends shaping business markets (Economic, technological, political-legal, socio-cultural) Industry structure (Porter's Five Forces) Supply chain dynamics, Environmental scanning & scenario planning, digital technologies are transforming B2B marketing, AI and big data in B2B decisions, Industrial IoT (IIoT) and smart products, CRM systems and ERP integration in sales, The buying centre & decision-making unit (DMU), Buy-class situations (new task, modified rebuy, straight rebuy), B2B buyer journey: from awareness to purchase, Role of online research, peer reviews, LinkedIn, etc.					
Module 2	MANAGING RELATIONSHIPS IN BUSINESS MARKETING.	Experiential Learning	Application	12	Session s	

<p>Organizational Buying Behavior, foundations of relationship marketing in business markets, transactional vs. relationship marketing, Importance of long-term relationships in B2B, Customer lifetime value (CLV) in industrial sales, Trust, commitment, and mutual value creation, CRM strategies and systems (e.g., Salesforce, Zoho) Identifying and selecting key accounts, Role of key account managers, foster trust and loyalty in industrial relationships, inter-organizational coordination in B2B networks, Partnering with suppliers, distributors, and resellers, Collaborative planning & forecasting (CPFR), Conflict resolution and negotiation, modern tech tools reshaping business relationships. Digitization of B2B relationships in India.</p>				
Module 3	Business Market Segmentation	Participative Learning	Comprehension	11 Session s
<p>Basics and significance of segmentation in B2B, Segmenting the Business Market and Estimating Segment Demand, Benefits of segmentation: efficiency, targeting, customization, Overview of segmentation process, macro-level segmentation criteria. micro-level or organizational segmentation criteria. Criteria for effective segmentation, Segment profiling, Segment attractiveness analysis. Use of decision matrices targeting and positioning strategies. analytical tools and sources for segmenting industrial markets.</p>				
Module 4	Formulating Business Market Strategy for industrial sales	Participative Learning	Comprehension	11 Session s
<p>Business Marketing Planning: Strategic Perspectives, Business Marketing Strategies for Global Markets. Managing Products for Business Markets. Managing Innovation and New Industrial Product Development. Managing Services for Business Markets. Managing Business Marketing Channels. Supply Chain Management. Pricing Strategies for Business Markets. Business Marketing Communication for industrial sales: Advertising and Sales Promotion. Business Marketing Communications: Managing industrial sales through personal selling.</p>				
<p>Targeted Application & Tools that can be used: This course enables the students to take various business marketing strategies and models.</p>				
<p>Project work/Assignment: Mention the Type of Project /Assignment proposed for this course</p>				
<p>The examinations are considered as part of learning process rather as an assessment tool. The course consists of Reading Materials including Lecture Notes, Case Analysis, Article Presentations, and Business Plan Presentation & Report with Two Closed Book Exams. The assignments are to assess participating students' understanding about the core concepts and practices of the course. The exact date of examinations will be as per University's guidelines and schedule.</p>				
<p>Text Book</p> <ul style="list-style-type: none"> • B2B Marketing – A South Asian Perspective (13th Edition,2024), Michael D. Hutt, Thomas W. Speh & Dheeraj Sharma; Cengage. • Industrial Marketing (3rd Edition 2017, Krishna K. Havaldar, McGraw-Hill Publication 				
<p>Reference Books</p> <ul style="list-style-type: none"> • <i>Business Market Management, Anderson And Narus, 3rd Edition, Prentice Hall.</i> • <i>Business-To-Business Marketing, Brennan, Canning, McDowell, 2nd Ed, Sage</i> 				

<ul style="list-style-type: none"> Industrial Marketing, Milind T. Phadtare Prentice Hall Of India Pvt. Ltd, New Delhi, 2008 	
Web Links and Case Study Links <ol style="list-style-type: none"> 2. www.indiabix.com 3. www.youtube.com/c/TheAptitudeGuy/videos 	
Topics Relevant to 'Employability Skills' are Marketing Strategies for Global Markets. Managing Business Markets. Managing Innovation and New Industrial Product Development. This is attained through Participative Learning Methodologies mentioned in the Course Handout.	
Catalogue prepared by	Dr.Akhila R Udupa
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: MKT5121	Course Name: Global Marketing Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	2.0				
Course Pre-requisites	Basic Marketing Management Knowledge				
Anti-requisites	Nil				
Course Description	The Global Marketing course is designed to equip aspiring business leaders with a comprehensive understanding of the complexities and nuances involved in conducting marketing activities on a global scale. Through a strategic and interdisciplinary approach, this course explores the challenges and opportunities presented by diverse international markets, addressing key topics such as cross-cultural consumer behavior, market entry strategies, global branding, and the impact of geopolitical factors on marketing decisions.				
Course Objective	This course is designed to improve the learners' employability skills by using participative learning techniques.				
Course Out Comes	<p>On successful completion of this course the students shall be able to:</p> <p>CO1) Comprehend the interconnectedness of economies and the importance of adapting marketing strategies in various international contexts.</p> <p>CO2) Interpret the nuances of International Trade & effective Cross-Cultural Marketing.</p> <p>CO3) Demonstrate proficiency in developing strategic market entry plans for global markets.</p>				

	CO4) Analyze Integrated Global Marketing Campaigns			
Module 1	Introduction to Global Marketing	Classroom Lecture & Participative Learning	CA-1 QUIZ	8L – 4T sessions
Overview of Global Marketing, Globalization and International Business, Stages of International Marketing Involvement, Economic Factors in International Marketing, Logistical and Supply Chain Challenges, Competitive Analysis in Global Markets, Types of International Markets, Definition, Scope, and Importance of Global Marketing, Differences Between Domestic and Global Marketing, Drivers of Globalization: Economic, Cultural, Political, and Technological Forces. Global Marketing Environment Analysis (PESTLE Framework), Ethical and Social Responsibility in Global Marketing Case studies etc.				
Module 2	International Trade & Cross-Cultural Marketing	Classroom Lecture & Participative Learning	Assessment 2 – Assignment	7L – 4T sessions
Trade Barriers, GATT, WTO, IMF, World Bank Group, Understanding Cultural Differences, Impact of Culture on Consumer Choices, Effective Cross-Cultural Communication, Language and Symbolism in Marketing, Cultural Influences on Brand Perception, Management styles in different regions, Global Market Research Process: Methods, Challenges, and Tools, Cultural Dynamics in Global Marketing: Hofstede's Cultural Dimensions, Case studies etc.				
Module 3	Strategic Market Entry	Classroom Lecture & Participative Learning	Assessment 3 – Case Analysis	8L – 3T sessions
Market Entry Modes, Exporting, Licensing, Franchising, Joint Ventures, and Direct Investment, International Market Selection, Strategic Planning for Global Expansion, Customizing Products for Global Markets, Adapting to Local Regulations, Cultural Adaptation in Marketing, Adapting the Marketing Mix (4Ps) for Global Markets, Post-Entry Evaluation and Adjustment, Case studies etc.				
Module 4	Integrated Global Marketing Campaigns	Classroom Lecture & Participative Learning	Assessment 4 – Mini	7L – 4T sessions

			Project	
Digital and Emerging Trends in Global Marketing, Social Media Integration for Global Reach, Big Data-driven Decision Making, Unified Brand Storytelling, Interactive and Immersive Content creation, Real-time Campaign Optimization, Ethical Considerations in Global Marketing, Case studies etc.				
Mini Project: Design and present an Omni channel strategy for a global marketing, integrating digital tools, technology, and customer data.				
Assignment: Assignment 1: Create an International Market Entry Strategy for a hypothetical organization Assignment 2: Class Quiz Assignment 3: Evaluate the Global Marketing Campaigns for organizations / brands such as Apple, Nike, Gucci, Chanel etc.				
Web Resources: <ul style="list-style-type: none"> • www.statista.com • hbr.org • Power Markets of Asian Countries in the International Markets Environment • Link: https://ieeexplore.ieee.org/document/1708957 • The effects of IMF programs on income inequality: a semi-parametric treatment effects approach Link- https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJDI-12-2021-0265/full/html • Managing disruptive external forces in international marketing Link - https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IMR-12-2021-0381/full/html 				
Text Book Philip R Cateora, Mary C Gilly, John L Graham-International Marketing: Indian Edition-Mc Graw Hill Education, 2023, 19th ed.				
References <ul style="list-style-type: none"> • R1: Ram Singh-Export & Import Management: Text & Cases-sage Texts publishers. • R2: Michael R. Czinkota, Ilka A Ronkainen-International Marketing-Cengage Publications. • R3: Masaaki Kotabe, Kristiaan Helsen-International Marketing-Wiley publishers-6th Edition. 				
Catalogue prepared by	Dr. Virupaksha Goud			
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025			
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025			

Course Code: MKT5122	Course Title: Marketing 6.0 Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3

Version No.	2.0		
Course Pre-requisites	MKT4111 – Marketing Management - Theories and Practices		
Anti-requisites	Nil		
Course Description	<p>This course provides a comprehensive exploration of Marketing 6.0, the latest paradigm shift in marketing that emphasizes the creation of seamless, immersive, and human-centric experiences through the strategic integration of advanced technologies. Students will delve into the concept of "Meta Marketing," understanding how to blend physical and digital realms to engage the "Phygital generation" (Gen Z and Gen Alpha). It covers key technological enablers such as Artificial Intelligence (AI), Virtual Reality (VR), Augmented Reality (AR), Spatial Computing, and Neuromarketing, alongside the critical importance of human connection, ethical considerations, and sustainability in the new marketing landscape.</p>		
Course Objective	<p>This course is designed for SKILL DEVELOPMENT of the learner by using PARTICIPATIVE LEARNING techniques.</p>		
Course Outcomes	<ol style="list-style-type: none"> 5. Explain the core principles and evolution of Marketing 6.0 and its distinction from the previous marketing paradigms. (Understand) 6. Analyze the behavioural characteristics and preferences of the "Phygital Generation" (Gen Z and Gen Alpha), including their implications for marketing strategies. (Analysis) 7. Evaluate the strategic applications of AI, AR, VR, and other emerging technologies in creating immersive customer experiences. (Evaluate) 8. Apply the principles of Neuromarketing to understand and influence consumer decision-making at a deeper, subconscious level. (Apply) 		
Course Content:			
Module 1	Foundations of Immersive Marketing & The Phygital Revolution	12 Sessions	Assessment 1 - Quiz
<p>The evolution of Marketing: From product-centric (1.0) to value-driven (5.0) and beyond; Defining Marketing 6.0: Meta marketing; Phygital Convergence; The immersive imperative; Understanding the Phygital Generation: Gen Z and Gen Alpha: Values, behaviours, digital native characteristics, and their expectations from brands; The Experience Economy 2.0: Moving beyond traditional service to multisensory and co-created experiences; Online-to-Offline and Offline-to-Online (O2O) Strategies: Bridging the gap between physical and digital touchpoints.</p>			
Module 2	Technology as a Catalyst for Immersive Experiences	12 Sessions	Assessment 2 – Report
<p>AI in Marketing 6.0: Hyper-personalization, predictive analysis for content and product recommendations; AI-powered chatbots, virtual assistants; AI for customer journey mapping and real-time optimization; Ethical AI, and data privacy in the Indian context; VR & AR: Creating immersive product experiences (virtual try-ons, virtual showrooms); interactive advertising & brand storytelling through AR filters; Training and education applications for Brand Management; Emerging Tech for future of digital ownership: Leveraging real-time data & context-aware</p>			

marketing; NFTs and digital collectibles for brand loyalty; Connecting physical products to digital experiences (smart packaging, connected devices).

Module 3	Neuromarketing and Behavioural Insights	11 Sessions	Assessment 3 – Class Presentations
<p>Introduction to Neuromarketing: Bridging Neuro Science and Marketing; Understanding Cognitive Biases, emotions, and their role in consumer choices; Neuromarketing Research Methods: Eye-tracking, EEG, fMRI, and biometric Sensors. Applying Neuromarketing Insights: Optimizing product design, packaging, and store-layouts; Crafting persuasive messaging and advertising content; Understanding brand perception and emotional connection; Sensory Marketing: Engaging all the five senses for immersive experiences; Ethical considerations in Neuromarketing: addressing concerns about manipulation and data privacy.</p>			
Module 4	Crafting Immersive Marketing Strategies and The Metaverse	10 Sessions	Assessment 3 – Class Presentations (Cont'd)...
<p>Designing Immersive Customer Journeys: Mapping the “Phygital” customer journey and recognizing the key touchpoints for immersive experiences; Multisensory Campaign Development: Integrating Sensory Marketing with “Phygital” elements; Creating unforgettable brand experiences that enhance loyalty and advocacy; The Metaverse and Web3.0 for Marketers: Understanding decentralized virtual-worlds; Brand Presence in the Metaverse – Virtual Stores & Events, NFTs; Measuring Success in Marketing 6.0: Metrics for immersive experiences and ROI calculation; Future Trends and Challenges in Marketing;</p>			
<p>Targeted Application & Tools that can be used: N/A</p>			
<p>Project work/Assignment: Mention the Type of Project /Assignment proposed for this course</p>			
<p>Web Resources:</p> <ol style="list-style-type: none"> 1. https://research-ebsco-com-presiuniv.knimbus.com/c/n5guci/ebook-viewer/pdf/wqtsc5hqr?location=https%25253A%25252F%25252Fresearch-ebsco-com-presiuniv.knimbus.com%25252Fc%25252Fn5guci%25252Fsearch%25252Fdetails%25252Fwqtsc5hqr%25253Fdb%25253De000xww 2. Deloitte Insights - "The six forces shaping the future of the consumer industry": https://www2.deloitte.com/us/en/pages/consumer-business/articles/six-forces-shaping-the-consumer-industry.html 3. A Review on the Potential Growth of Neuromarketing and Consumer Behaviour Research in India https://ijip.in/articles/potential-growth-of-neuromarketing-and-consumer-behaviour/ 4. "Generative AI in India: Driving Customer Value Responsibly" https://whitepaperonline.com/whitepaper/generative-ai-in-india-driving-customer-value-responsibly 5. Case Study: "Lee's Boxer Challenge: Experiential Marketing at Its Boldest" https://www.cupshup.co.in/case-studies/lee-boxers-guerrilla-marketing 			
<p>Sample Data Set: N/A</p>			

Text Book:	<ol style="list-style-type: none"> 3. Kotler, Philip, Kartajaya, Hermawan, & Setiawan, Iwan. (2023). Marketing 6.0: The Future Is Immersive. John Wiley & Sons. 4. Schmitt, Bernd H. (2020). Experiential Marketing: How to Get Customers to Sense, Feel, Think, Act, Relate. Free Press (Simon & Schuster).
Reference Books:	<ol style="list-style-type: none"> 4. Dooley, Roger. (2012). Brainfluence: 100 Ways to Persuade and Convince Consumers with Neuromarketing. John Wiley & Sons. 5. Hackl, Cathy & Cronin, Irena. (2024). Spatial Computing: An AI-Driven Business Revolution. John Wiley & Sons. 6. Venkatesan, Raj & Lecinski, Jim. (2024). The AI Marketing Canvas: A Five-Stage Road Map to Implementing AI in Marketing. Stanford Business Books.
Catalogue prepared by:	<i>Dr. Aurobindo Kiriakere, Assistant Professor, Presidency School of Management</i>
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

SPECIALIZATION TRACK 2

TRACK ELECTIVE - FINANCE

Course Code: FIN5113	Course Title: Strategic Mergers, Acquisitions and Corporate Restructuring Type of Course: Specialization Track Elective	L-T-P- C	2	10	3
Version No.	1.0				
Course Pre-requisites	Students should have successfully completed Financial Management and Financial Accounting courses.				
Anti-requisites	NIL				
Course Description	This course provides a strategic and analytical framework for understanding mergers, acquisitions, and corporate restructuring. It covers the full spectrum from deal conception and valuation to integration and performance evaluation, with special focus on legal frameworks and strategic restructuring options. Real-world case studies and assignments provide experiential insights into successful and failed M&A efforts.				

Course Outcomes	<p>On successful completion of this course, the students shall be able to:</p> <p>CO 1 Understand and explain the strategic rationale and types of M&A and restructuring. (Participative Learning)</p> <p>CO2 Apply valuation methods to analyse the financial viability of deals. (Experiential Learning)</p> <p>CO3 Evaluate integration strategies and post-merger performance. (Application)</p> <p>CO4 Interpret the legal and regulatory landscape impacting corporate restructuring. (Participative Learning)</p>			
Course Objective:	<p>To build core skills in evaluating, planning, and executing mergers, acquisitions, and restructuring through a blend of strategic, financial, legal, and operational perspectives.</p>			
Module 1	Fundamentals of M&A and Strategic Rationale	Assignment (Participative Learning)		8 Sessions
<p>This module introduces the basic concepts, types, and motivations behind mergers and acquisitions. It emphasises how strategic fit and synergy drive value creation in M&A deals.</p> <ul style="list-style-type: none"> • Introduction to mergers and acquisitions • Types of mergers: Horizontal, vertical, conglomerate • Motives behind M&A: Synergy, growth, diversification • Strategic fit and value creation 				
Module 2	Deal Structuring and Valuation Techniques	Assignment (Participative Learning)		7 Sessions
<p>Focuses on valuation methodologies and the financial structuring of M&A deals, including exchange ratios and EPS impact. Students learn how to assess the feasibility and value of potential transactions.</p> <ul style="list-style-type: none"> • Valuation methods: DCF, comparables, precedent transactions • Calculating exchange ratios, EPS analysis, impact on shareholders • Financing strategies: Cash, stock swaps, LBOs • Tax implications and deal negotiation basics 				
Module 3	Regulatory and Legal Framework in M&A	Project (Experiential Learning)		15 Sessions
<p>Covers the legal and regulatory environment surrounding mergers and acquisitions in India, including the SEBI Takeover Code and the Companies Act. Students understand due diligence, disclosure requirements, and the role of regulatory bodies.</p> <ul style="list-style-type: none"> • Indian legal environment: Companies Act, SEBI Takeover Code, CCI • Due diligence, disclosures, and compliance 				

<ul style="list-style-type: none"> • Cross-border M&As: Approvals and FDI norms • Role of regulatory bodies in M&A clearance 				
Module 4	Post-Merger Integration and Corporate Restructuring Strategies	Assignment (Participative Learning)		15 Sessions
<p>This module explores the execution challenges after a merger, including the integration of culture, HR, and systems. It also covers strategic restructuring options like divestitures and spin-offs, along with an analysis of failed deals.</p> <ul style="list-style-type: none"> • Integration planning: HR, culture, systems alignment • Performance tracking: KPIs, synergy realisation • Restructuring options: Spin-offs, divestitures, carve-outs • Failure analysis: Why mergers fail and how to recover 				
<p>Targeted Application & Tools that can be used:</p> <p>The course equips students with practical skills to evaluate M&A deals using financial models, legal frameworks, and strategic analysis tools. Students will work with Excel for deal structuring, use financial databases for benchmarking, and explore regulatory filings to assess compliance and approvals. These tools are relevant for roles in investment banking, corporate finance, and strategic consulting.</p> <p>Professionally Used Software:</p> <ul style="list-style-type: none"> • Excel – Financial modelling, M&A modelling, synergy estimates • Databases – Bloomberg, Capital IQ, CMIE for industry/M&A data • Platforms – SEBI portal, MCA filings for legal compliance examples 				
<p>Project work/Assignment:</p> <p>Assignment: 1] -- Merger Valuation and Deal Feasibility Analysis</p> <p>Objective: Select two real-life companies (preferably in the same industry) and evaluate the financial feasibility of a hypothetical merger between the selected companies using valuation techniques such as DCF and P/E multiples.</p> <p>Deliverable: A concise report covering valuation methodology, assumptions, calculated exchange ratio, and a recommendation on whether the deal would create value for shareholders.</p> <p>(To be done in a group of minimum 2 and maximum 3 students)</p> <p>Assignment: 2] -- Legal and Regulatory Compliance Simulation</p> <p>Objective: Simulate an M&A approval process by assigning group roles (acquirer, target, SEBI, CCI) and mapping out the legal steps, documentation, and regulatory hurdles involved in the transaction.</p> <p>Deliverable: A compliance flowchart with a brief explanatory note outlining mandatory disclosures, regulatory interactions, and timeline considerations.</p> <p>(to be done in a group of minimum 3 and maximum 4 students)</p> <p>Assignment: 3] -- Post-Merger Integration Strategy Blueprint</p>				

Objective: Choose a past merger case and evaluate the post-merger integration efforts in terms of HR alignment, cultural integration, and operational synergies.

Deliverable: A strategy document identifying integration challenges and proposing an action plan to improve synergy realisation and stakeholder communication.

(to be done in a group of minimum 3 and maximum 4 students)

Textbook:

- T 1 - Krishnamurti, C. & Vishwanath, S. R., *Mergers, Acquisitions and Corporate Restructuring*, Sage
- T 2 - Kapil, S. & Kapil, K. N., *Mergers and Acquisitions*, Wiley

Reference Books:

- R 1 - Rabi Narayan Kar & Minakshi, *Mergers Acquisitions & Corporate Restructuring*, Taxmann
- R 2 - R. L. Gupta & V. K. Gupta, *Principles and Practice of Accountancy*, Sultan Chand

References:

Research Articles in Journals:

- **Mergers, Acquisitions, and Corporate Restructurings - by Patrick A. Gaughan**
This comprehensive book offers an in-depth analysis of M&A strategies, valuation techniques, and restructuring methods. It's widely used in both academic and professional settings.
<https://www.wiley.com/en-be/Mergers%2C+Acquisitions%2C+and+Corporate+Restructurings%2C+7th+Edition-p-9781119380764>
- **Three Decades of Strategic Management Research on M&As by Ferreira et al. (2016)**
This bibliometric study examines the evolution of M&A research in strategic management, highlighting key themes and influential works over a 30-year period.
<https://www.elsevier.es/en-revista-global-economics-management-review-386-articulo-three-decades-strategic-management-research-S2340154016300020>
- **Mergers and Acquisitions Research in Finance and Accounting: Past, Present, and Future by Martynova and Renneboog (2008)**
This article provides a comprehensive review of M&A research in finance and accounting, discussing methodologies, findings, and future research directions.
<https://onlinelibrary.wiley.com/doi/10.1111/eufm.12417>
- **Post-Merger Restructuring and the Boundaries of the Firm by Maksimovic, Phillips, and Prabhala (2011)**
This study investigates how firms restructure after mergers, focusing on changes in firm boundaries and the implications for performance.
<https://www.sciencedirect.com/science/article/abs/pii/S0304405X1100136X>

- **Prediction and Visualization of Mergers and Acquisitions Using Economic Complexity by Arsini et al. (2022)**

This research introduces a novel method for predicting M&A activities based on economic complexity and patent data, offering insights into technological proximities between firms.
<https://arxiv.org/abs/2210.07292>

Case Studies:

- Vodafone–Idea Merger: Strategic fit
- Tata–Corus: Cross-border acquisition
- Jet–Etihad: Regulatory hurdles
- Flipkart–Myntra: Integration success

Catalogue prepared by	Dr. Adesh Doifode
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: FIN5114	Course Title: Tax Laws and Practice Type of Course: specialization Track Elective	L- T- P- C	2	10	3
Version No.	1.0				
Course Pre-requisites	1. Basic computational skills 2. Basic understanding of accounting and finance				
Anti-requisites	NIL				
Course Description	This course provides a foundational understanding of India's direct and indirect taxation system as per Finance Act 2024. It covers personal and corporate income tax, Goods and Services Tax (GST), and Customs duty. Students will gain knowledge on tax compliance, planning, filing, and assessments. The course emphasizes practical learning through simulations and case studies, preparing students to manage taxation responsibilities in real-world business scenarios.				
Course Outcomes	CO1: Identify personal taxable income and tax payable thereon (Applying) CO2: Explain different types of returns and assessments (Understanding) CO3: Identify corporate taxable income and tax payable thereon (Applying) CO4: Explain basic provisions of GST and Customs duty (Understanding)				
Course Objective:	The course aims at APPLIED LEARNING in taxation, Introduce participants to the basis, incidence, and application of the main taxes in India, namely, Income				

	Tax and Goods and Services Tax (GST), through EXPERIENTIAL PEDAGOGY.			
Module 1	: Fundamentals of Direct Taxation and Income Computation	Assignment (Participative Learning)		12 Sessions
Concepts of direct and indirect tax; Definitions: Assessee, Assessment Year, Previous Year, Income, etc.; Residential status & incidence of tax; Heads of income – Computation of income from salary, income from house property, income from other sources , Concept of Income from Business & profession; Capital gain.				
Module 2	Computation of Total income and Assessment Procedures	Assignment (Experiential Learning)		12 Sessions
<ul style="list-style-type: none"> Deductions under; Chapter VI-A; Computation of total income for individuals; Types of ITR forms and applicability; E-filing of Income Tax Returns; Documents for ITR filing; Interest and penalties; Types of assessments: Self, Regular, Best Judgment, Reassessment, Protective Practical: Filing ITR-1 and ITR-3; mock assessment cases 				
Module 3	Corporate Taxation and Tax Planning	Project (Experiential Learning)		12 Sessions
<ul style="list-style-type: none"> Taxation of domestic and foreign companies; Minimum Alternate Tax (MAT);Corporate tax rates and amendments; Corporate tax computation Practical: Case studies on corporate tax planning 				
Module 4	Goods and Services Tax (GST)	Assignment (Participative Learning)		12 Sessions
<ul style="list-style-type: none"> Structure of GST: CGST, SGST, IGST, UTGST; Registration procedure; Taxable event, time, and value of supply; Input Tax Credit (ITC) conditions; GST returns: GSTR-1, GSTR-3B; GST audit and assessment Practical: GST invoice preparation and return filing 				
Targeted Application & Tools that can be used:				
Project work/Assignment:				
Assignment 1: Analyse computation of personal tax liability (Case-based)				
Assignment 2: Filing return online (Hands-on Simulation)				
Assignment 3: Study of GST implementation in a business (Group Research Project)				
Textbook:				
<ul style="list-style-type: none"> Singhania, V.K. & Singhania, M., <i>Direct Taxes – Law and Practice</i>, Taxmann Publications Ahuja, G. & Gupta, R., <i>Systematic Approach to Income Tax</i>, Bharat Law House GST Manual, Taxmann Publications Income Tax Act, 1961 (Bare Act) CGST Act, 2017 (Bare Act) Official websites: incometax.gov.in, gst.gov.in 				
References				
Research Articles in Journals:				
1. https://www.dsrvindia.com/impact-of-gst-on-corporate-taxes				

<ol style="list-style-type: none"> 2. https://www.researchgate.net/publication/379773026 CORPORATE TAXATION THROUGH THE INDIAN PRISM CONSEQUENCES OF GST AND DTC 3. https://www.iifans.org/uploads/paper/af10bdf78289a6dfe6273cd86ec25fd0.pdf
--

Podcast:

<ol style="list-style-type: none"> 1. https://www.ey.com/en_in/media/podcasts/indirect-tax-insights 2. https://podcasts.apple.com/us/podcast/avalara-india-gst/id1533946631 3. https://open.spotify.com/show/3Ck2jOeVPm9qPtBPJ9Lv2U
--

Case studies:

<ol style="list-style-type: none"> 1. https://www.researchgate.net/publication/388553998 GST GOODS AND SERVICES TAX IMPACT ON THE INDIAN TAX SYSTEM 2. https://www.researchgate.net/publication/390296293 THE IMPACT OF CORPORATE TAX PLANNING ON CAPITAL STRUCTURE DECISIONS IN THE INDIAN AUTOMOBILE INDUSTRY 3. https://www.researchgate.net/publication/308603399 CHAPTER 4 Tax System Reform in India Six Case Studies and Policy Implications
--

Catalogue prepared by	Dr. Prachi Beriwala
Recommended by the Board of Studies on	S NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: FIN5115	Course Title: Financial Derivatives and Risk Management Type of Course: Specialization Track Elective and Theory only	L- T- P- C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Knowledge about Financial Institutions and Technology					
Anti-requisites	NIL					
Course Description	The purpose of this course is to train scholars to get a bird's eye view of Fintech landscape along with the history of financial innovation. The course examines the technology fundamentals driving the fintech revolution to develop an appreciation in of their applications in banking and financial services industry.					
Course Outcomes	On successful completion of this course the students shall be able to: <ol style="list-style-type: none"> 1. Understand the structure and functions of financial systems and markets. 2. Analyze the roles of financial institutions and regulatory bodies such as SEBI and RBI. 3. Evaluate various financial instruments and their applications in 					

	<p>business and investment decisions.</p> <p>4. Understand the mechanisms and benefits of key financial services such as mutual funds, leasing, and venture capital. Interpret trends and developments in Indian and global financial markets.</p>			
Course Content:				
Module 1	Introduction to Financial System	Participative Learning	Case Analysis	12 Sessions
Structure and components of the Indian financial system, Functions and significance of financial markets, Financial instruments – Equity, Debt, Derivatives, Role of financial intermediaries, Regulatory bodies – RBI, SEBI, IRDA, PFRDA.				
Module 2	Money and Capital Markets	Group Discussion	Assignment	12 Sessions
Overview and features of the money market, Participants in the money market, Instruments of the money market: Treasury Bills, Commercial Papers (CPs), Certificates of Deposit (CDs), Call/Notice Money, Repo and Reverse Repo. Role of the RBI in the money market.				
Structure and functions of the capital market, Primary market: IPOs, FPOs, Book Building, Private Placement, Secondary market: Stock exchanges (BSE, NSE), trading and settlement mechanisms, Stock market indices – Nifty, Sensex, Role of SEBI in regulating the capital market				
Module 3	Other Financial Institutions	Role Play	Project Work	12 Sessions
<ul style="list-style-type: none"> Merchant Banking – Functions, SEBI guidelines, recent trends Credit Rating – Concept, agencies (CRISIL, CARE, ICRA), methodology, advantages and limitations Mutual Funds – Types, structure, NAV, benefits, recent developments Factoring and Forfaiting – Concepts, mechanism, advantages and risks Leasing and Hire Purchase – Types, differences, accounting and tax aspects Venture Capital – Stages of financing, exit strategies, trends in India Securitization of Debt – Concept, process, benefits, risks Derivative Instruments – Introduction to futures, options, and swaps 				
Module 4	Recent Development in Finance	Group Discussion	Presentation	09 Sessions
<ul style="list-style-type: none"> Electronic trading platforms and dematerialization Role of Depositories – NSDL and CDSL FinTech and digital financial services Green finance, ESG investing, and impact of technology on financial services Regulatory changes and global integration of Indian financial markets 				
Project work/Assignment:				
<ol style="list-style-type: none"> Case Analysis. Assignment Project Presentation. 				
Text Book				
<ol style="list-style-type: none"> Bhole, L.M. – <i>Financial Institutions and Markets</i> Gurusamy, S. – <i>Financial Services and Markets</i> Khan, M.Y. – <i>Financial Services</i> 				

References	
1. Pathak, Bharati V. – <i>Indian Financial System</i> 2. Machiraju, H.R. – <i>Indian Financial System</i>	
Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: FIN5116	Course Title: Global Financial Management Type of Course: Specialization Track Elective and Theory Only course	L- T-P- C	2	1 - 0	3
Version No.	3.1				
Course Pre-requisites	Students should have successfully completed Financial Management and Financial Accounting course.				
Anti-requisites	NIL				
Course Description	<p>Globalization has thrown open the doors of international expansion to businesses, thereby providing opportunity to reap rich rewards. At the same time it also exposes business to additional risks in the international arena. This course provides understanding of exchange of goods and services involving payments and receipts between countries and exchange of one currency for another. The course aims to equip future finance managers with a sound understanding of functioning of foreign exchange markets, exchange rate and swap contracts to minimize the loss due to interest rate and currency rate fluctuations.</p> <p>The course is designed to provide practical use of financial concepts and reasoning in solving international financial problems. This course enables students to understand the nature of international financial markets, economic and financial challenges faced by multinational companies and various methods of coping with them, so as to achieve corporate goals.</p>				
Course Objective	The course is designed to enhance the EMPLOYABILITY SKILL of the students by PARTICIPATIVE LEARNING TECHNIQUES .				
Course Outcomes	<p>On successful completion of the course the students shall be able to:</p> <ol style="list-style-type: none"> 1. Have an understanding of the International Financial Environment [Comprehension]. 2. Learn about the foreign exchange market, participants and transactions [Application]. 3. Use derivatives in foreign exchange risk management [Application]. 4. Evaluate the Firm's Exposure to risk in International environment and various theories associated with it [Application]. 				

Course Content	<p>International Financial Management is a course that explores the financial decision-making processes of multinational corporations operating in a global environment. It begins with the nature and scope of international finance, distinguishing it from domestic financial management, and highlights the objectives and challenges faced by global financial managers. The course covers the international monetary system, its historical evolution, and the structure of the Balance of Payments (BoP), which provides insight into a country's economic transactions with the rest of the world. A core focus is on foreign exchange markets, including exchange rate mechanisms, spot and forward markets, and factors influencing currency fluctuations. Students learn about different types of foreign exchange exposure—transaction, translation, and economic—and techniques to manage and hedge these risks using financial derivatives such as forwards, futures, options, and swaps. The course also examines international financing decisions, including sources like GDRs, ADRs, ECBs, and the role of institutions such as the IMF and World Bank. Further, it introduces international capital budgeting techniques for evaluating foreign investment opportunities, incorporating exchange rate volatility, country risk, and cash repatriation issues. Finally, the course addresses contemporary trends such as FinTech, blockchain, ESG investing, and the impact of global financial integration on corporate finance strategies.</p>			
Module 1	International Financial Environment	Experiential Learning	Ability to explain the BOP and EMU	12 Sessions
Importance, rewards & risk of international finance - Goals of MNC - International Business methods. Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Equilibrium & Disequilibrium, International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU). (Only Theory).				
Module 2	Foreign Exchange Market and Risk Management	Experiential Learning	Ability to analyze risk in Foreign Exchange	12 Sessions
<p>Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior - Cross Rates - Bid – Ask – Spread. (Theory & Problems).</p> <p>Foreign Exchange Risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap- problems on both two-way and three-way swaps. (Theory & Problems).</p>				
Module 3	International Financial Markets and Instruments and Forecasting Foreign Exchange rate	Participative Learning	Ability to analyze International Financial Markets and	12 Sessions

			Instruments and Forecasting Foreign Exchange rate	
International Financial Markets and Instruments: Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets, International Banking services – Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements. (Only Theory).				
	Forecasting Foreign Exchange rate: International Parity Relationships, Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular, Covered and Uncovered Interest Arbitrage. (Theory & Problems).			
Module 4	Foreign Exchange exposure and Recent Trends in International Finance	Experiential Learning	Ability to analyze Foreign Exchange exposure	09 Sessions
Foreign Exchange exposure: Management of Transaction exposure-Management of Translation exposure Management of Economic exposure-Management of political Exposure- Management of Interest rate exposure. International Capital Budgeting: Concept, Evaluation of a project. (Theory & Problems).				
Contemporary trends such as FinTech, blockchain, ESG investing, and the impact of global financial integration on corporate finance strategies.				
Targeted Application & Tools that can be used: This course enables the students to take various international financial decisions with the help of financial system, financial institutions, financial services etc.				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				
<ul style="list-style-type: none"> Visit the foreign exchange department of a bank, study the operations and submit a report. Track and analyze the rupee exchange value against Dollar and Euro in spot and forward markets for one week and record the observations. Study the different types of swaps used in Foreign Exchange Market. 				
Text Book				
T 1 Jeff Madura, International Corporate Finance, Cengage Learning,				
T 2 Eun & Resnick, International Finance Management, Tata McGraw Hill,				
Reference Books				
R 1 International Financial Management Apte P. G Tata McGraw Hill				
R 2 International Financial Management Madhu Vij Excel Books				
Web Links and Case Study Links				
https://dea.gov.in/sites/default/files/chapter03.pdf				
https://swayam.gov.in/nd1_noc19_me38/preview				
Catalogue prepared by	Dr. Sunil M Rashinkar			
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025			

Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025
---	--

Course Code: FIN5117	Course Title: Project Finance Type of Course: Specialization Track Elective	L- T- P- C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	<ul style="list-style-type: none"> Basic Communication Basic understanding of finance and accounting principles, as well as proficiency in spreadsheet software (e.g., Microsoft Excel). Knowledge of Managerial Activities 					
Anti-requisites	NIL					
Course Description	To Apprise the students about identification of a Project, Feasibility analysis, Project appraisal Techniques, Project Financing, Project Control and Management Techniques					
Course Objective	<p>Topics relevant to “SKILL DEVELOPMENT” and “EMPLOYABILITY”: Students will be able to develop themselves as Finance professionals, analysts, accountants, business managers, and anyone interested in developing their financial modelling skills through practical applications and participative learning techniques.</p>					
Course Outcomes	<p>On successful completion of the course the students shall be able to:</p> <p>CO1: Examine the process of screening of ideas and carrying out appraisal for Projects.</p> <p>CO2: Understand the concept and application of Social Cost benefit Analysis</p> <p>CO3: Use Investment Evaluation Techniques for selection of Projects.</p> <p>CO4: Carry out Risk Analysis for business projects and identify alternative sources of financing.</p> <p>CO5: Apply project control and management techniques for project success.</p>					
Course Content:						
Module 1	Introduction to Projects and their Appraisal	Case study	1. The Rise and Challenges of Buy-Now-Pay-Later (BNPL) & 2. Neobank Market Evolution and Consolidation	9 Sessions		
Topics:						

Project Definition, Project Identification, Project Life Cycle, Project Stakeholder Analysis, Feasibility study. Types of Project Appraisal (Brief Overview): Market and Demand Analysis, Technical Appraisal, Financial Appraisal, Economic Appraisal, Managerial Appraisal, and Social Appraisal.

Module 2	Financial Appraisal	Case study	The Rise and Regulation of Cryptocurrency Markets	9 Sessions
Topics: Components of Project Cost, Investment Evaluation Techniques: Non-Discounting Methods (Payback Period, Accounting Rate of Return), Discounting Methods (Net Present Value, Profitability Index, Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR)). Comparative analysis of Investment Evaluation Techniques, Investment Evaluation in Practice.				
Module 3	Project Risk Analysis	Case Study	1. Ant Financials' Super App Ecosystem 2. Tesla's Financial Services Innovation	9 Sessions
Topics: Risk Analysis and Management: Sources and Measures of Risk. Methods of Assessing Risk – Sensitivity Analysis, Scenario Analysis, Break-Even Analysis, Simulation Analysis, Decision Tree Analysis. Strategies for Risk Management.				
Module 4	Project Financing	Case Study	1. Mint's Personal Finance Management Revolution & 2. JPMorgan Chase's Digital Transformation Journey	9 Sessions
Topics: Sources of Financing – Internal Accruals, Equity Capital, Preference Capital, Debentures (or Bonds), Term Loans, Venture Capital, Private Equity, Venture Capital Vs Private Equity, Loan syndication.				
Module 5	Social Appraisal and Aspects of Project Management	Case Study	1. Stripe's API-First Product Strategy 2. Square's Hardware-Software Integration	9 Sessions
Topics: Social Appraisal: Rationale for Social Cost Benefit Analysis, Approaches of SCBA (UNIDO and Little-Mirrlees Approach Approach), Environment Impact Assessment (EIA) and Social Impact Assessment (SIA) of Projects. Relevant Case Studies. Network				

Techniques for Project Cost and Time Management (PERT & CPM) (theory only). Pre-Requisites for Successful Project Implementation. Essentials of a Project Report.

Targeted Application & Tools that can be used: PPT, Videos and board & Chalk Method

Project work/Assignment: Mention the Type of Project /Assignment proposed for this course:

1. Assignment 1: Written assignment should be submitted where the students will have to identify the various concepts of Project Finance & Financial Management Analysis. (Case Study Learning)
2. Assignment 2: The students will be divided into groups and group discussions will be done on the Project Finance and Appraisal. (Participative Learning)

Reference

Text book

1. Chandra, Prasanna: Projects – Planning, Analysis, Selection Financing, Implementation, and Review. 2019 Edition. McGraw Hill Education.
2. Agrawal, R., & Mehra, Y. S. (2017). Project Appraisal and Management. Taxman Publications.
3. Goodpasture, C. John: Quantitative Methods in Project Management. J. Ross Publishing.
4. A Guide to the Project Management Body of Knowledge, Project Management Institute

Essential Reading/ Recommended Reading:

<http://biitm.dspaces.org/bitstream/123456789/274/1/PROJECT%20APPRaisal%20AND%20FINANCING.pdf%20RKM%20Sir%202019>

<https://www.tutorialsduniya.com/notes/project-appraisal-and-analysis-notes/>

<https://documents1.worldbank.org/curated/en/099450005162250110/pdf/P17300600228b70070914b0b5edf26e2f9f.pdf>

<https://kb.ica.org/pdfs/PDFFile5b277f0b789451.53349096.pdf>

PU Resources Mention at least two links from KNIMBUS portal

E – Resources

<https://campus.imarticus.org/lms/course/18165?subId=3312069>

<https://presiuniv.knimbus.com/user#/searchresult?searchId=financial%20Management&t=1725871399557>

<https://presiuniv.knimbus.com/user#/searchresult?searchId=financial%20Modelling&t=1725871551070>

https://alison.com/course/fintech-applications-and-future-prospects?utm_source=bing&utm_medium=cpc&utm_campaign=531498933&utm_content=1348003793029632&utm_term=kw-84251402798678:loc-90&msclkid=fb5b8e40d87e156f6307e60fe954a3d5#google_vignette

https://www.udemy.com/course/practice-exams-lean-six-sigma-black-belt/?utm_source=bing&utm_medium=udemyads&utm_campaign=BG_Search_DSA_Beta_Prof_la.EN_cc.India&campaigntype=Search&portfolio=Bing-

[India&language=EN&product=Course&test=&audience=DSA&topic=&priority=Beta&utm_content=deal4584&utm_term=.ag_1316117806683075.ad_kw_Career+Development.de_c.d_m.pl.ti_dat-2334057027983523%3Aloc-90.li_149083.pd.&matchtype=b&msclkid=d687f36c9e4716b253e59b23af6d4406&coupo_nCode=PMNVD2025](https://www.indiastartups.in/India&language=EN&product=Course&test=&audience=DSA&topic=&priority=Beta&utm_content=deal4584&utm_term=.ag_1316117806683075.ad_kw_Career+Development.de_c.d_m.pl.ti_dat-2334057027983523%3Aloc-90.li_149083.pd.&matchtype=b&msclkid=d687f36c9e4716b253e59b23af6d4406&coupo_nCode=PMNVD2025)

Case Studies

NPTEL link

https://onlinecourses.nptel.ac.in/noc25_mg153/preview

https://archive.nptel.ac.in/content/syllabus_pdf/105103133.pdf

Content in this section should be mentioned as per the program grid.

Topics relevant to development of “**MANAGERIAL and CRITICAL THINKING SKILLS**”: Students shall be able to understand the Complex Concepts of Financial Management and Technology.

Catalogue prepared by	Dr. Kshama Sharma Learning Head Imarticus Learning
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: FIN5120	Course Title: Financial Services and Markets Type of Course: Specialization Track Elective and Theory only	L- T- P- C	2	10	3
Version No.	1.0				
Course Pre-requisites	Knowledge about Financial Institutions and Technology				
Anti-requisites	NIL				
Course Description	The purpose of this course is to train scholars to get a bird's eye view of Fintech landscape along with the history of financial innovation. The course examines the technology fundamentals driving the FinTech revolution to develop an appreciation in of their applications in banking and financial services industry.				

Course Outcomes	<p>On successful completion of this course the students shall be able to:</p> <ol style="list-style-type: none"> 5. Understand the structure and functions of financial systems and markets. 6. Analyse the roles of financial institutions and regulatory bodies such as SEBI and RBI. 7. Evaluate various financial instruments and their applications in business and investment decisions. 8. Understand the mechanisms and benefits of key financial services such as mutual funds, leasing, and venture capital. Interpret trends and developments in Indian and global financial markets. 			
Course Content:				
Module 1	Introduction to Financial System	Participative Learning	Case Analysis	12 Session s
Structure and components of the Indian financial system, Functions and significance of financial markets, Financial instruments – Equity, Debt, Derivatives, Role of financial intermediaries, Regulatory bodies – RBI, SEBI, IRDA, PFRDA.				
Module 2	Money and Capital Markets	Group Discussion	Assignment	12 Session s
Overview and features of the money market, Participants in the money market, Instruments of the money market: Treasury Bills, Commercial Papers (CPs), Certificates of Deposit (CDs), Call/Notice Money, Repo and Reverse Repo. Role of the RBI in the money market.				
Structure and functions of the capital market, Primary market: IPOs, FPOs, Book Building, Private Placement, Secondary market: Stock exchanges (BSE, NSE), trading and settlement mechanisms, Stock market indices – Nifty, Sensex, Role of SEBI in regulating the capital market				
Module 3	Other Financial Institutions	Role Play	Project Work	12 Session s
<ul style="list-style-type: none"> • Merchant Banking – Functions, SEBI guidelines, recent trends • Credit Rating – Concept, agencies (CRISIL, CARE, ICRA), methodology, advantages and limitations • Mutual Funds – Types, structure, NAV, benefits, recent developments • Factoring and Forfaiting – Concepts, mechanism, advantages and risks • Leasing and Hire Purchase – Types, differences, accounting and tax aspects • Venture Capital – Stages of financing, exit strategies, trends in India • Securitization of Debt – Concept, process, benefits, risks • Derivative Instruments – Introduction to futures, options, and swaps 				
Module 4	Recent Development in Finance	Group Discussion	Presentation	09 Session s
<ul style="list-style-type: none"> • Electronic trading platforms and dematerialization • Role of Depositories – NSDL and CDSL • FinTech and digital financial services • Green finance, ESG investing, and impact of technology on financial services • Regulatory changes and global integration of Indian financial markets 				
Project work/Assignment:				

5. Case Analysis. 6. Assignment 7. Project 8. Presentation.	
Text Book 4. Bhole, L.M. – <i>Financial Institutions and Markets</i> 5. Gurusamy, S. – <i>Financial Services and Markets</i> 6. Khan, M.Y. – <i>Financial Services</i>	
References 3. Pathak, Bharati V. – <i>Indian Financial System</i> 4. Machiraju, H.R. – <i>Indian Financial System</i>	
Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025

Course Code: FIN5121	Course Name: Risk Management and Insurance Type of Course: specialization Track Elective	L-T-P-C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Financial Accounting and Reporting – FIN4111					
Anti-requisites	NIL					
Course Description	<p>The course on Insurance and Risk Management introduces students to the fundamental concepts of risk, its measurement, and the techniques used to manage it. It explores the principles, practices, and importance of insurance as a risk transfer mechanism. The course covers various types of insurance including life, health, property, liability, and marine insurance, along with an in-depth understanding of underwriting, claims processing, and premium setting. Students will gain insights into the role of insurance companies and regulatory bodies like the IRDAI in managing systemic risk and ensuring industry stability.</p> <p>The course also emphasizes the strategic role of risk management in business, highlighting tools and techniques for identifying, assessing, and mitigating risks. Special focus is given to contemporary developments in the insurance industry such as reinsurance, enterprise risk management (ERM), and the use of technology</p>					

	in risk management and insurance operations. By the end of the course, students will be equipped to critically assess risks and apply insurance and risk management principles in both personal and organizational contexts.			
Course Outcomes	CO1: Explain the concepts of risk, types of risks, and the need for risk management in personal and business contexts. CO2: Demonstrate an understanding of the principles, functions, and types of insurance and its role in risk mitigation. CO3: Analyze the risk management process and apply techniques for risk identification, assessment, control, and financing. CO4: Evaluate various insurance products and understand the procedures involved in underwriting, premium calculation, and claims settlement.			
Course Objective:	1. To understand the fundamental concepts of risk and uncertainty and their significance in business and personal decision-making. 2. To provide insights into the principles and practices of insurance as a key risk management tool, including life, general, and health insurance. 3. To analyze the process of risk management, including risk identification, risk assessment, risk control, and risk financing. 4. To acquaint students with the structure and functioning of the insurance industry, including regulatory bodies, insurance products, underwriting, and claims management.			
Module 1	Introduction to Insurance Business	Lecture Method	Understand	10 Sessions
Definition of insurance - Characteristics of insurance – Principles of contract of insurance – General Concepts of Insurance – Insurance and hedging – Types of insurance – Insurance intermediaries. Life Insurance Business - Fundamental principles of life insurance – Basic features of life insurance contracts - Life insurance products – Traditional and unitlinked policies – Individual and group policies - With and without profit policies – Types of life insurance policies – Term insurance – Whole life insurance and its variants – Endowment insurance and its variants – Annuities – Policies for children and females – Policies for handicapped lives – Pension plans – Health insurance – Claims settlement. General Insurance Business - Fundamental principles of general insurance – Fire insurance – Marine insurance – Motor insurance – Personal accident insurance – Liability insurance –Miscellaneous insurance – Claims settlement				
Module 2	Pricing of Insurance Products	Participative Learning	Apply	11 Sessions
Meaning of rate/premium, Objectives of rate making, Rate making in life insurance business – Basic methods of rate making – Net single premium – Net annual level premium – Premium concepts – Level premium – Basic premium – Office yearly premium – Premium tables – Tabular premium – Rebate – Extra premium – Rider premium – Bonus – Calculation of premium and bonus. Rate making in general insurance business – Principles – Basic methods of rate making – Judgment rating – Class rating – Merit rating				
Module 3	Insurance Regulations in India	Group Discussion	Analyze	11 Sessions
Insurance Act, 1938 – Summary provisions of Insurance Act, 1938 Insurance Regulatory and Development Authority (IRDA) – Introduction – Purpose, Duties, Powers and functions of IRDA – Operations of IRDA – Insurance policyholders' protection under IRDA – Exposure/Prudential norms. Summary provisions of related Acts – Consumer Protection Act and Transfer of Property Act.				

Module 4	Introduction to Risk Management	Skill based Learning	Apply	13 Sessions
Risk management – Objectives of risk management – Risk management process – Identifying and evaluating potential losses – Selecting appropriate technique for treating loss exposure – Risk financing – Implementing and administering risk management program – Personal risk management – Loss forecasting. Risk Assessment, Analysis, Evaluation, Risk Control and Treatment – Risk Reduction - Transfer and Sharing of Risk - Elimination and Retention of Risk				
Project work/ assignment:				
5. CA 1 – Quiz 6. CA 2 – Assignment 7. CA 3 – Presentation 8. CA 4 – Case Study				
Textbook:				
T1: George Rejda, Principles of Risk Management and Insurance, Pearson Education.				
T2: S. Balachandran, General Insurance, Insurance Institute of India.				
T3: S. Balachandran, Karve, Palav, Life Insurance, Insurance Institute of India.				
Reference books:				
R1: M. Y. Khan, Indian Financial System, Tata McGraw-Hill.				
R2: Bharti Pathak, Indian Financial System, Pearson Education.				
R3: C. Arthur, William Jr., Michael Smith, Peter Young, Risk Management and Insurance, McGraw-Hill				
Catalogue prepared by	Dr. Sunil M Rashinkar			
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025			
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025			

Course Code:FIN5122	Course Title: Strategic Cost and Revenue Optimization Type of Course: Specialization Track Core & Theory and numerical	L- T-P- C	2	1	0	3
Version No.	2.0					
Course Pre-requisites	Decision making and problem solving abilities.					
Anti-requisites	NIL					
Course Description	This course attempts to focus on cost analysis for managerial decision making to achieve the objectives of an enterprise. The purpose of this course is to enable the students to analyze the cost, return on investment and hence make informed decisions. The students get a fair idea about the concepts of cost accounting tools and techniques required by a manager for effective planning and control of firm's resources.					
Course Outcomes	On successful completion of this course, the students shall be able to:					

	CO01 Interpret various cost and prepare quotations. CO02 Compute the cost at different stages of production CO03 Interpret Activity based costing for managerial decision making. CO04 Estimate sales and profit variances.						
Course Objective	The course is designed to enhance the employability skills through participative learning methods.						
Course Content							
Module 1	Cost Concepts and Management Needs (Bloom's level selected: Application)	Quiz	Cost Conce pts	12 Sessio ns			
Topics:	Introduction, cost concepts relating to Income Measurement, Cost concept relating to Profit Planning, cost concepts for control, cost concepts for Decision Making. Preparation of Cost Sheets, and Quotations.						
Module 2	Process Costing (Bloom's level selected Application)	Case Study	Comp uting cost at variou s stages of produ ction	12 Sessio ns			
Topics:	Introduction, Meaning of process costing, Features ,Distinction between job costing and process costing, Accounting Procedure, Treatment of process loss and gains -Normal Loss, Abnormal loss and Abnormal gain. Valuation of Work-in-progress.						
Module 3	Activity Based Costing and Cost Controls (Bloom's level selected Application)	Case study	Comp are Traditi onal and Activit y based costin g	12 Sessio ns			
Topics:	Introduction. Activity Based costing/ Management cost of resource Capacity, ABC for Marketing, Selling and Distribution Expenses, ABC for service companies, Pros and Cons Cost control and cost reduction techniques , Differences between cost control and cost reduction, strategies for cost reduction						
Module 4	Joint Management of Revenues and Cost (Bloom's level selected Comprehension)	Case study		9 Sessio ns			

<p>Topics:</p> <p>Target costing -Meaning, need for target costing, Methodology, Methods of establishment of target costs, Kaizen procedure for implementation of Kaizen costing, benefits and reasons for failure. Life Cycle Costing Systems.</p> <p>Product Pricing Techniques (Cost and Market Based), Current Pricing Practices Based on Demand and Economic Model to Calculate Profit Maximizing price.</p> <p>Revenue and Profit Variance Analysis</p> <p>Introduction, Sales variances, Profit Variances, Variance Reporting and disposition of Variances.</p>	
<p>Targeted Application & Tools that can be used:</p> <p>Excel Financial Functions</p>	
<p>Project work/Assignment: Revenue and Profit Variance Analysis</p> <p>https://hbr.org/2004/11/time-driven-activity-based-costing</p>	
<p>Project: –Process Costing</p> <p>Assignment on Module 1,2, 3 & 4</p>	
<p>Books</p> <p>T1. M.Y. Khan and P.K. Jain, “Management Accounting & Financial Analysis”, 6th Edition, TMH Publications, 2015</p> <p>1.</p>	
<p>References</p> <p>R1 James Jimbavle , Cost Management Wiley</p> <p>R2. S.P.Jain & K.L.Narang, Cost and Management Accounting Kalyani Publishers</p> <p>R3. Durry - Cost and Management Accounting Cengage Publications</p>	
Catalogue prepared by	Dr. Anitha.S.Yadav
Recommended by the Board of Studies on	BOS NO: 18 th held on 6,June,2025
Date of Approval by the Academic Council	Academic Council Meeting No. 26 th and held on 25,July,2025