



Presidency School of Management

Master of Business Administration (MBA)

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/MBA/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

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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) 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) 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) 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) 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) 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) 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) Degree Program is a Two-Year, Full-Time Semester based program. The minimum duration of the MBA Program is two (02) years and each year comprises of two academic Semesters (Odd and Even Semesters) and hence the duration of the MBA 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) program from Presidency University, the student shall possess:

PSO 1: Demonstrate advanced domain specific knowledge to make informed business decisions.

PSO 2: Apply management theories and tools to solve complex marketing, financial, HR and operational problems.

PSO 3: Develop and implement business plans that include marketing, financial, HR and operational strategies.

PSO 4: Demonstrate proficiency in formulating business strategies that align with organizational goals.

PSO 5: Assess the long-term impacts of business decisions on the environment and society, and to integrate sustainable practices into core business operations to drive innovation and value creation

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 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 Two-Year Degree Program from another recognized University, may be permitted to transfer to the 2nd Year (3rd Semester) of the MBA 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 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 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 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 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. 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 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 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 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 8.10 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	End term	Total
Assessment 1	Assessment 2	Assessment 3	Assessment 4			
				25%	40%	100%

Lab/CA Courses - Weightage - 75: 25					
Continuous Assessment* - 75%				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 Clause 5.2 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. 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:

Master of Business Administration (MBA) Program Structure (2025-2027) totalling to 102 credits. Table 14.1.3 and Table 14.2.4 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.

MODEL I

Table 14.1.3 : Master of Business Administration (MBA) 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)

MODEL II

Table 14.2.4 : Master of Business Administration (MBA) Single 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)	TRACK-CORE (STC)	16
		TRACK-ELECTIVE (STE)	24
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) 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/LIST

17 Curriculum Structure – Basket Wise Course List (not Semester Wise) List of Courses 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: Master of Business Administration (MBA) 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							52

Table 17.2.6: List of Elective Courses under various Specializations/Stream Basket:

SPECIALIZATION TRACK							
TRACK CORE – FINANCE							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	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	STE	FIN5113	Strategic Mergers, Acquisitions and Corporate Restructuring	2	1	0	3
2	STE	FIN5114	Tax Laws and Practice	2	1	0	3
3	STE	FIN5115	Financial Derivatives and Risk Management	2	1	0	3
4	STE	FIN5116	Global Financial Management	2	1	0	3
5	STE	FIN5117	Project Finance	2	1	0	3
6	STE	FIN5118	AI and ML Applications in Finance	2	1	0	3
7	STE	FIN5119	Sustainable and Green Finance Strategies	2	1	0	3
8	STE	FIN5120	Financial Services and Markets	2	1	0	3

SPECIALIZATION TRACK							
TRACK CORE - HUMAN RESOURCES MANAGEMENT							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	OBH5111	Compensation Design and Benefits Planning	3	1	0	4
2	STC2	OBH5112	Organizational Design and Development	3	1	0	4
Total							8
TRACK ELECTIVE- HUMAN RESOURCES MANAGEMENT							

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	STE	OBH5113	Team Building and Interpersonal Dynamics	2	1	0	3
2	STE	OBH5114	Labour Relations and Employment Law	2	1	0	3
3	STE	OBH5115	Global Human Resource Management	2	1	0	3
4	STE	OBH5116	Strategic Learning and Capability Building	2	1	0	3
5	STE	OBH5117	Negotiation Strategies and Conflict Resolution	2	1	0	3
6	STE	OBH5118	Talent Strategy and Workforce Planning	2	1	0	3
7	STE	OBH5119	Employee Wellbeing and Workplace Culture	2	1	0	3
8	STE	OBH5120	HR and Workforce Metrics	2	1	0	3

SPECIALIZATION TRACK

TRACK CORE - MARKETING MANAGEMENT

Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	MKT5111	Consumer Buying Behaviour	3	1	0	4
2	STC2	MKT5112	Managing Sales Teams and Distribution Networks	3	1	0	4
Total							8

TRACK ELECTIVE- MARKETING MANAGEMENT

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	STE	MKT5113	Strategic Brand Building and Product Strategy	2	1	0	3
2	STE	MKT5114	Social Media, Content and Influencer Marketing	2	1	0	3
3	STE	MKT5115	Services Marketing and Customer Experience	2	1	0	3
4	STE	MKT5116	Marketing Metrics and ROI Analysis	2	1	0	3
5	STE	MKT5117	Omni-Channel and Modern Retailing	2	1	0	3
6	STE	MKT5118	Strategic Customer Relationship Management	2	1	0	3
7	STE	MKT5119	Integrated Marketing Communication Strategies	2	1	0	3
8	STE	MKT5120	Business Marketing and Industrial Sales	2	1	0	3

SPECIALIZATION TRACK

TRACK CORE - OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C

1	STC1	OPS5111	Logistics, Distribution and Last-Mile Delivery	3	1	0	4
2	STC2	OPS5112	Operations Strategy in Services and Experiences	3	1	0	4
Total							8

TRACK ELECTIVE- OPERATIONS AND SUPPLY CHAIN MANAGEMENT

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	STE	OPS5113	Smart Inventory and Warehouse Optimization	2	1	0	3
2	STE	OPS5114	Global Supply Chain Integration and Optimization	2	1	0	3
3	STE	OPS5115	Quality Excellence and Continuous Improvement	2	1	0	3
4	STE	OPS5116	Production Systems and Operational Control	2	1	0	3
5	STE	OPS5117	Quantitative Decision Models for Operations	2	1	0	3
6	STE	OPS5118	Digital Transformation in Operations	2	1	0	3
7	STE	OPS5119	Lean Six Sigma for Process Excellence	2	1	0	3
8	STE	OPS5120	Lean Supply Chain Management	2	1	0	3

SPECIALIZATION TRACK

TRACK CORE - BUSINESS ANALYTICS

Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	QNT5111	Financial Data Analytics	2	1	2	4
2	STC2	QNT5112	Applied Marketing Analytics	2	1	2	4
Total							8

TRACK ELECTIVE- BUSINESS ANALYTICS

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	STE	QNT5113	Computer Vision Tools for Business	2	0	2	3
2	STE	QNT5114	AI and Machine Learning for Business Applications	2	0	2	3
3	STE	QNT5115	Data Architecture and Database Systems	2	0	2	3
4	STE	QNT5116	Deep Learning Techniques and Applications	2	0	2	3
5	STE	QNT5117	HealthTech and Pharma Analytics	2	0	2	3
6	STE	QNT5118	Analytics-Driven Supply Chain Optimization	2	0	2	3
7	STE	QNT5119	Text Analytics and Natural Language Processing	2	0	2	3
8	STE	QNT5120	MarTech and AdTech in Practice	2	0	2	3

SPECIALIZATION TRACK							
TRACK CORE - LUXURY RETAIL AND LIFESTYLE MANAGEMENT							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	LRM5111	Luxury Brand Management	3	1	0	4
2	STC2	LRM5112	Retail Operations in Luxury Business	3	1	0	4
Total							8
TRACK ELECTIVE- LUXURY RETAIL AND LIFESTYLE MANAGEMENT							
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	STE	LRM5113	Luxury Consumer Behaviour	2	1	0	3
2	STE	LRM5114	Strategic Pricing in Luxury Markets	2	1	0	3
3	STE	LRM5115	Sustainable Luxury and Ethical Sourcing	2	1	0	3
4	STE	LRM5116	Luxury Product and Service Innovation	2	1	0	3
5	STE	LRM5117	Digital Marketing for Luxury Brands	2	1	0	3
6	STE	LRM5118	Customer Relationship Management in Luxury	2	1	0	3

SPECIALIZATION TRACK							
TRACK CORE - SUSTAINABILITY AND ESG							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	ESG5111	Climate Change and Business Strategy	3	1	0	4
2	STC2	ESG5112	ESG Reporting and Compliance	3	1	0	4
Total							8
TRACK ELECTIVE- SUSTAINABILITY AND ESG							
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	STE	ESG5113	Principles of Sustainability in Business	2	1	0	3
2	STE	ESG5114	Circular Economy and Waste Management	2	1	0	3
3	STE	ESG5115	Green Finance and Sustainable Investments	2	1	0	3
4	STE	ESG5116	Sustainability and Consumer Behaviour	2	1	0	3
5	STE	ESG5117	Sustainable Real Estate and Urban Planning	2	1	0	3
6	STE	ESG5118	Sustainable Supply Chain Management	2	1	0	3

SPECIALIZATION TRACK							
TRACK CORE - INTERNATIONAL BUSINESS AND TRADE							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	IBT5111	Global Trade Policies and Regulations	3	1	0	4
2	STC2	IBT5112	Export-Import Management	3	1	0	4
Total							8
TRACK ELECTIVE- INTERNATIONAL BUSINESS AND TRADE							
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	STE	IBT5113	International Business Strategy	2	1	0	3
2	STE	OPS5114	Global Supply Chain Integration and Optimization	2	1	0	3
3	STE	IBT5115	Foreign Direct Investment and Global Expansion	2	1	0	3
4	STE	IBT5116	Global Financial Markets	2	1	0	3
5	STE	IBT5117	Risk Management in International Business	2	1	0	3
6	STE	IBT5118	Geopolitics and International Business	2	1	0	3

SPECIALIZATION TRACK							
TRACK CORE - METAVERSE, WEB 3.0 AND VIRTUAL BUSINESS							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	MWV5111	Immersive Technologies in Business	3	1	0	4
2	STC2	MWV5112	Business Models in the Metaverse	3	1	0	4
Total							8
TRACK ELECTIVE- METAVERSE, WEB 3.0 AND VIRTUAL BUSINESS							
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	STE	MWV5113	NFTs and Digital Ownership	2	1	0	3
2	STE	MWV5114	Blockchain Technologies and Digital Assets in Finance	2	1	0	3
3	STE	MWV5115	Marketing and Branding in the Metaverse	2	1	0	3
4	STE	MWV5116	Cybersecurity and Data Privacy in Web 3.0	2	1	0	3
5	STE	MWV5117	Decentralized Finance (DeFi) and Tokenomics	2	1	0	3

6	STE	MWV5118	Ethics and Governance in the Digital Economy	2	1	0	3

Table 17.3.7: Master of Business Administration (MBA) Program Structure 2025-2027: Practice (PR)							
S. 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 19.1.8: List of Elective Courses under various Specializations/Stream Basket:

SPECIALIZATION TRACK							
TRACK CORE – FINANCE							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	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	STE	FIN5113	Strategic Mergers, Acquisitions and Corporate Restructuring	2	1	0	3
2	STE	FIN5114	Tax Laws and Practice	2	1	0	3
3	STE	FIN5115	Financial Derivatives and Risk Management	2	1	0	3
4	STE	FIN5116	Global Financial Management	2	1	0	3
5	STE	FIN5117	Project Finance	2	1	0	3
6	STE	FIN5118	AI and ML Applications in Finance	2	1	0	3
7	STE	FIN5119	Sustainable and Green Finance Strategies	2	1	0	3
8	STE	FIN5120	Financial Services and Markets	2	1	0	3

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SPECIALIZATION TRACK							
TRACK CORE - HUMAN RESOURCES MANAGEMENT							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	OBH5111	Compensation Design and Benefits Planning	3	1	0	4
2	STC2	OBH5112	Organizational Design and Development	3	1	0	4
Total							8

TRACK ELECTIVE- HUMAN RESOURCES MANAGEMENT							
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	STE	OBH5113	Team Building and Interpersonal Dynamics	2	1	0	3
2	STE	OBH5114	Labour Relations and Employment Law	2	1	0	3
3	STE	OBH5115	Global Human Resource Management	2	1	0	3
4	STE	OBH5116	Strategic Learning and Capability Building	2	1	0	3
5	STE	OBH5117	Negotiation Strategies and Conflict Resolution	2	1	0	3
6	STE	OBH5118	Talent Strategy and Workforce Planning	2	1	0	3
7	STE	OBH5119	Employee Wellbeing and Workplace Culture	2	1	0	3
8	STE	OBH5120	HR and Workforce Metrics	2	1	0	3

SPECIALIZATION TRACK							
TRACK CORE - MARKETING MANAGEMENT							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	MKT5111	Consumer Buying Behaviour	3	1	0	4
2	STC2	MKT5112	Managing Sales Teams and Distribution Networks	3	1	0	4
						Total	8
TRACK ELECTIVE- MARKETING MANAGEMENT							
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	STE	MKT5113	Strategic Brand Building and Product Strategy	2	1	0	3
2	STE	MKT5114	Social Media, Content and Influencer Marketing	2	1	0	3
3	STE	MKT5115	Services Marketing and Customer Experience	2	1	0	3
4	STE	MKT5116	Marketing Metrics and ROI Analysis	2	1	0	3
5	STE	MKT5117	Omni-Channel and Modern Retailing	2	1	0	3
6	STE	MKT5118	Strategic Customer Relationship Management	2	1	0	3
7	STE	MKT5119	Integrated Marketing Communication Strategies	2	1	0	3
8	STE	MKT5120	Business Marketing and Industrial Sales	2	1	0	3

SPECIALIZATION TRACK							
TRACK CORE - OPERATIONS AND SUPPLY CHAIN MANAGEMENT							

Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	OPS5111	Logistics, Distribution and Last-Mile Delivery	3	1	0	4
2	STC2	OPS5112	Operations Strategy in Services and Experiences	3	1	0	4
Total							8
TRACK ELECTIVE- OPERATIONS AND SUPPLY CHAIN MANAGEMENT							
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	STE	OPS5113	Smart Inventory and Warehouse Optimization	2	1	0	3
2	STE	OPS5114	Global Supply Chain Integration and Optimization	2	1	0	3
3	STE	OPS5115	Quality Excellence and Continuous Improvement	2	1	0	3
4	STE	OPS5116	Production Systems and Operational Control	2	1	0	3
5	STE	OPS5117	Quantitative Decision Models for Operations	2	1	0	3
6	STE	OPS5118	Digital Transformation in Operations	2	1	0	3
7	STE	OPS5119	Lean Six Sigma for Process Excellence	2	1	0	3
8	STE	OPS5120	Lean Supply Chain Management	2	1	0	3
SPECIALIZATION TRACK							
TRACK CORE - BUSINESS ANALYTICS							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	QNT5111	Financial Data Analytics	2	1	2	4
2	STC2	QNT5112	Applied Marketing Analytics	2	1	2	4
Total							8
TRACK ELECTIVE- BUSINESS ANALYTICS							
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	STE	QNT5113	Computer Vision Tools for Business	2	0	2	3
2	STE	QNT5114	AI and Machine Learning for Business Applications	2	0	2	3
3	STE	QNT5115	Data Architecture and Database Systems	2	0	2	3
4	STE	QNT5116	Deep Learning Techniques and Applications	2	0	2	3
5	STE	QNT5117	HealthTech and Pharma Analytics	2	0	2	3
6	STE	QNT5118	Analytics-Driven Supply Chain Optimization	2	0	2	3
7	STE	QNT5119	Text Analytics and Natural Language Processing	2	0	2	3
8	STE	QNT5120	MarTech and AdTech in Practice	2	0	2	3

SPECIALIZATION TRACK							
TRACK CORE - LUXURY RETAIL AND LIFESTYLE MANAGEMENT							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	LRM5111	Luxury Brand Management	3	1	0	4
2	STC2	LRM5112	Retail Operations in Luxury Business	3	1	0	4
Total							8
TRACK ELECTIVE- LUXURY RETAIL AND LIFESTYLE MANAGEMENT							
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	STE	LRM5113	Luxury Consumer Behaviour	2	1	0	3
2	STE	LRM5114	Strategic Pricing in Luxury Markets	2	1	0	3
3	STE	LRM5115	Sustainable Luxury and Ethical Sourcing	2	1	0	3
4	STE	LRM5116	Luxury Product and Service Innovation	2	1	0	3
5	STE	LRM5117	Digital Marketing for Luxury Brands	2	1	0	3
6	STE	LRM5118	Customer Relationship Management in Luxury	2	1	0	3

SPECIALIZATION TRACK							
TRACK CORE - SUSTAINABILITY AND ESG							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	ESG5111	Climate Change and Business Strategy	3	1	0	4
2	STC2	ESG5112	ESG Reporting and Compliance	3	1	0	4
Total							8
TRACK ELECTIVE- SUSTAINABILITY AND ESG							
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	STE	ESG5113	Principles of Sustainability in Business	2	1	0	3
2	STE	ESG5114	Circular Economy and Waste Management	2	1	0	3
3	STE	ESG5115	Green Finance and Sustainable Investments	2	1	0	3
4	STE	ESG5116	Sustainability and Consumer Behaviour	2	1	0	3
5	STE	ESG5117	Sustainable Real Estate and Urban Planning	2	1	0	3

6	STE	ESG5118	Sustainable Supply Chain Management	2	1	0	3

SPECIALIZATION TRACK							
TRACK CORE - INTERNATIONAL BUSINESS AND TRADE							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	IBT5111	Global Trade Policies and Regulations	3	1	0	4
2	STC2	IBT5112	Export-Import Management	3	1	0	4
Total							8
TRACK ELECTIVE- INTERNATIONAL BUSINESS AND TRADE							
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	STE	IBT5113	International Business Strategy	2	1	0	3
2	STE	OPS5114	Global Supply Chain Integration and Optimization	2	1	0	3
3	STE	IBT5115	Foreign Direct Investment and Global Expansion	2	1	0	3
4	STE	IBT5116	Global Financial Markets	2	1	0	3
5	STE	IBT5117	Risk Management in International Business	2	1	0	3
6	STE	IBT5118	Geopolitics and International Business	2	1	0	3

SPECIALIZATION TRACK							
TRACK CORE - METAVERSE, WEB 3.0 AND VIRTUAL BUSINESS							
Sl. No.	Course Basket	Course Code	Course Name	L	T	P	C
1	STC1	MWV5111	Immersive Technologies in Business	3	1	0	4
2	STC2	MWV5112	Business Models in the Metaverse	3	1	0	4
Total							8
TRACK ELECTIVE- METAVERSE, WEB 3.0 AND VIRTUAL BUSINESS							
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	STE	MWV5113	NFTs and Digital Ownership	2	1	0	3
2	STE	MWV5114	Blockchain Technologies and Digital Assets in Finance	2	1	0	3
3	STE	MWV5115	Marketing and Branding in the Metaverse	2	1	0	3

4	STE	MWV5116	Cybersecurity and Data Privacy in Web 3.0	2	1	0	3
5	STE	MWV5117	Decentralized Finance (DeFi) and Tokenomics	2	1	0	3
6	STE	MWV5118	Ethics and Governance in the Digital Economy	2	1	0	3

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

Table 22.1.9 List of MBA Courses (Proposed)							
MBA							
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		STC1 Core-1				4
7	STC2		STC2 Core-1				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		STC1 Core-2				4
4	STC2		STC2 Core-2				4
5	STE		ST1- STE1	2	1	0	3

6	STE		ST1- STE2	2	1	0	3
7	STE		ST2- STE1	2	1	0	3
8	STE		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	STE		ST1- STE1	2	1	0	3
4	STE		ST1- STE2	2	1	0	3
5	STE		ST2- STE1	2	1	0	3
6	STE		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 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: • 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: 1. Analyze business data using measures of central tendency, dispersion, correlation, and regression. 2. Apply probability concepts, including conditional probability and Bayes’ theorem, to assess risk and uncertainty. 3. 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]
Measures of Location and Variation: 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). 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-attribution-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 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-attribution-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-attribution-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:				
• 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				
• 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: • 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-0ueLQAgjLTVkLneJpIFJ 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
		2	0	2	3
Version No.	1.0				
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	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 Out Comes	On successful completion of the course the students shall be able to: • 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)
Role of communication in an organization – Components – Process – Direction Diversity, Equity, and Inclusion: Concepts & Challenges - Hofstede’s theory Cultural Capital and Communication Barriers: Language, Accent, Cultural Codes, Diversity and impediments to cross-cultural Communication Media Choices, and social media communication Activities: Communication Audit: Analyse communication flow and barriers in organizations using case study. Cultural Simulation Exercise: Role-play scenarios demonstrating communication challenges across different cultural dimensions (Hofstede framework). Media Choice Matrix: Students evaluate different media for business communication situations and justify their choices.			
Module 2	Strategic Listening and Writing for Business Impact	Assessment 2 Business Email, MoM	Apply 12 Sessions (Theory and Practice included)
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 Activities: Listening Lab: Peer-reviewed listening journals based on simulated team meetings or client interactions. Writing Clinic: Rewrite poorly written emails and memos with justification based on Harvard principles. 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.			
Module 3	Personal Brand Development	Assessment 3 – Personal Branding Portfolio	Apply 15 Sessions (Theory and Practice included)

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 Activities Brand Core Workshop: Create a personal branding statement and vision board. LinkedIn Sprint: Optimize LinkedIn profiles, active engagement and solicit feedback. Mock Networking Event: Simulated interviews and elevator pitches with branding feedback.			
Module 4	Business Presentation	Assessment 4 -Elevator Pitch	Apply 18 Sessions (Theory and Practice included)
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 Activities Mini Project: Students choose a business idea, prepare a pitch deck, and present it. Slide Design Challenge: Redesign poor slides for clarity and visual appeal using Canva or PowerPoint. Presentation Lab: Practice virtual and in-person presentations with video-based peer evaluation. 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 Project work/Assignment: Mention the Type of Project assignment proposed for this course Quiz, Business Email, MoM, Personal Branding Portfolio, Elevator Pitch Presentation 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 th June 2025	
Date of Approval by the Academic Council		26 th Academic Council Meeting held on 25 th 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	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	Apply	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	Analyze	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	Apply	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	Mini Project	10 Sessions
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.				
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 • 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 th June 2025			
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th 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	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.			
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING techniques			
Course Out Comes	On completion of this course, the student will be able to: CO1 : Understand the foundational concepts of individual and group behavior in organizations, including motivation, perception, and attitude formation. CO2 : Apply behavioral theories to analyze workplace scenarios and recommend strategies for improving team dynamics, communication, and leadership effectiveness. CO3 : Analyze behavioural challenges in organisations, integrating insights from DM , Conflict Resolution and Change management CO4 : Evaluate organizational practices and culture through case studies to assess their impact on employee performance and change readiness and overall organisational effectiveness			
Course Content:				
Module 1	Introduction to Human Behavior in Organization		Assessment 1 - Quiz	8 sessions
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 Tutorial: Recent Developments in managing diverse workforces / Latest articles or blogs of relevance				
Module 2	Individual Behaviors- Perceptions, Attitudes Personality & Learning		Assessment 2 – Assignment	12 sessions
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. Personality: MBTI, Big Five, 16PF, Type 'A' Type 'B', Eric Fromm, Karen Horney Learning & reinforcement, Classical & Operant conditioning, shaping of behaviour, Defense Mechanism Emotions and Emotional intelligence (Application)				
Module 3	Motivation		Assessment 3 – Case Analysis	12 sessions

	Concepts and its Applications			
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)				
Module 4	Group Behavior and Leadership		Assessment 4 – Report Writing	13 sessions
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 Leadership: concept, contingency and contemporary theories of leadership. Leadership Prospective: Charismatic leadership, Transactional and Transformational leadership, Servant Leadership. Organization Development and Organization Change (Evaluate)				
Targeted Application & Tools that can be used: Role Plays, Psychometric tests and analysis, personality test scales.				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				
Project/ Assignment: (Participative learning) Assesment1: Quiz on Relevant concepts of the course Assessment -2: Individual Written Assignment 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.) 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) 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.)				
Text Book : T1- Robbins , S. P., & Judge, T. A. (2025). <i>Organizational behavior</i> (19th ed.). Pearson Education. VitalSource				
References : - R1 – Luthans, F., Luthans, B. C., & Luthans, K. W. (2021). <i>Organizational behavior: An evidence-based approach</i> (14th ed.). Information Age Publishing. VitalSource. - R2- Sanket Sunand Dash (2021). <i>Organizational Behavior</i>, 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 th June 2025
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th July 2025

Course Code: GMM4111	Course Title: Managerial Economics	L	T	P	C
		2	1	0	3
Version No.	1				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	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.				
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING techniques				
Course Outcomes	On completion of this course, the student will be able to:				
	CO1: Understand and explain the principles of managerial economics and their application in business decision-making. (Understand)				
	CO2: Apply demand and supply analysis, forecasting methods, and elasticity concepts to solve managerial problems. (Apply)				
	CO3: Analyze production and cost relationships to recommend strategies for efficiency and profitability. (Analyze)				
	CO4: Evaluate pricing and output decisions across different market structures, considering risks, uncertainties, and government interventions. (Evaluate)				
Course Content:					

Module 1	Introduction to Managerial Economics	Assessment 1 - Quiz	10 sessions
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			
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).			
Tutorial: Recent Developments in managing diverse workforces / Latest articles or blogs of relevance			
Module 2	Demand and supply Forecasting	Assessment 2 – Assignment	15 sessions
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. Supply Analysis: Law of Supply – Price elasticity of supply Price Equilibrium			
Module 3	Market Structures and Pricing Decisions	Assessment 3 – Project/Report Writing	12 sessions
Market Structures and characteristics 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). 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.			
Module 3	Macroeconomics	Assessment 4 –Scenario Analysis Assignment	08 sessions
Macroeconomic issues and concepts – The Circular Flow of Income – Concepts of National Income and its Measurement			

Business Cycle Indicators – Leading – Lagging – Coincident Indicators
Output & Income: Income generated from this production, including wages, salaries, profits, and rent.
Employment & Unemployment: factors that influence unemployment rates, such as labor market dynamics, economic growth, and government policies
Inflation & Deflation: meaning, Types - Consumer Price Index – Wholesale Price Index – Index of Industrial Production (IIP), impact on purchasing power and economic stability.
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
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”	
<i>Gurpreet Singh & Sandeep Vij (2020)</i> . 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”, <i>Harvard Business Review</i> , 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” <i>Charles James, ResearchGate (2024)</i> . Reviews how AI and unstructured data are revolutionizing forecasting methods—directly applicable to modern demand forecasting techniques.	
Access via ResearchGate: ResearchGate	
Catalogue prepared by	
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: QPS4111	Course Title: Production Operations and Logistics Management	L 2	T 1	P 0	C 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 Out Comes	Upon completing this course, students will be able to: 1. Analyze production and logistics challenges using key operational theories. 2. Evaluate supply chain performance with industry-specific metrics. 3. Develop efficient logistics solutions that optimize cost and resources. 4. 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: • 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: - 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: - 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: • 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: • Supply Chain Digital: www.supplychaindigital.com • 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.				
• Text Book: Chopra, S., & Meindl, P. (2021). <i>Supply Chain Management: Strategy, Planning, and Operations</i>. Pearson.				
References: • 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 th June 2025			
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th July 2025			

Course Code:		L	T	P	C

MKT4111	Course Title: Marketing Management - Theories and Practices – Theories & Practices			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	On successful completion of the course the students shall be able to: CO 1: Illustrate the importance of Marketing management and consumer behaviour for Segmentation, Targeting & Positioning decisions. (Understanding) CO 2: Develop Product launching strategies. (Applying) CO 3: Examine the significance of appropriate pricing & distribution decisions for product success. (Analyzing) CO 4: Evaluate the right use of promotion & technology for realizing a positive ROI. (Evaluating)						
Course Content:							
Module 1	Concepts of Marketing	Assignment using E Library (Participative Learning)	Assesmen t 1 - Quiz	12 Sessions			
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. Factors influencing Consumer Behaviour, Consumer Buying Decision Process, Market Segmentation and Bases of segmentation, Targeting Strategies, Concept of Positioning.							
Module 2	Product	Assignment (Participative Learning)	Assesmen t 2 – Assignmen t	09 Sessions			
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.							

Module 3	Price & Place	Case study (Participative Learning)	Assessment 3 – Case Analysis	12 Sessions
Topics: Pricing – Importance of Pricing, Setting the Price, Pricing Objectives, and Steps in Pricing, Types of Pricing. Practice exercises in pricing. Place - Marketing Channels and their roles, Functions of a channel partner, Types of channels, Levels, Channel Design decisions, Channel Conflict: Reasons and resolution.				
Module 4	Promotion & Technology	Assignment (Participative Learning)	Assessment 4 – Mini Project	12 Sessions
Topics: 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/?srsId=AfmBOopV3fmKT77X3eO6bsuYHJ9jNieKliMIRYM1Rhg5hwqT1JFrRYg - 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?refregid=fastly-default%3Aafda1f1b4caed3bf330641c66c9d6444&seq=3>

Videos:

- Marketing Management – Core concepts
<https://youtu.be/65MQnEMf-ul?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 th June 2025
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Course Code: QNT4113	Course Title: Business Research and Analytics Type of Course: Program Core	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 Prem
Recommended by the Board of Studies on	18 th BOS held on 6 th June 2025
Date of Approval by the Academic Council	26 th Academic Council held on 25 th 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: • 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:				
• 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). <i>Modern data analytics in Excel</i>. Wiley. • T2 Fortino, A. (2024). <i>Data visualization for business decisions</i>. Packt Publishing.	
References: 1. R1: McKinney, W. (2022). <i>Python for data analysis: Data wrangling with pandas, NumPy, and Jupyter</i> (3rd ed.). O'Reilly Media. 2. R2: Gibson, G. (2024). <i>Essential data science and analytics with R and Python</i>. Springer. 3. R3: Arab, I. (2024). <i>Marketing analytics dashboards design</i>. Routledge. 4. R4: Castro, L. N. de. (2025). <i>Exploratory data analysis: Descriptive analysis, visualization, and dashboard design</i>, Taylor & Francis. 5. Baley, I., & Veldkamp, L. (2025). <i>The data economy: Tools and applications</i>. 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 th June 2025
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Course Code: MKT4112	Course Title: Digital Marketing Strategy, Tools and Trends Type of Course: Program	L- T-P- C	2	1	2	4

Version No.	1.0			
Course Pre-requisites				
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	On successful completion of this course the students shall be able to: CO1) Create a functional brand website and social presence aligned with digital best practices. CO2) Apply SEO, AEO, and content strategies to enhance online discoverability. CO3) Analyze different paid media platforms and design effective cross-channel ad campaigns. CO4) Evaluate mobile, email, affiliate, and AI-based tools into a unified marketing strategy.			
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	8S + 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	8S + 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.	8S + 4T + 8P
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.	8S + 3T + 8P
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, Aharefs, 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. <i>Digital Marketing</i> (3rd Edition, 2022). McGraw Hill Education. ISBN: 9789355320483				
T2: Bhatia, Puneet Singh. <i>Fundamentals of digital marketing (3rd ed.)</i> . Pearson. ISBN: 9789357054928				
References				
R1: Sachdev, Raj. (2024). <i>Digital marketing</i> . McGraw Hill Education. ISBN: 9781264608690				
R2: Chaffey, Dave, & Ellis-Chadwick, Fiona. (2022). <i>Digital marketing: Strategy, implementation and practice</i> (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. <i>The Wall Street Journal</i>. 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. <i>The Economic Times</i>. Link: https://economictimes.indiatimes.com/jobs/mid-				

[career/spearhead-the-shift-to-data-led-ai-powered-digital-marketing/articleshow/121455704.cms](https://www.thetimes.co.uk/article/future-proof-marketing-strategy-google-ai-rivals-enterprise-network-dswkqjd3f)

- **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 th June 2025
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th 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	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. 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.					
Course Objective	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 modeling tools, enhancing students' ability to make data-driven financial decisions.					
Course Outcomes	By the end of this course, students will be able to: 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.					

	CO2: Apply Financial Modeling Techniques Construct dynamic financial models using Microsoft Excel or similar tools to analyze financial statements, forecast performance, and evaluate investment opportunities. CO3: Perform Company Valuation Conduct company valuations using methodologies such as Discounted Cash Flow (DCF), Comparable Company Analysis, and Precedent Transactions. 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. CO5: Make Strategic Financial Decisions Apply financial models to support strategic decisions in mergers & acquisitions, capital budgeting, and financing choices. CO6: Integrate Theory and Practice Synthesize financial theory with real-world data to solve practical business problems and present findings through reports and presentations. 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.				
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	Foundations of Financial Modelling & Financial Statement Analysis	Experiential Learning	Handshake with Modeling Basics	6 Lectures, 2 Tutorials, 4 Practical Sessions	
Introduction to Financial Modelling: Importance, Best Practices, and Spreadsheet Functions for Finance, Review of Financial Statements: Income Statement, Balance Sheet, Cash Flow Statement. Linkages and Interrelationships. Financial Statement Analysis: Ratio Analysis (Profitability, Liquidity, Solvency, Efficiency). Introduction to Forecasting: Top-down vs. Bottom-up Approaches, Key Drivers, Assumptions. Building a Simple Three-Statement Model: Linking Income Statement, Balance Sheet, and Cash Flow Statement. Practical Considerations in Model Building: Error Checking, Data Validation, Scenarios, and Sensitivity Analysis.					
Module 2	Time Value of Money, Capital Budgeting	Experiential Learning	Understanding of key corporate finance concepts such as	(7 Lectures, 2 Tutorials, 4 Practical Sessions)	

			capital budgeting, valuation, 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, 2 Tutorials, 4 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, 2 Tutorials, 4 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, 2 Tutorials, 4 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 of M&A 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 th June 2025
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Course Code: OBH4112	Course Title: People, Performance and HR Strategy 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	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.				

	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. 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.			
Course Objective	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 - T e a m S u r v e y	12 Sessi ons

Performance Appraisal Vs Performance Management, significance of Performance management systems, factors affecting performance; Objective of Performance management systems, Performance management cycle, performance management process, Performance Management methods- Traditional & Modern methods. [Blooms level :Application]				
Module 3	Strategic Foundations of HRM	Assessment	C a s e A n a l y s i s	12 Sessi ons
Strategy -meaning, Introduction to Strategic Human Resource Management (SHRM), The evolving role of HR in business strategy, types of HR strategies, Role of HR strategy in succession planning, Models and frameworks of HR strategy (e.g., Harvard, Michigan models), HR's role in value creation and competitive advantage, Linking people management to organizational performance. [Blooms level :Application]				
Module 4	Performance and HR Strategy	Assessment	M i n i P r o j e c t	10 Sessi ons
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: - 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: - Quiz related to the basic concepts of People Management, Appraisal Methods etc. - 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. - Case analysis on performance appraisal: Who moved my Cheese?/Case Study: Tata Motors; Talent Management Fast Track selection Scheme - 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). *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance* (6th ed.). Kogan Page.

R2: Schmidt, L. (2021). *Redefining HR: Transforming people teams to drive business performance*. Kogan Page.

R3: Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of strategic human resource management* (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=JnNpdGU9ZWZwhvc3QtbGl2ZQ%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-ISBN-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

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3rd Semester

Course Code: GMM4113	Course Title: Business Strategy and Corporate Transformation Type of Course: Program Core		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	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. 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.						
Course Objective	This course is designed to improve the EMLOYABILITY SKILLS by using participative learning.						
Course Outcomes	On successful completion of this course the students shall be able to: 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: Anal ysis the differ	12 Sessions			

			ent tools used in Neur ostra tegy base d on Univ ersity SCOP US data base (% analy sis).	
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 Anal ysis: Ident ificati on of facto rs resp onsib le for BEVU CA Envir onm ent throu gh quest ionn	12 Session s

			aire or from litera ture.	
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: Appli cation of desig n think ing in indus try, base d on them es and sub them e analy sis.(A pplic ation of sprea dshe et with provi ded data base) .	12 Sessions

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 spreadsheet.	9 Sessions
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: Module no 1: Neurostrategy (Analysis of University SCOPUS database with the help of spreadsheet) Module no 2: BECUVA (Identification of Factors through SPSS) Module no 3: Design Thinking (Themes and sub themes analysis by VOSVIWER) Module no 4: Balanced Score Card (Spreadsheet application)				
Project work/Assignment:				
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)				
Text Book Bhandari & Verma : <i>Strategic Management - A Conceptual Framework</i> , McGraw Hill Higher Education, New Delhi, India. https://highered.mheducation.com/sites/125902640x/information_center_view0/index.html				

References R1: Strategic Management CONCEPTS AND CASES, Fred R. David Francis Marion University Florence, South Carolina, 13th ed. Pearson Education, Inc., publishing as Prentice Hall R2: Michael E. Porter: Competitive Strategy, The Free Press, New York. http://www.mim.ac.mw/books/Michael%20E.%20Porter%20-%20Competitive%20Strategy.pdf . R3: HBR'S 10 Must Reads on Strategy. Harvard University Press, Boston, Massachusetts. 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 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%2C%20.pdf Presidency University Library link: https://puniversity.informaticsglobal.com:2293/insight/content/doi/10.1108/TQM-12-2016-0109/full/html	
Catalogue prepared by	Dr. S.FAKRUDDIN ALI AHMED
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code: GMM4114	Course Title: Business Law and Regulatory Compliance Type of Course: Program Core	L	T	P	C
		3	0	0	3
Version No.	2.0				
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. Basic Understanding of Legal Systems (Recommended) 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.				

Anti-requisites	Nil		
Course Description	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. 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.		
Course Objective	This course is designed for skill development of the learner by using participative learning techniques. ☐ 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	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] 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 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. CO4: Interpret and apply the provisions of the Consumer Protection Act, 2019, to identify consumer rights, assess business responsibilities, and resolve 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: 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. 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] • Vodafone case – Dispute over the indirect transfer of Indian assets by a foreign entity • Flipkart/Walmart investment – Under automatic vs. government route for FDI • 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 10 Sessions
Intellectual Property Rights (IPR) Trademark Act, 1999: Registration, Infringement, Remedies, Copyright Act, 1957: Protection of literary, musical, artistic works, Patent Act, 1970: Patentability Criteria, Process, Rights of Patentees Activity: Cases to be discussed: ☐ 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	Understand 10 Sessions

		Laws on Celebrity Endorsements.	
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). Activity: Relevant Case Studies / Examples: • 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: - Kapoor, G. K., & Dhamija, S. (2023). <i>Business and corporate laws</i> (Latest ed.). Taxmann Publications. - Pathak, A. (2022). <i>Legal aspects of business</i> (7th ed.). McGraw Hill Education.	
References: - Government of India. (2021). The Indian Contract Act, 1872: Bare act with illustrations (2021 ed.). Government of India Press. - Taxmann. (2022). Foreign exchange management manual (39th ed.). Taxmann Publications. - 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.) - Bhandari, M. K. (2021). Law relating to intellectual property rights. Central Law Publications. - 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 th June 2025
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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	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. 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.
Course Objective	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 Project 4 – Mini	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: 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 th June 2025		

Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th 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 Out Comes	1. Understand the entrepreneurial process and innovation life cycles. <i>(Understand)</i> 2. Apply design thinking and lean startup methodologies to real-world problems. <i>(Apply)</i> 3. Analyze & Evaluate the feasibility of innovative business models in competitive environments. <i>(Analyze, Evaluate)</i> 4. 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: • 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: • www.strategyzer.com • 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 th June 2025
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th July 2025

SPECIALIZATION TRACK

TRACK CORE – FINANCE

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	On successful completion of this course, the students shall be able to: CO 1 Understand and apply fundamental concepts of investment, including risk and return, to evaluate various financial assets. (Participative Learning) CO2 Analyse financial markets and use asset pricing models to make informed investment decisions. (Participative Learning) CO3 Design and construct diversified investment portfolios that align with specific risk tolerance and investment objectives. (Experiential Learning) CO4 Evaluate portfolio performance using quantitative techniques and adjust strategies to optimise returns. (Application).				
Course Objective:	The course aims at SKILL DEVELOPMENT with respect to Financial Services with PARTICIPATIVE learning activities.				
Module 1	Foundations of Investment and Financial Markets	Assignment (Participative Learning)			1 5 Se ss

				ions
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. • 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)		15 Sessions
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). • 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)		15 Sessions
This module discusses the tools for analysing financial statements and valuing stocks. • Financial Statement Analysis: Understanding company performance • 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)		15 Sessions
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. • 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				
Targeted Application & Tools that can be used: 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. Professionally Used Software: • 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)
Project work/Assignment:
Assignment: 1] -- Security Valuation Exercise 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. 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) Assignment: 2] -- Portfolio Construction and Risk Analysis Objective: Create a diversified portfolio of 7–8 assets (stocks/bonds) and compute expected return, standard deviation, and portfolio beta. 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) Assignment: 3] -- Experiential Learning – Virtual Trading Simulation 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 Macroeconomy. 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 <u>first case</u> study looks at Whiting Petroleum Corporation, an oil and gas company, in 2015. The <u>second case</u> 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 th June 2025
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th 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.							
	MAPPING OF C.O. WITH P.O.							
	[H-HIGH, M- MODERATE, L-LOW]							
	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		12 Sessions (9 Sessions + 3 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		11 Sessions (8 Sessions + 3 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	11 Sessions (8 Sessions + 3 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	11 Sessions (8 Sessions + 3 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. 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) Text Book T1: Fintech in a Flash: Financial Technology Made Easy by Mr Agustin Rubini, Zaccheus Entertainment; 3rd edition (1 January 2018) T2: FinTech and Blockchain by Sangeeta Bhagat (Published by SAGE Publications India)					

T3: Introduction to Fintech, 1st Edition | Technology In Specific Financial Process | Cutting-Edge Technology | - Pearson Kindle Edition- 18 June 2024

References

R1: FinTech Revolution: Challenging the Status Quo of Financial Services in India by Rajeev Dani (Published by SAGE Publications India)

R2: Connecting Fintech : Building Techno – Financial Bridge using 5D Model by Krishna Potnis

R3: “FinTech as a Disruptive Technology for Financial Institutions”, Abdul Rafay, IGI Global, January, 2019

R4: Fintech Future : The Digital DNA of Finance By Sanjay Phadke Published by Atlantic Publication

R5: Fintech : the Technology Deriving Disruption in the Financial Services Industry by Parag Y Arjunwadkar – Publisher CRC Press , Taylor & Francis Group

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 th June 2025
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th July 2025

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	1	0	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	On successful completion of this course, the students shall be able to: CO 1 Understand and explain the strategic rationale and types of M&A and restructuring. (Participative Learning) CO2 Apply valuation methods to analyse the financial viability of deals. (Experiential Learning) CO3 Evaluate integration strategies and post-merger performance. (Application) CO4 Interpret the legal and regulatory landscape impacting corporate restructuring. (Participative Learning)			
Course Objective:	To build core skills in evaluating, planning, and executing mergers, acquisitions, and restructuring through a blend of strategic, financial, legal, and operational perspectives.			
Module 1	Fundamentals of M&A and Strategic Rationale	Assignment (Participative Learning)		8 Sessions
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. • 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
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. • 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
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. • Indian legal environment: Companies Act, SEBI Takeover Code, CCI • Due diligence, disclosures, and compliance • 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
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. • 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				
Targeted Application & Tools that can be used: 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. Professionally Used Software: • 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
Project work/Assignment:
Assignment: 1] -- Merger Valuation and Deal Feasibility Analysis 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. Deliverable: A concise report covering valuation methodology, assumptions, calculated exchange ratio, and a recommendation on whether the deal would create value for shareholders. (To be done in a group of minimum 2 and maximum 3 students) Assignment: 2] -- Legal and Regulatory Compliance Simulation 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. Deliverable: A compliance flowchart with a brief explanatory note outlining mandatory disclosures, regulatory interactions, and timeline considerations. (to be done in a group of minimum 3 and maximum 4 students) Assignment: 3] -- Post-Merger Integration Strategy Blueprint 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 <i>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.</i> 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) <i>This bibliometric study examines the evolution of M&A research in strategic management, highlighting key themes and influential works over a 30-year period.</i> 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) <i>This article provides a comprehensive review of M&A research in finance and accounting, discussing methodologies, findings, and future research directions.</i> https://onlinelibrary.wiley.com/doi/10.1111/eufm.12417 • Post-Merger Restructuring and the Boundaries of the Firm by Maksimovic, Phillips, and Prabhala (2011) <i>This study investigates how firms restructure after mergers, focusing on changes in firm boundaries and the implications for performance.</i> https://www.sciencedirect.com/science/article/abs/pii/S0304405X1100136X • Prediction and Visualization of Mergers and Acquisitions Using Economic Complexity by Arsini et al. (2022) <i>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.</i> 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 th June 2025
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th July 2025

Course Code: FIN5115	Course Title: Financial Derivatives and Risk Management Type of Course: Specialization Track Elective & Theory only	L- T-P- C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Financial Accounting and Reporting – FIN4111 and FIN4112					
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: 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 business and investment decisions. 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.			
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
• 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
• 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:				

1. Case Analysis. 2. Assignment 3. Project 4. Presentation.	
Text Book 1. Bhole, L.M. – <i>Financial Institutions and Markets</i> 2. Gurusamy, S. – <i>Financial Services and Markets</i> 3. 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 th June 2025
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th 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	Students should have successfully completed Accounting For Managers and Corporate courses					
Anti-requisites	NIL					
Course Description	Project finance and appraisal are critical for ensuring the viability and success of large-scale projects, particularly in infrastructure and industrial development. Project finance involves funding projects based on their projected cash flows, offering a way for companies to undertake significant investments without relying solely on their balance sheets. This Project Finance and Appraisal course provides an in-depth understanding of financing large-scale, capital-intensive projects across various industries, including infrastructure, energy, real estate, and public-private partnerships (PPPs). It covers risk assessment, funding structures, financial modeling, and legal considerations necessary to execute successful project financing deals.					
Course Outcomes	1.Explain the facets of capital expenditure decisions (Individual Projects & Multiple Projects) and due diligence of business opportunities 2.Identify and assess project appraisal tools and techniques in decision making for project viability 3.Examine the practical exposure to project structuring, risk assessment and management of projects. 4.Compare the analytical aspect of financing and valuation of PPP projects in various infrastructure sector.					
Course Objective:	To develop the skill of the students for identification, screening, appraisal and financing of individual projects both green-field or brown- field /standalone or expansion projects.					
Module 1		Qu				11 Sessions

		z (p a r t i c i p a t i v e L e a r n i n g)		
Module 1: Fundamentals of Project and Project Finance (8 Sessions- Blooms Level: Remembering) Project: Definition, characteristics, types, Generation of ideas to actual execution, demand and technical analysis Project Finance: Meaning, Need and historical evolution of Project Finance. Project sponsors and Advisors for Project Finance and their role in project finance deals.				
Module 2		A s s i g n m e n t (p a r t i c i p a t		11 Sessions

		i v e L e a r n i n g)		
Module 2: Financial Analysis and Financing of projects(15 Sessions – Blooms Level: Applying) Estimation of project cost, Estimation of project's cashflow and financial estimates and projection. Means of finance: Equity, Preference shares, Debentures/Bonds, Loans, Venture capital, Private Equity, Securitization and Government funding for projects Investment Criteria: NPV,IRR, Benefit-Cost Ratio, PI and IRR				
Module 3		C a s e a n a l y s i s (E x p e r i e n t i a l L e a r n i n g)		11 Sessions

Module3: Project Risk Analysis(12 Sessions-Blooms Level: Analyzing) Types of risk, managing risk, Techniques of measuring project risk-Risk-Adjusted Discount Rate, Certainty Equivalent, Sensitivity Analysis, Scenario Analysis, Monte Carlo Simulation, Decision-Tree Analysis, Hillier Model, Real Option techniques of appraisal				
Module 4		Assignment (Participative Learning)		12 Sessions
Module 4 - Corporate Projects of new /expansion/ Collaborative Projects Implementation and PPP model (10 Sessions – Blooms Level: Analyzing) Corporate projects-Greenfield and Brownfield (Standalone or Collaborative), Public vs Public Private Partnership (PPP) project models, guidelines, problems and issues Social Cost benefit analysis: Rationale, UNIDO, Little and Mirrlees Approach, Evaluation of current status of Project finance structure in India				
Targeted Application & Tools that can be used: Spreadsheet software like Excel, Google sheets for creating and manipulating financial data, performing calculations, and visualizing results and Asana, Trello and ClickUp can be used for project appraisal and analyzing project feasibility.				
Project work/Assignment: Students are asked to identify how the approaches to project appraisal differ between commercial projects in the private sector and a public sector. Students can visit a Financial institution/Bank and study the project appraisal criteria adopted by them. Students can study the project financing procedure provided by Banks. Students can visit the organizations which have undertaken large scale projects like ‘Bangalore Metro Rail’ and study the risk associated with such projects and also study how they access and manage such risks.				
REFERENCE MATERIALS: Text Book: T1. Projects – Planning, Analysis, Selection, Financing, Implementation and Review – By Prasanna Chandra, McGraw Hills, 10 th Edition, 2023 T2. Project Finance in theory and Practice- By Stefano Gatti, Academic Press Advanced Finance, Direct, Fourth Edition, 2023 Reference Books: R1. International Project Analysis & Financing - Gerald Pollio, McMillan Business, 1999 R2. Project Report & Appraisal - H P S Pahwa, Bharat’s Publication, 2014 R3. Project Appraisal and Financing – Ambrish Gupta, PHI Learning, 2 nd Edition, 2023				
Research Articles in Journals Project Appraisal https://www.elibrary.imf.org/view/journals/022/0001/003/article-A007-en.xml Management and financing of e-Government projects in India: Does financing strategy add value? - ScienceDirect Best practice for financial models of PPP projects (doi: 10.1016/j.proeng.2015.11.019)				

The accuracy of benefit-cost analysis for transport projects supported by the Asian Development Bank - ScienceDirect Corporate ESG investments and Firm's value under the real-option framework: Evidence from two world-leading economies - ScienceDirect https://www.researchgate.net/publication/342643523 The Role of Project Finance in Modern Financing https://www.icao.int/sustainability/PPP%20Case%20Studies/PPP_Airport_India.pdf https://smartnet.niua.org/sites/default/files/resources/Compendium_July8.pdf	
Case Studies: Cases from World Bank reports, Text (R2), Harvard and similar resources (Contemporary and recent cases) to be used Case studies on PPP projects in India	
Catalogue prepared by	Dr. G. Ramanaiah
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: FIN5118	Course Title: AI and ML Applications in Finance Type of Course: Specialization Track Elective	L- T-P- C	2	1	0	3
Version No.						
Course Pre-requisites	Laptop with ready to use python and other notebooks should be with students, they must have basic understanding of Python					
Anti-requisites	NIL					
Course Description	This course provides MBA students with a foundational understanding of Artificial Intelligence (AI) and Machine Learning (ML) concepts and their practical applications within the financial services industry. It bridges the gap between business strategy and cutting-edge technology, equipping future finance leaders with the knowledge to identify, evaluate, and implement AI-driven solutions for various financial challenges, from risk management and trading to customer service and compliance. The course will emphasize hands-on application using relevant tools and programming languages.					
Course Objective	Upon successful completion of this course, students will be able to: 1. Understand the core concepts of Artificial Intelligence, Machine Learning, and Deep Learning. 2. Identify and articulate the key opportunities and challenges of AI adoption in finance. 3. Apply basic AI/ML techniques for financial forecasting, classification, and clustering. 4. Analyze and interpret the results of AI/ML models in a financial context. 5. Evaluate the ethical, regulatory, and societal implications of AI in finance. 6. Communicate effectively with data scientists and technology teams on AI projects. 7. Develop a strategic perspective on how AI can transform financial services.					

Course Outcomes	The course "Artificial Intelligence and Machine Learning in Finance" covers key concepts including supervised and unsupervised learning, neural networks, natural language processing, and algorithmic trading. Students learn to apply AI/ML techniques to financial forecasting, risk management, portfolio optimization, fraud detection, and sentiment analysis. The curriculum emphasizes practical skills using tools like Python, TensorFlow, and financial datasets. Case studies and projects provide real-world experience, preparing students to leverage AI/ML for data-driven decision-making in modern financial markets.			
Course Content	By the end of this course, students will be able to: 1. Understand AI/ML Fundamentals Explain key concepts in artificial intelligence and machine learning, including supervised and unsupervised learning, deep learning, and natural language processing, within the context of financial applications. 2. Apply ML Techniques to Financial Data Apply machine learning algorithms to real-world financial datasets for tasks such as stock price prediction, credit risk modeling, fraud detection, and algorithmic trading. 3. Use Financial Data Sources and Tools Collect, preprocess, and analyze financial data from sources like stock exchanges, economic indicators, and company financial statements using Python and relevant AI/ML libraries (e.g., scikit-learn, TensorFlow, PyTorch). 4. Develop Predictive Financial Models Build and evaluate predictive models for asset pricing, portfolio optimization, and financial forecasting using advanced AI/ML techniques. 5. Interpret Model Outputs and Manage Risk Interpret and validate the output of AI/ML models, and assess their implications in terms of financial risk, regulatory compliance, and ethical considerations. 6. Design AI-Driven Financial Applications Design and prototype AI-powered financial systems or decision-support tools, demonstrating an understanding of both technological and domain-specific requirements. 7. Critically Evaluate AI in Finance Evaluate the strengths, limitations, and potential biases of AI/ML models in financial decision-making, and understand their impact on market dynamics and organizational strategy.			
Module 1	Introduction to AI/ML & Finance Fundamentals (6 Lectures)	Experiential Learning	Handshake with AI	6 Sessions
Defining AI, ML, Deep Learning: Core concepts, differences, and relationships. Brief history of AI. AI in Finance: Opportunities & Challenges: Overview of AI's disruptive potential, benefits (efficiency, insights), and risks (bias, explainability, job displacement). Data Foundations for AI: Types of financial data (time series, tabular, text), data sources, data quality, and preparation needs. Machine Learning Workflow & Supervised Learning Intro: Problem definition, data collection, preprocessing, model selection, training, evaluation. Regression vs. Classification. Unsupervised Learning Intro & Reinforcement Learning: Clustering, dimensionality reduction. Basic concepts of Reinforcement				

Learning (RL). AI Ethics & Governance in Finance: Bias in algorithms, fairness, transparency, explainability (XAI), regulatory considerations (e.g., GDPR, explainable AI regulations).				
Module 2	Machine Learning for Risk Management & Credit Scoring	Experiential Learning	Basic concepts and applications	Machine Learning for Risk Management & Credit Scoring (7 Lectures, 2 Tutorials, 4 Practical Sessions)
Introduction to Classification for Risk: Binary classification problems (e.g., default/non-default, fraud/non-fraud). Logistic Regression: Theory, application, and interpretation for financial classification. Decision Trees & Random Forests: Concepts, advantages, and limitations. Ensemble methods for improved performance. Support Vector Machines (SVM): Principles and use cases in financial classification. Model Evaluation Metrics (Classification): Accuracy, Precision, Recall, F1-Score, ROC Curve, AUC. Handling imbalanced datasets. Credit Scoring with ML: Traditional vs. ML-driven credit scoring models. Features used in credit assessment. Fraud Detection with ML: Types of financial fraud, challenges in fraud detection, supervised and unsupervised approaches.				
Module 3	ML for Investment & Portfolio Management	Experiential Learning	Concepts and applications	6 Lectures, 2 Tutorials, 4 Practical Sessions
Introduction to Regression for Financial Forecasting: Predicting continuous values (e.g., stock prices, interest rates). Linear Regression & Ridge/Lasso Regression: Theory, assumptions, and regularization for financial data. Time Series Forecasting with ML: Introduction to ARIMA, Prophet, and ML models for time series data. Clustering Algorithms (K-Means, Hierarchical Clustering): Grouping similar assets or customers for strategic insights. Algorithmic Trading & High-Frequency Trading (HFT): Role of AI, types of algorithms, ethical considerations. Robo-Advisory & Personalized Finance: How AI personalizes investment advice, challenges, and future trends.				
Module 4	AI in Financial Operations, Customer Experience & Advanced Topics	Experiential Learning	Concepts and applications	(6 Lectures, 2 Tutorials, 4 Practical Sessions)
AI in Back-Office Operations: Automation, Robotic Process Automation (RPA), reconciliation, compliance, and regulatory technology (RegTech). AI for Enhanced Customer Experience: Chatbots, virtual assistants, personalized financial advice, sentiment analysis from customer feedback. Natural Language Processing (NLP) in Finance: Text mining, sentiment analysis from news/social media, automated report generation, chatbot development. Introduction to Neural Networks & Deep Learning: Perceptrons, activation functions, feed-forward networks, backpropagation (conceptual).				
Module 5	Strategic AI Implementation & Future Trends	Experiential Learning	Concepts and applications	5 Lectures, 2 Tutorials, 4 Practical Sessions
AI Strategy & Roadmap for Financial Institutions: Assessing organizational readiness, defining objectives, building an AI roadmap. Building an AI Team & Data Governance: Roles and responsibilities (data scientists, ML engineers, business analysts), data security, privacy, and ethics in deployment. AI Project Lifecycle & Scaling AI: From pilot to production, challenges in scaling, MLOps (Machine Learning Operations) concepts. Emerging AI Trends in Finance: Quantum Computing for finance, Generative AI, Federated Learning, Explainable AI (XAI) advancements. The				

Future of Finance & AI: How AI will reshape jobs, industry structure, and competitive landscapes. The role of humans in an AI-driven financial world.

Targeted Application & Tools that can be used:

- Python (Anaconda distribution recommended)
- Jupyter Notebooks / Google Colab
- Libraries: Pandas, NumPy, Scikit-learn, Matplotlib, Seaborn, Keras/TensorFlow (basic introduction)

Tutorial Plan:

T1	AI/ML Terminology & Use Case Brainstorm: Discussing and clarifying core AI/ML terms. Brainstorming potential AI applications across banking, investment, insurance, etc.
T2	Data Challenges in Finance: Discussing real-world challenges of data availability, quality, and privacy in financial institutions.
T3	Classification Algorithm Comparison: Discussing pros and cons of different classification algorithms for specific financial scenarios.
T4	Model Evaluation in Practice: Interpreting confusion matrices, ROC curves, and other metrics from case studies.
T5	Forecasting Challenges in Finance: Discussing the inherent difficulties and limitations of predicting financial markets.
T6	Discussing Algorithmic Trading Strategies: Analyzing different approaches to algorithmic trading and their underlying principles.
T7	RPA Use Cases in Finance: Discussing specific operational processes that can be automated using RPA and AI.
T8	NLP Applications Discussion: Analyzing case studies of how financial institutions use NLP for competitive advantage.
T9	AI Implementation Challenges & Mitigation: Discussing real-world hurdles in deploying AI and strategies to overcome them (e.g., talent gap, data silos, resistance to change).
T10	Ethical AI Debate: A structured debate or discussion on a controversial ethical issue related to AI in finance (e.g., algorithmic bias in lending, surveillance).

Practical Plan:

P1	Introduction to Python for Finance: Setting up Python environment (Anaconda), Jupyter Notebooks. Basic data types, variables, loops, functions.
P2	Data Loading & Basic Manipulation with Pandas: Loading financial datasets (CSV, Excel), inspecting data, basic filtering, sorting.
P3	Data Cleaning & Preprocessing: Handling missing values, outlier detection, data type conversions, feature scaling (standardization, normalization).
P4	Exploratory Data Analysis (EDA) with Matplotlib & Seaborn: Visualizing financial data trends, distributions, and relationships.
P5	Implementing Logistic Regression for Credit Default Prediction: Building a basic model in Python, training, and predicting.
P6 and P7	Decision Trees & Random Forests for Credit Scoring: Applying ensemble methods and comparing performance.
P8	Fraud Detection Case Study (Basic): Applying classification models to a synthetic or public fraud dataset.
P9	Implementing Linear Regression for Stock Price Prediction: Building a regression model, interpreting coefficients.
P10	Basic Time Series Forecasting (ARIMA/Prophet): Applying a time series model to predict financial indicators.
P11	Customer Segmentation with K-Means Clustering: Applying clustering to a customer dataset for targeted marketing or product development.
P12	Portfolio Optimization using Clustering/Factor Models (Conceptual): Exploring how clustering can aid in diversifying portfolios (practical will involve data grouping, not full optimization).
P13	Basic NLP for Financial Text: Tokenization, sentiment analysis on financial news headlines using NLTK or TextBlob.
P14	Simple Chatbot Development (Rule-based or basic NLU): Building a rudimentary chatbot for common financial queries.
P15	Introduction to Keras/TensorFlow for a Simple Neural Network: Building and training a basic feed-forward neural network for classification

	P16:	Conceptualizing RegTech/Compliance AI: Discussing how AI models can automate compliance checks and identify suspicious transactions (no coding, focus on logic)
	P17	AI Project Planning & Scoping: Working in groups to define a hypothetical AI project for a financial institution, including objectives, data needs, and success metrics.
	P18	Model Interpretability Techniques (LIME/SHAP - Conceptual/Libraries): Briefly introducing and conceptually applying tools for understanding black-box models.
	P19	Designing an AI Governance Framework: Developing a high-level framework for ethical and responsible AI deployment in a financial context.
	P20	Capstone Project Work/Presentation: Students present their group projects (defined in P17 or earlier), showcasing their understanding and application of AI concepts in a financial scenario.
Text Book - Chauhan, M., & Lalwani, R. (2021). <i>AI and Machine Learning for Financial Services: A Comprehensive Guide</i>. Wiley. - Muller, A. C., & Guido, S. (2016). <i>Introduction to Machine Learning with Python: A Guide for Data Scientists</i>. O'Reilly Media. Reference Books "Artificial Intelligence in Asset Management" by Söhnke M. Bartram & Jürgen Branke, CFA INSTITUTE RESEARCH FOUNDATION		
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 th June 2025	
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th July 2025	

Course Code: FIN5120	Course Title: Financial Services and Markets Type of Course: Specialization Track Elective & 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: - Understand the structure and functions of financial systems and markets. - Analyze the roles of financial institutions and regulatory bodies such as SEBI and RBI. - Evaluate various financial instruments and their applications in business and investment decisions. - 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	P a r t i c i p a t i v e L e a r n i n g	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	G r o u p D i s c u s s i o n	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
• 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
• 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 th June 2025
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th July 2025

Course Code: FIN5114	Course Title: Tax Laws and Practice Type of Course: Specialization Track Elective		L-T-P-C	2	0	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
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
- 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)		9 Sessions
- 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: - 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: https://www.dsrvindia.com/impact-of-gst-on-corporate-taxes https://www.researchgate.net/publication/379773026 CORPORATE TAXATION THROUGH THE INDIAN PRISM CONSEQUENCES OF GST AND DTC https://www.ijfans.org/uploads/paper/af10bdf78289a6dfe6273cd86ec25fd0.pdf Podcast: https://www.ey.com/en_in/media/podcasts/indirect-tax-insights https://podcasts.apple.com/us/podcast/avalara-india-gst/id1533946631 https://open.spotify.com/show/3Ck2jOeVPm9qPtBPJ9Lv2U Case studies: https://www.researchgate.net/publication/388553998 GST GOODS AND SERVICES TAX IMPACT ON THE INDIAN TAX SYSTEM https://www.researchgate.net/publication/390296293 THE IMPACT OF CORPORATE TAX PLANNING ON CAPITAL STRUCTURE DECISIONS IN THE INDIAN AUTOMOBILE INDUSTRY 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		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: FIN5116	Course Title: Global Financial Management Type of Course: Specialization Track Elective and Theory Only	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	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. 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.				
Course Objective	The course is designed to enhance the EMPLOYABILITY SKILL of the students by PARTICIPATIVE LEARNING TECHNIQUES .				
Course Outcomes	On successful completion of the course the students shall be able to: 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	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.			
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
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). 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).				
Module 3	International Financial Markets and Instruments and Forecasting Foreign Exchange rate	Participative Learning	Ability to analyze International Financial Markets and Instruments and Forecasting Foreign Exchange rate	12 Sessions
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	
• 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 th June 2025
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th July 2025

Course Code: FIN5119	Course Title: Sustainable and Green Finance Strategies Type of Course: Specialization Track Elective	L- T- P- C	2	1	0	3
Course Pre-requisites	Basic knowledge of financial management and investment principles Familiarity with economic and environmental issues Understanding of business ethics and corporate governance					
Anti-requisites	NIL					
Course Description	This course shows how the finance sector can drive sustainability amid growing environmental and social challenges. Students learn the basics of sustainable and green finance, focusing on how ESG factors shape investment and financing decisions. The program teaches how to analyze ESG metrics to assess financial performance and risks, especially related to climate change. Using UNEP frameworks, learners explore ways to direct capital toward green projects like renewable energy and eco-friendly infrastructure. Real-world case studies guide					

	students through green lending, managing risks, and making ethical, sustainability-focused financial choices.		
Course Objective	To equip students with a comprehensive understanding of sustainable finance principles and their role in addressing global environmental and social challenges. To analyze green financial instruments, ESG metrics, and responsible investment strategies used in contemporary financial markets. To explore regulatory frameworks, policy initiatives, and institutional responses supporting the green transition. To develop critical thinking and decision-making skills for integrating sustainability into financial planning and corporate strategy.		
Course Out Comes	On successful completion of the course the students shall be able to: CO1: Recall key concepts of sustainable finance, global agreements, and financial system roles in addressing sustainability challenges. (Remember) CO2 Explains fundamentals of green finance in India and in the world. (Knowledge) CO3 Explains the core concepts of Green ICT for Sustainability and Green Finance and Carbon Market (Comprehension) CO4 Describes Green Manufacturing, Logistics and SCM and Regional Development. (Analysis)		
Course Content:	Syllabus		
Module 1	Sustainable Finance, Regulation and Self-regulation.	Lecture Assignment, Class Discussions	13 Sessions
Sustainable Finance – Meaning; Financing International Agreements on Climate Change and Sustainable Development; Sustainability Challenges – role of financial system; Three stages of sustainable finance. Sustainable Finance: Policy and Regulation; Responsible Banking and Sustainable Insurance; Responsible Investment; Impact investing; Guidelines governing sustainable finance; Coalitions for sustainable finance. Corporate Social Responsibility; Corporate governance.			
Module 2	Green Finance: Framework & Purpose	Class discussion on Green Finance, Climatic Financing	11 Sessions
What is Green Finance? - What are the Benefits of Green Finance?- examples of Green Finance - Challenges Related to Green Financing - Climate Finance Vs Green Finance - The Framework of Green Financing - Green Bonds – Status of Climatic Financing - Role of the UN on Green Financing – UN environment focus on green finance - Green Finance in India - Funds for Green Financing - Sustainable finance vs Green Finance vs Climate Finance – Green Financing Initiatives in India.			
Module 3	Green ICT for Sustainability and Green Finance and Carbon Market	Experiential learning, Case study and class discussion Green ICT for Sustainability	10 Sessions
Topics: Greener Data Centres, Information Technology Resources Virtualization for Sustainable Development – MSP430 Microcontroller: A Green Technology - A Pragmatic Profile Approach to Evaluating Environmental Sustainability Investment Decisions			

Module 4	Green Manufacturing, Logistics and SCM and Regional Development	Case study and class discussion Case Study on Organizing Review the Article	11 Sessions
Topics: An Environmentally Integrated Manufacturing Analysis Combined with Waste Management in a Car Battery Manufacturing Plant - Green Logistics and Supply Chain Management - Government Policies and Private Investments Make for a Bright Clean tech Future in India, Blooms Level – Application]			
Targeted Application & Tools that can be used The course consists of lectures, exercises, interactive case discussions and pre-readings			
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course: Assignment 1: Written assignment should be submitted where the students will have to identify the different management thought and its applications. (Case Study Learning) Assignment 2: The students will be divided into groups and group discussions will be done on the existing problems in the decision-making case studies. (Participative Learning)			
Text book 1. Dirk Schoenmaker & Willem Schramade. Principles of Sustainable Finance, Oxford University Press. 2021. 2. C. Vargas. Sustainable Finance Fundamentals. (2023), Routledge, 2023. 3. file:///C:/Users/JGI/Desktop/PRESIDENCY%20UNIVERSITY%2028.11.22/GREEN%20FINANCE%20COURSE%20MODULE/green-finance-framework-and-purpose-f54ed386%20upsc 3. Green Finance and Sustainability: Environmentally-Aware Business Models and Technologies,(2011) Zongwei Luo University of Hong Kong, HK, Published in the United States of America by Business Science Reference (an imprint of IGI Global). Suggestion: Download it from pdfdrive.com file:///C:/Users/JGI/Downloads/Green%20Finance%20and%20Sustainability_%20Environmentally-Aware%20Business%20Models%20and%20Tech 4. Green and Sustainable Finance: Principles and Practice: 6 (Chartered Banker Series, 6) Paperback – Import, 3 March 2021 by Simon Thompson (Author). Published by Kogan Page, publishing company London.			
Reference R1. Handbook of Green Finance: Energy Security and Sustainable Development by Jeffrey D. Sachs, Wing Thyee Woo, et al.2019, published by Springer. R2. Developing sustainable finance definitions and taxonomies (Green finance and investment) Paperback – Import, 6 October 2020 by Organisation for Economic Co-operation and Development (Author). Published by OECD. Organisation for Economic Co-operation and Development.FRANCE. Journals for Research Papers Reference Sustainability Journal of Sustainable Finance and Accounting Journal of Climate Finance Journal of Sustainable Finance and Investing			
Catalogue prepared by	Dr. Kushini Prasad, Associate Professor, Area of Finance		
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		

SPECIALIZATION TRACK

TRACK CORE - HUMAN RESOURCES MANAGEMENT

Course Code: OBH5111	Course Title: Compensation Design and Benefits Type of Course: Specialization Track Core	L-T- P- C	3	1	0	4
Version No.	2.0					
Course Pre-requisites	Completion of core subject in Human Resource Management and basics of Management					
Anti-requisites	NIL					
Course Description	Compensation practices influence an organization's ability to recruit and retain a qualified workforce and to motivate productive employees. Equitable compensation is the bedrock of union-avoidance programs. Compensation and benefits, however, represent one of the highest costs for most organizations; therefore, competitive compensation programs must be developed within the context of the overall business plan. The course provides each student with an opportunity to develop the managerial skills necessary to design and understand the performance-based compensation and benefit programs for an organization. Further, the course will enable the students to understand the relationship between compensation strategy and other business strategies. The institutional and legal constraints on compensation comprehend the processes used to determine internal and external pay equity, get familiar with the variables that enter into compensation decisions, know benefits as a component of compensation and appreciate the importance of individual as well as group equity in pay, incentive and benefits.					
Course Outcomes	On completion of this course, the student will be able to: Explain the key theories and concepts of compensation management and their relevance in contemporary HR practices. (Blooms Level: Understand) Analyze internal and external environmental factors—including market trends, legal requirements, and organizational strategy—that influence compensation structures. (Blooms Level: Analyze) Design an effective and equitable pay structure by integrating organizational context, job evaluation, and compensation best practices. (Blooms Level: Apply) Evaluate how compensation systems align with and support the overall strategic goals of an organization. (Blooms Level: Evaluate)					
Course Objective:	The course is designed to enhance the skill development and employability skills					
Module 1	Introduction to Compensation Design and Benefits	Assessment -Quiz	Data Collection and Analysis	14	classe	s
Topics: Compensation, types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on						

compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches. [Blooms level : Understand]				
Module 2	Compensation Planning and Managing Employee Benefits	Assessment - Assignment	Data Collection and Analysis	16 Sessions
Topics: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues. Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans – group incentive plans – team compensation, Managing Employee Benefits. [Blooms Level: Analyze]				
Module 3	Executive Compensation & International Compensation	Assessment -Case Analysis	Data Collection and Analysis	14 Sessions
Topics: Introduction, Principle-Agent theory and executive compensation, components of executive compensation. International Compensation: Forms of compensation and factors that influence compensation policy, Objectives and key components of international compensation, Approaches to compensation management in international context, Compensation practices of different countries including India. [Blooms Level : Apply]				
Module 4	Strategic Compensation Management	Assessment -Mini Project	Data Collection and Analysis	16 Sessions
Strategy- Prescriptive Schools-Descriptive Schools-Compensation Design and Strategy-Strategy Across Levels-Tactics and Strategy-Strategic Compensation Design-Strategic Compensation Policies [Blooms Level : Create]				
Targeted Application & Tools that can be used: Exposure to the different compensation strategies and different pay structures in organisations.				
Professionally Used Software: CaptivateIQ, Compright, incentX, PromptPayPlanner				
Project work/Assignment:				
Project/ Assignment:				
Assignment: 1] Complete any one online course (Open online course) related to Compensation Management topic and submit the certificate. (Technology Enabled Learning) Assignment: 2] Outline and differentiate the compensation strategies of any two different organization. Submit a report as a group. (Kindly note: Student should visit PU library and access the online resources for the same and incorporate in the assignment as well as attach the photo of log in and log out in person in the end of the assignment file.) (Participative Learning)				
Text Book T1: Compensation and Reward Management by <i>Biswanath Ghosh, 2020</i> T2: Compensation and Benefit Design: Applying Finance and Accounting Principles to Global Human Resource Management Systems by <i>Bashker D. Biswas, 2022</i>				
References Books: R1: Milkovich, George T., Newman, Jerry M & Ratnam, C S Venkata (2009). Compensation, Ninth Edition, Tata Mc Graw Hill Publications. R2: Richard. I. Henderson (2008). Compensation Management in a Knowledge Based World. Prentice Hall Publications.				

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

Research Articles in Journals

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

- Chen, C. and Hassan, A. (2022), "Management gender diversity, executives compensation and firm performance", International Journal of Accounting & Information Management, Vol. 30 No. 1, pp. 115-142. <https://doi.org/10.1108/IJAIM-05-2021-0109>
Link: <https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/IJAIM-05-2021-0109/full/html>
- Daharwal, S. and Mishra, P. (2021), "Workforce Compensation and Productivity Growth in the Indian Manufacturing Sector: Lessons for Human Resource Management", Pal, M.K. (Ed.) Productivity Growth in the Manufacturing Sector, Emerald Publishing Limited, Bingley, pp. 121-135. <https://doi.org/10.1108/978-1-80071-094-820211010>
Link: <https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/978-1-80071-094-820211010/full/html>

HBR Digital Articles:

- Groysberg, Boris., Abbott, Sarah., Marino, Michael R., Aksoy, Metin (2021). Compensation packages that actually drive performance, Harvard Business Review
Link: <https://hbr.org/2021/01/compensation-packages-that-actually-drive-performance>

Case Studies:

- Bisht, Nidhi S.(2021). British Broadcasting Corporation: Under Fire for Gender Pay Inequality, W20676-PDF-ENG.Ivey Publishing.
- Mulla, Zubin R., Patil, Sushil., Dubey, Mansi., Kaur, Jasleen (2017). Bharat Petroleum: Long-Term Wage Settlement, W17585-PDF-ENG. Ivey Publishing.

Videos

- Compensation Management Lifecycle
Link: <https://www.youtube.com/watch?v=dYP17zVRyjQ>
- Compensation Trends & Strategies
Link: <https://www.youtube.com/watch?v=axhB1ZNH1Bs>
- International Compensation Management
Link: https://www.youtube.com/watch?v=V1E_sr4klq0

Podcast:

- Can we automate our way to better decision making?
Link: <https://www.hbs.edu/managing-the-future-of-work/podcast/Pages/default.aspx>

Catalogue prepared by	Prof Suresh C
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: OBH5112	Course Title: Organizational Design and Development Type of Course: Type of Course: Specialization Track Core Theory Only		L-T- P- C	3	1	04
Version No.	2.0					
Course Pre-requisites	Completion of core subject in Human Resource Management and basics of Management					
Anti-requisites	NIL					
Course Description	This course introduces students to the change interventions used to improve organizational effectiveness. It focuses on the philosophy, history, and evolving approaches associated with organizational change and development, with special focus on initiating and managing change. The course introduces the methods used to identify development needs, understand the underlying causes for these problems, and collect information and data about the causes or problems, and present diagnostic results. In this course, students will examine theories and applications associated with organizational development and change with specific focus on improving organizational effectiveness. The concepts include managing the challenges of planned and unplanned, changing organizational cultures with an understanding of ethical and value considerations, role of the organizational development practitioner, processes associated with organizational change, employee empowerment, developing high performance teams and systems, learning organizations, organizational transformation and an exploration of the trends and future of organizations					
Course Objective:	The course is designed to enhance the students' skill development with respect to change management and organizational development practices in organizations; to strengthen the students' employability skills as HR Professionals in the industry through experiential learning.					
Course Outcomes	On completion of this course, the student will be able to: • Interpret the key concepts, models, and forces driving organizational change, analyze the operational, psychological, and social impacts of change, recognize sources of resistance, and develop practical strategies to effectively lead and sustain change initiatives within diverse organizational contexts. [Comprehension] • Apply key concepts and models of Organizational Development—including diagnosis processes, practitioner-client relationships, and process interventions—to design and implement effective OD strategies that address organizational challenges and enhance performance. [Apply] • Choose key organizational development intervention strategies—including personal, interpersonal, team, and intergroup interventions—to design and implement effective change initiatives that enhance collaboration, resolve conflicts, and improve overall organizational performance. [Apply] • Analyze system-wide organizational interventions, including survey research and feedback mechanisms, learning organization principles, and strategic transformation processes, to critically evaluate the roles of culture, power, politics, and ethics in driving organizational change and prepare for future trends in organizational development. [Analyze]					
Module 1	Organizational Development: Processes & Diagnosis	Assignment (Participative Learning)	Assignment (Experiential Learning)	1	4	se ss

				io ns
Topics: Organizational Design – Determinants – Components – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment. Organizational Change: An Introduction, Importance & imperative of change, forces of change, Types of change, types of planned and unplanned change, Models of change (Lewin's 3 phase, Positive Model). The challenge of change, Change and its impact: operational effect, psychological effect, social effect; people reactions to change. Changing the organizational culture - Resistance to change: lifecycle to resistance to change, resistance model of change, driving forces and restraining forces blocking change, overcoming and minimizing resistance to change.				
Module 2	Organizational Development	Assignment	Assignment (Experiential Learning)	1 4 S es si o ns
Topics: Organizational development: An introduction, concept, characteristics, Need, Evolution of OD, OD Assumptions & Values. OD Models: 5 stage model of OD, Action Research model of OD & its features, Appreciative Inquiry model OD practitioners, Role and style of OD practitioners, Formation of Practitioner and client relationship, relationship modes and issues in relationship Diagnosis : process, models (analytical model, the emergent-group behavior model, the sociotechnical-systems model and the forcefield analysis model) and skills required; methods of obtaining diagnosis information Process Intervention Skills: Process interventions, Group process, types of process interventions, Results of process interventions				
Module 3	OD Interventions & Team Development Interventions	Assignment	(Participative Learning)	1 6 S es si o ns
Topics: OD Interventions: Definitions, Strategies for OD Intervention: Basic Strategies to change, integration of change strategies, stream analysis, selecting OD interventions, Major OD intervention techniques. OD personal & Interpersonal Interventions: Empowering the individuals and employees, Laboratory learning, Interpersonal styles, Career Life Planning Interventions Team development Interventions: Organizing around teams, need for team development, team development process, outdoor experiential laboratory training, role negotiation, role analysis Intergroup Development & work team development interventions: Changing relationships, collaboration and conflict, Intergroup problems, managing conflicts of various levels, Continuous improvement process, Job design, TQM –eight pillars of TQM and Self- Managed Work Teams				

Module 4	High Performing Teams & Learning Organizations, Organizational Transformation and Strategic Management	Assignment (Self Learning)	Case Study	16 Sessions
Topics: High Performing Teams and Learning Organizations: system-wide interventions, Survey Research and feedback, Learning organizations, Reengineering, System-4 management, High performing systems, Grid-OD program, Third wave Organizations OD. Organizational Transformation and Strategic Management: strategy and transformation, Organizational transformation, role of culture, strategic change management, changing the culture Power, politics and ethics in OD OD for Future: Organizations for the future, monitoring and stabilizing action programs, emerging issues and values, future trends in OD				
Targeted Application & Tools that can be used: Exposure to change interventions and methods in organizational development & change.				
Project work/Assignment: Assignment-1(Self Learning): Organizational Change Initiative Analysis. - Select a real or hypothetical organization undergoing a change initiative. Analyze the change process by identifying the types and forces of change involved, evaluating the models of change applied (e.g., Lewin's Change Model, Action Research), and assessing the operational, psychological, and social impacts on employees. Critically examine sources of resistance to change within the organization using resistance models and force field analysis, and propose evidence-based strategies to overcome resistance and facilitate successful change implementation. Support your analysis with relevant organizational theories and practical examples.) - Analyze the organizational context and identify key challenges or issues that necessitate the OD intervention. - Critically evaluate the OD intervention(s) chosen (e.g., coaching, team development, leadership development, cultural change initiatives). Note: Word limit: 1500-2000 words - Use relevant OD theories, models, and frameworks to support your analysis. - Include real-life examples or case studies where applicable. - Properly cite all sources using a recognized academic referencing style. Assignment-2 (Self Learning) Analysis of High-Performing Teams and System-Wide Interventions. - Select an organization (real or hypothetical) and analyze how high-performing teams are developed and sustained within it. Your analysis should include: - Identification of key characteristics of high-performing teams in the organization (e.g., clear goals, mutual trust, communication, shared leadership). - Evaluation of system-wide interventions such as survey research, feedback mechanisms, and reengineering efforts that support team performance and learning organization principles. - Analysis of how the organization applies models like System-4 management or Grid-OD to foster high-performing systems. - Critical examination of challenges faced in building and maintaining these teams, including cultural and structural barriers.				

- Recommendations for enhancing team effectiveness and embedding continuous learning and improvement in the organizational culture.

Note:

A well-structured report of 1500-1800 words, supported by relevant theories, models, and examples.

Web Resources:

- **NPTEL Course: Organization Development and Change in the 21st Century**
 - **Description:** A comprehensive course offered by the National Programme on Technology Enhanced Learning (NPTEL), covering topics such as management of change, organizational development interventions, and organizational culture. [NPTEL Archive](#)
 - **Access:** [NPTEL Course](#) [NPTEL Archive](#)
- **Coursera Article: What Is Organizational Development?**
 - **Description:** An informative article by Coursera that outlines the importance of organizational development, its processes, and when to implement it within an organization. [Coursera](#)
 - **Access:** [Coursera Article](#) [Coursera](#)
- **USC Center for Effective Organizations: Organizational Design Resources**
 - **Description:** A collection of webinars, videos, and TED Talks curated by the USC Center for Effective Organizations, focusing on topics like agility, digital transformation, and organizational design.
 - **Access:** [USC CEO Resources](#) [USC Center for Effective Organizations](#)

Sample Data Set: NA

Text Book

T1: Cummings, T.G., & Worley, C. G. Organization Development & Change. Cengage Learning.

References

R 1: Priyadarshini, R.G. Organizational Change and Development. Cengage Learning.

R2: Brown, D. R. An Experiential Approach to Organizational Development. Pearson.

(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.)

Research Articles in Journals

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

1. Legarda, I., Iriarte, I., Hoveskog, M., & Justel-Lozano, D. (2021). A model for measuring and managing the impact of design on the organization: Insights from four companies. *Sustainability*, 13(22), 12580. <https://doi.org/10.3390/su132212580>(MDPI)
2. Mikalsen, M., Moe, N. B., Wong, S. I., & Stray, V. (2021). Agile information system development organizations transforming to large-scale collaboration. *arXiv preprint arXiv:2111.06193*. <https://arxiv.org/abs/2111.06193>(arXiv)
3. Ala, M., Amah, E., & Amah, C. (2024). Organization design and organizational sustainability: Theoretical perspective. *African Journal of Business and Economic Development*, 4(5), 15–24. <https://www.openjournals.ijaar.org/index.php/ajbed/article/view/578>(openjournals.ijaar.org)
4. Yang, Y., Secchi, D., & Homberg, F. (2022). Organizational structure and organizational learning: The moderating role of organizational defensive routines. *Science and Public Policy*, 49(1), 1–15. <https://doi.org/10.1177/03063070211038922>(SAGE Journals)

5. Awad, J. A. R., & Martín-Rojas, R. (2024). Digital transformation influence on organisational resilience through organisational learning and innovation. *Journal of Innovation and Entrepreneurship*, 13, 69. <https://doi.org/10.1186/s13731-024-00405-4>(SpringerOpen)
6. Birken, S. A., Wagi, C. R., Peluso, A. G., Kegler, M. C., Baloh, J., Adsul, P., ... & Ko, L. K. (2023). Toward a more comprehensive understanding of organizational influences on implementation: The organization theory for implementation science framework. *Frontiers in Health Services*, 3, 1142598.

Video reference links:

Module-1

<https://www.youtube.com/watch?v=dzc8wPx33S8>

<https://www.youtube.com/watch?v=NCla0eQw3mc>

Module-2

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

Module-3

<http://www.mcs.gov.kh/wp-content/uploads/2017/07/Organization-Development-and-Change.pdf>

Module-4

https://www.youtube.com/watch?v=4EvkGX_Ir1A

Harvard Business Review case study

1. Chasserio, S., & Botte, S. (2020). Transforming corporate headquarters: A case study of a collaborative journey. *Journal of Organization Design*, 9(1), 9.

<https://doi.org/10.1186/s41469-020-00071-2>(SpringerLink, ResearchGate)

2. Åhlström, P. (2023). Understanding the role of organizational design in fostering long-term dynamic capabilities: A longitudinal case study. *International Journal of Organizational Analysis*.

<https://doi.org/10.1108/IJOA-07-2023-3861>(Emerald)

3. Basheer Abu Khch, H., Aghasi, S., Davoodi, S. M. R., & Amanah, A. A. (2024). Designing an innovative organization model for state-owned enterprises (Case study: Iraq). *International Journal of Innovation Management and Organizational Behavior*, 4(4), 45–53.

<https://doi.org/10.61838/kman.ijimob.4.4.6>(journals.kmanpub.com, ResearchGate)

Catalogue prepared by	Dr. R Lathangi
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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TRACK ELECTIVE- HUMAN RESOURCES MANAGEMENT

Course Code:		L	T	P	C

OBH5113	Course Title: Team Building and Interpersonal Dynamics Type of Course: Specialization Track Elective	2	1	0	3
Version No.	2.0				
Course Pre-requisites	OBH4112 – people Performance & HR Strategy				
Anti-requisites	Nil				
Course Description	This course explores the principles of team building and interpersonal dynamics in organizational contexts. It covers distinctions between groups and teams, team development models, and the impact of personality, cognition, and emotional intelligence on team performance. Students will study leadership theories, communication strategies, and conflict resolution techniques, drawing from psychology and neuroscience. Practical applications include diagnosing team challenges, managing power and influence, and leading diverse and virtual teams. Through assignments, case studies, research, and a mini project, students will develop the skills needed to enhance team effectiveness, interpersonal awareness, and leadership in complex organizational environments.				
Course Objective	Analyze key team development models and personality frameworks to understand team composition and dynamics. (Level 4) Evaluate leadership theories and emotional intelligence concepts to enhance team performance in diverse settings. (Level 5) Apply interpersonal awareness and communication theories to address team conflicts and improve collaboration. (Level 3) Design effective conflict resolution and power management strategies using negotiation and systems thinking models. (Level 6)				
Course OutComes	This course will enhance the organizational Team building and interpersonal dynamic skills of the students through participative & Experiential learning that will be helpful for managing organizations.				
Course Content:	This course provides a comprehensive introduction to team building and interpersonal dynamics in organizational settings. Students will explore the differences between groups and teams, key team development models, and the role of personality, cognition, and emotional intelligence in team effectiveness. Topics include leadership theories, communication strategies, conflict resolution, and human behavior frameworks grounded in psychology and neuroscience. Emphasis is placed on practical applications such as diagnosing team challenges, navigating power and influence, and leading in diverse, virtual environments				
Module 1	Foundations of Team Dynamics and Composition	Assessment 1 – Group Assignment (Survey)	11 Sessions		
Groups vs. Teams: Definitions and distinctions, Team Development Models: Tuckman’s Model, Hackman’s Model of Team Effectiveness, Social Identity Theory (Tajfel & Turner) and team cohesion; Team Composition, Roles, and Personality: Belbin’s Team Roles, MBTI, Big Five Personality Traits, DISC Framework, Team Cognition: Shared Mental Models and Transactive Memory Systems.					
Module 2	Leadership, Emotional Intelligence, and Performance in Teams	Assessment 2 –	10 Sessions		

		Research Article (Individual Assignment)	
Leadership and Emotional Intelligence in Teams: Functional and Path-Goal Leadership, Distributed and Shared Leadership Theories; Emotional Intelligence: Goleman Model, Mayer–Salovey EI Framework, Leadership in Virtual and Cross-cultural Teams; Team Evaluation and Performance Improvement: Input–Mediator–Output–Input (IMOI) Framework, Kirkpatrick’s Training Evaluation Model, Diagnosing team breakdowns using real-world cases.			
Module 3	Foundations of Interpersonal Awareness and Human Behavior	Assessment 3 – Case Analysis	12 Sessions
Foundations of Human Behavior: Systems Theory (Von Bertalanffy), Cybernetics (Norbert Wiener), Cognitive Behavioral Theory (Aaron Beck), Affective Neuroscience: Amygdala, Prefrontal Cortex, Limbic System and Neurobiology of Emotions, Empathy, and Mirror Neurons; Self-Awareness and Personality Models: HEXACO, Johari Window, Self-schema, and Self-concept; Intrapersonal and Interpersonal Communication: Verbal and Non-verbal Communication, Transactional Analysis (PAC Model by Eric Berne).			
Module 4	Interpersonal Dynamics, Power, and Conflict in Groups and Organizations	Assessment 4 – Mini Project (Patent Filing)	12 Sessions
Group Behavior and Systems Thinking: Complex Adaptive Systems in Human Interaction, Social Network Analysis and Sociometry (Moreno); Power, Influence, and Conflict Resolution: French and Raven’s Bases of Power, Thomas-Kilmann Model, Dual Concern Theory, BATNA and Harvard Negotiation Model; Conflict management scenarios and negotiation simulations.			
Targeted Application & Tools that can be used: MBTI, Belbin Roles, Big Five, DISC, Goleman’s EI Model, Johari Window, PAC Model, Kirkpatrick’s Model, BATNA, Harvard Model, Sociometry tools, and platforms like MS Teams, for team collaboration and simulations.			
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course Group Assignment (Survey-Based Study) - Students will design and conduct a team dynamics survey using MBTI, Belbin, or Big Five tools to analyze team roles and personality alignment. - Outcome: Team profile report with insights on team cohesion and performance enhancement. Individual Assignment (Research Article Review) - Students will critically analyze a peer-reviewed research article on emotional intelligence or leadership in virtual teams. - Outcome: A structured review with applications to real-world team scenarios. Case Analysis (Interpersonal Communication & Behavior) - Students will analyze a business case focusing on interpersonal dynamics and apply PAC Model, Johari Window, or Systems Theory. - Outcome: Case report with problem diagnosis and communication improvement plan. Mini Project (Patent Filing / Innovation-Based Simulation)			

○ Students will identify a team-related organizational problem and propose an innovative model/intervention using negotiation and power-influence strategies. ○ Outcome: A concept report or simulation prototype that may lead to patent filing.	
Text Book: Levi, D. (2020). <i>Group Dynamics for Teams</i> (6th ed.). SAGE Publications. Northouse, P. G. (2021). <i>Leadership: Theory and Practice</i> (9th ed.). SAGE Publications.	
References: Robbins, S. P., & Judge, T. A. (2019). <i>Organizational Behavior</i> (18th ed.). Pearson Education. Goleman, D. (2006). <i>Emotional Intelligence: Why It Can Matter More Than IQ</i> . Bantam Books. Salas, E., & Fiore, S. M. (Eds.). (2004). <i>Team Cognition: Understanding the Factors That Drive Process and Performance</i> . APA. Johnson, D. W., & Johnson, F. P. (2013). <i>Joining Together: Group Theory and Group Skills</i> (11th ed.). Pearson. Hackman, J. R. (2002). <i>Leading Teams: Setting the Stage for Great Performances</i> . Harvard Business Press.	
Catalogue prepared by	Dr. N S Nandeesh
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: OBH5114	Course Title: Labour Relations and Employment Laws Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	2.0				
Course Pre-requisites	Since legal documents, statutes, and case laws are often in English, students should be comfortable reading and interpreting formal and legal language.				
Anti-requisites	NIL				
Course Description	This course examines the employment relationship at a time when the world of work has undergone a huge change that has destabilized the binary capital-labour framework within which labour law developed. Factors like globalization, extensive use of technology, revolution in ICT and cultural context changed the meaning and nature of work with concept likes moonlighting, quiet firing and ghosting. It is therefore essential to understand the course from a new perspective where future managers can comprehend the dimensions of the relationship along with various labour legislations governing and regulating this relationship to find optimum and lawful solutions to problems related to work.				

Course Objective	This course is designed to improve the learner's employability skills by using participative learning techniques. Real-life legal cases and business situations will be given in each module so that theoretical knowledge can lead to practical application. Emphasis will be laid on critical thinking and creative analysis of situations related to labour-management dynamics.			
Course Outcomes	On successful completion of the course, the students shall be able to: CO1. Define the concept and state the objectives, types, forms and norms under the different legislations. (Knowledge) CO2. Explain the concepts, principles and issues connected with labour relations, trade unions and employment laws. (Comprehend) CO3. Apply the concepts of Labour Relations and Labour Laws to various industries in India. (Apply) CO4. Develop a greater understanding of Industrial Relations concept and its application in solving various issues in IR (Apply)			
Course Content:				
Module 1	Philosophy of Labour Laws and Background to IR in India		Assessment 1 - Quiz	12 Sessions
Topics: Introduction, concepts and approaches to Social Justice, Labour Laws and Labour Relations. Constitutional Directives and Limitations to Labour Laws. Evolution of IR in India. Changing profile of major stakeholders of IR in India. Management of conflicts in Industry.				
Module 2	Labour Legislations -Regulative, Protective		Assessment 2 – Assignment	12 Sessions
Topics: The Trade Union Act, 1926- Objectives & Scope, Definitions & Registration of Trade Unions, Rights and Duties of Trade Unions. Industrial Disputes Act 1947- Objectives & Scope, Definitions & Provisions related to Lay-Off, Strikes & Lock out, Retrenchment & Closures, Settlement and Disputes. The Factories Act 1948- Objectives & Scope, Definitions of Factory, workers and manufacturing process, provisions related to health, welfare and safety. Industrial Employment Act/ Standing Orders Act, 1946 - Objectives & Scope, Employers Conditions of employment as defined by employers and submission of draft standing orders to certifying Authority for its Certification.				
Module 3	Labour Legislations – Wage & Social Security		Assessment 3 – Case Analysis	12 Sessions
Topics: The Employees Provident Fund & Miscellaneous Provisions Act 1952: Schemes under the act – Employees' provident fund scheme, Employees' pension scheme- 1995, Employees' deposit linked insurance scheme Employees State Insurance Act 1948: Definitions, ESI corporation, standing committee and medical benefit council; contributions; benefits.				

Payment of Wages Act 1936- objectives & scope, rules relating to payment of wages responsibility, wage- period, time, mode, deductions.

Payment of Bonus Act, 1965- Objectives & scope, provisions related to minimum and maximum bonus, mode and time set on and set off.

Payment of Gratuity Act, 1965- Objectives and Scope and Calculation of gratuity payment.

Module 4	Laws for working women & Labour Code 2020: An overview	Assessment 4 – Mini Project	9 sessions

Topics :

The Maternity Benefit Act, 1961 & Amendments 2017 – Introduction, scope, objectives and penal provisions for violation.

The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013 – Background, legal approaches on sexual harassment in different countries, Anti-sexual harassment laws in India, Landmark judgements of the Supreme court.

Labour Code 2020: An overview Code on Wages 2019 ; Social Security Code 2020 ; Occupational Safety, Health and Working Conditions Code 2020

Targeted Application & Tools that can be used: LANDMARK CASES UNDER THE ACT

Project work/Assignment:

- 1.Project** :Students to select a company and conduct an audit of its Labour Laws compliance and make a presentation to a simulated Board Of Directors defending their recommendations with legal reasoning.
2. Article Review
3. Quiz
4. Presentation

Web Resources:

Sample Data Set: NIL

Text Book:

T1: Srivastava S.C., Industrial Relations & Labour Laws, Vikas Publishing House, 8th Edition.

References :

- R 1:** Sinha, P. R.N., Sinha, I. B., & Shekhar, S. P.. *Industrial Relations, Trade Unions and Labor Legislation*. Pearson Publications.
- R 2:** Singh,A.,Kaur,H. *Introduction to Labour & Industrial Laws*, 4th Edition, Lexis Nexis
- R 3:** Singh,B.D. *Industrialand Labour Laws*, Excel Books
- R4** : Ghosh,P. & Nandan,S. *Industrial Relations & Labour Laws*, Mc Graw Hill Education

Catalogue prepared by :

Dr. Nandini Sinha

Recommended by the Board of Studies on

BOS NO: 18th held on 6th June 2025

Date of Approval by the Academic Council

26th Academic Council Meeting held on 25th July 2025

Course Code: OBH5115	Course Title: Global Human Resource Management Type of Course: Specialization Track Elective Theory Only course	L-T-P-C	2	1 0	3
Version No.	1.0				

Course Pre-requisites	OBH4112		
Anti-requisites	NIL		
Course Description	Global Human Resource Management is the management of human resources in a Global context. This course focuses on the HR challenges which affect or influence the success of the entire enterprise, challenge that are often far beyond the scope of the traditional “personnel” function. This course aims to explore the differences between domestic and Global HRM and examines the role of national context as a source of differentiation for the management of individuals within the firm, the nature of recruitment, selection, motivations, rewards, careers, training and development. The course on Global HRM focuses on policies, programs and practices, characteristics of organizational efforts to manage human assets worldwide and will explore the critical impact that these have on the firm’s success.		
Course Out Comes	On successful completion of the course the students shall be able to: CO1: Describe the key concepts in Global Human Resource Management (Remember) CO2: Discuss the Global dimensions of recruitment and selection of human resources (Comprehend) CO3: Explain the factors associated with global training and performance. (Comprehend) CO4: Analyse Global Alliances, Global compensation and International Business Ethics [Analyse]		
Course Objectives	Objective of this course is to enhance Employability Skills in the global area by using Participative Learning Methods.		
Course Content:			
Module 1	Introduction to Global HRM	Assignment	Participative Learning (11 Sessions)
Topics: Defining Global HRM, Difference between Domestic and Global HRM, Strategic view of Global HRM; The organizational context of Standardization and Localization of HRM practices, Factors; The cultural context of Global HRM. The challenges of Global HRM. Global HRM practices in Indian and foreign organizations. (Bloom’s Level- Knowledge)			
Module 2	Sourcing Global Human Resources	Assignment	Class activity (12 Sessions)
Topics: Approaches to staffing, Role of an Expatriate, Non -expatriate and Inpatriates, Recruitment methods using head hunters, Global advertising, e-recruitment, Selection criteria and methods, use of selection tests, interviews for Global selection, Global staffing issues, AI in Global recruitment (Bloom’s Level- Comprehension)			
Module 3	Global Training, Development and Performance Management	Assignment	Case study (12 Sessions)

Topics: Components of Effective Training Programs, Effectiveness of Pre-Departure Training, Developing staff through Global Assignments, Trends in Global Training and Development, Leadership and Management development in Multinational organizations Performance Management: Introduction, Multinational Performance Management, Performance Management of Global Employees, Issues and challenges in Global performance management, Limitations of Global performance management practices, country specific performance management practices. Ai in training and performance management. Case studies in Global performance management practices. (Bloom's Level- Comprehension)			
Module 4	Global HRM in Mergers and Acquisitions, Compensation and International Trends	Assignment	Participative Learning (10 Sessions)
Topics: - Global Alliances, Cross border alliances and SMEs, Global compensation, Key Components, Approaches. Global HRM Trends and Future Challenges, International Business Ethics and HRM, Challenges in an Uncertain world, Compensation Structure and Strategy in Global HRM , The evolving role of the Global HRM function in Multinational enterprises. Technology trends in Global HRM. (Bloom's Level- Analysis)			
Targeted Application & Tools that can be used: This course helps the students to learn the skills to be a good team player as well as team leader and empower them to work with and manage a highly diversified and geographically dispersed global teams. Tools: Resources that employers use to improve team development and collaboration. Employee Engagement Platforms, Brainstorming & Collaboration Team Building, Goal Setting, Virtual Meeting Platforms, Joint Calendars, Paperless Post, Activities, Intentional Encouragement & Google Forms.			
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course: Participative Learning			
Assignment 1- HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China (written submission) Assignment-2 – Group presentation on International HRM practices in various Multinational Enterprises Assignment 3: Case Analysis and presentation on Global HRM issues Assignment 4- Article review			
Text Book T1: Dowling,P., Festing, M., &Engle, A.D.M, International Human Resource Management, Cengage Learning,2024. T2: Aswathappa, International HRM, McGraw Hill publication, 2024, 4th edition			
References R1: Miguel Martinez Lucio, Robert MacKenzie, International Human resource Management, Sage publication,2022, 2nd edition. R2: Tony Edwards, Chris Rees, International Human resource management, 2019,third edition R3: Compton, R.,&Morrissey, B. Effective Recruitment and Selection Practices. CCH Australia Limited			
Catalogue prepared by	Dr. R.Sethumadhavan		

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: OBH5116	Course Title: Strategic Learning and Capability Building Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	OBH4112				
Anti-requisites	Nil				
Course Description	Strategic Learning and Capability Building explores how organizations develop and align learning strategies to build workforce capabilities in a dynamic business environment. The course covers foundations of adult learning, instructional design models, learning ecosystems, and digital tools. It emphasizes competency mapping, future skill development, agile learning cultures, and inclusive design. Learners will gain insights into evaluating training effectiveness using ROI, analytics, and scorecards. Through case studies, projects, and real-world applications, students will develop skills to design impactful learning interventions that drive organizational performance and transformation. This course equips future HR and L&D professionals to lead strategic capability initiatives.				
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using EXPERIENTIAL LEARNING techniques.				
Course Out Comes	CO1: Explain key adult learning theories and their role in L&D. CO2: Apply learning strategies using models and digital tools. CO3: Analyze strategies for capability building and agile learning. CO4: Evaluate learning outcomes using models and analytics.				
Course Content:					
Module 1	Foundations of Strategic Learning		Assessment 1 - Quiz	10 Sessions	
Concepts of learning and development, Learning vs. training , Strategic relevance of L&D in organizations, Adult learning theories: Andragogy, Experiential, Transformational, Learning styles and preferences, Organizational learning maturity models, Role of CLOs and learning leaders.					
Module 2	Designing Learning Strategies and Ecosystems		Assessment 2 – Assignment	12 Sessions	
Learning needs identification (TNA, skill gap analysis), Stakeholder engagement for L&D planning, Competency-based learning system design, Instructional design models: ADDIE, SAM, Bloom’s Taxonomy, Digital learning: e-learning, blended, microlearning, Learning platforms: LMS, LXP, AI tools, Gamification, AR/VR, and immersive learning					

Module 3	Building Organizational Capability	Assessment 3 – Case Analysis	11 Sessions
Capability vs. competence, Workforce capability mapping, Future skills and digital reskilling, Agile learning cultures & learning organizations, Leadership and talent development models, Coaching, mentoring, and peer-led training, Inclusive and accessible learning design.			
Module 4	Evaluation, Impact, and Capstone	Assessment 4 – Capstone Project	12 Sessions
Kirkpatrick's evaluation model, ROI and ROE of training, Learning analytics, scorecards, and dashboards, Predictive analytics and benchmarking, Continuous learning and upskilling programs • Capstone Project: Real-world L&D intervention • Learning impact case report • Peer review and reflection			
Targeted Application & Tools that can be used: Tableau Public, Canva, Kahoot, Quizlet, MindMeister, EdPuzzle, Wolfram Alpha, Prezi, Otter.ai			
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course Assignment 1: Develop a comprehensive learning strategy for a hypothetical organization, incorporating TNA, instructional design models, and digital learning tools. Assignment 2: Case Analysis of a real-world organization's approach to building workforce capability and fostering an agile learning culture. Assignment 3: Capstone Project involving the design, implementation, and evaluation of a strategic L&D intervention, including ROI analysis and learning impact report. Assignment 4 : Article Review			
Web Resources: 1. Harvard Business Review (HBR) - Learning & Development https://hbr.org/topic/learning-development Articles on strategic L&D, leadership development, and organizational learning. 2. ATD (Association for Talent Development) https://www.td.org/ Industry research, toolkits, and case studies on learning strategies and capability building. 3. eLearning Industry https://elearningindustry.com/ Resources on instructional design, digital learning, LMS, and emerging tech like AR/VR. 4. Kirkpatrick Partners https://www.kirkpatrickpartners.com/ Frameworks and tools for training evaluation and impact measurement. 5. MindTools - Learning and Development https://www.mindtools.com/pages/main/newMN_LDR.htm Practical guides on adult learning theories, coaching, and skill development. 6. Learning Solutions Magazine https://learningsolutionsmag.com/ Insights on instructional design, gamification, and digital learning trends. 7. LinkedIn Learning Blog https://learning.linkedin.com/resources/blog Tips and trends in workforce learning and capability development. 8. McKinsey & Company - Capability Building https://www.mckinsey.com/business-functions/organization/our-insights/capability-building Research and insights on organizational capability and agile learning cultures.			

9. OpenLearn - The Open University
<https://www.open.edu/openlearn/education-development/learning-teaching>
Free courses and articles on adult learning and instructional design.
10. Gartner Research on Learning Technologies
<https://www.gartner.com/en/insights/learning-technology>
Latest trends and market research on LMS, LXP, and digital learning tools.

Sample Data Set:

1. Kaggle

Website: <https://www.kaggle.com>

Search terms: “employee training,” “learning and development,” “workforce skills,” “HR analytics”

Kaggle hosts various public datasets related to employee performance, skill assessments, and training impact which can be adapted for your syllabus.

2. UCI Machine Learning Repository

Website: <https://archive.ics.uci.edu/ml/index.php>

Look for datasets under categories like “Human Resources,” “Social Science,” or “Education.”

Example: “Employee Attrition” dataset can be useful for workforce capability analysis.

3. Data.gov (India’s Open Data Portal)

Website: <https://data.gov.in/>

Search for “skill development,” “training programs,” “employment,” “education statistics”

Indian government datasets on workforce skills, training programs, and education statistics that support regional or organizational learning studies.

4. Harvard Dataverse

Website: <https://dataverse.harvard.edu/>

Search for education and workforce-related datasets shared by academic researchers globally.

Can find surveys and impact evaluation data on adult learning and training.

5. OECD Data Portal

Website: <https://data.oecd.org/>

Includes international datasets on education, skills development, and training outcomes that provide broader context for strategic learning.

6. LinkedIn Economic Graph

Website: <https://economicgraph.linkedin.com/data-insights>

Provides aggregated data insights on workforce skills and learning trends, useful for capability mapping and future skill needs.

7. Company Annual Reports / CSR Reports

Large companies often publish learning and development impact metrics in their reports, which can be compiled for case studies or secondary data analysis.

Text Book

- Berkley, R. A., & Kaplan, D. M. (2020). Strategic Training and Development. SAGE Publications.
- Thompson, A. A., Peteraf, M. A., Gamble, J. E., & Strickland, A. J. (2022). Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases. McGraw-Hill Education.

References

Reference Books:

- Armstrong, M., & Taylor, S. (2023). Armstrong's handbook of strategic human resource management (7th ed.). Kogan Page.
➤ Focus: Strategic L&D, capability development, HR alignment.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). Human resource management: Gaining a competitive advantage (12th ed.). McGraw-Hill Education.
➤ Focus: Learning systems, training evaluation, strategic HRD.

- Carter, L., Ulrich, D., & Goldsmith, M. (2021). *The new learning development: Unleashing human capability through organizational learning*. McGraw-Hill.
► Focus: Organizational learning, CLO leadership, agile L&D.
- Werner, J. M. (2022). *Human resource development: Talent development* (8th ed.). Cengage Learning.
► Focus: TNA, instructional design, training ROI, mentoring.
- Phillips, J. J., & Ray, R. (2021). *The business case for learning: Using design thinking to deliver business results and increase the investment in talent development* (2nd ed.). ATD Press.

Research Articles

1. Malik, A. (2022). Strategic learning and development. In S. W. Sun & A. Malik (Eds.), *Strategic Human Resource Management and Employment Relations* (pp. 103–114). Springer. https://doi.org/10.1007/978-981-16-8048-4_8
2. Teixeira, C., & Correia, A. (2024). Building strategic human capabilities that drive performance. *The International Journal of Human Resource Management*, 35(2), 301–321. <https://doi.org/10.1080/09585192.2024.2408026>
3. Crupi, A., & Di Minin, A. (2023). How important are strategic learning capabilities during COVID-19? A model for innovation ambidexterity. *The Journal of Technology Transfer*, 48(1), 103–127. <https://doi.org/10.1007/s10961-022-09930-z>
4. Jain, R., & Singh, A. (2024). The relationship of strategic learning to strategic innovation: An analytical review. *International Journal of Innovation Management*, 28(1), 2401001. <https://doi.org/10.1142/S1363919624010012>
5. Khosrow-Pour, M. (2021). Building an integrated conceptual model of competitive learning capability: A strategic management perspective. *International Journal of Strategic Management and Decision Support Systems in Strategic Management*, 22(1), 33–48. <https://doi.org/10.4018/IJSMDS.2021010103>
6. Jagtap, S., & Rahimifard, S. (2023). Capability building for digital transformation through design thinking. *Technological Forecasting and Social Change*, 191, 122548. <https://doi.org/10.1016/j.techfore.2023.122548>
7. Eze, S. C., Chinedu-Eze, V. C., & Bello, A. O. (2023). Enhancing capability for continuous organizational improvement: A learning analytics perspective. *BMJ Open Quality*, 12(1), e002245. <https://doi.org/10.1136/bmjoq-2023-002245>
8. Wang, Y., & Lin, H. (2024). Artificial intelligence and strategic decision-making: A capability-building approach. *AI & Society*. <https://doi.org/10.1007/s00146-024-01659-x>
9. Müller, R., & Klein, G. (2021). The co-evolutionary relationship between digitalization and organizational agility. *Information Systems Research*, 32(4), 1285–1305. <https://doi.org/10.1287/isre.2021.1030>
10. Ferraris, A., & Bresciani, S. (2021). Insights on conditions for Industry 4.0 adoption: An empirical investigation. *International Journal of Operations & Production Management*, 41(5), 711–737. <https://doi.org/10.1108/IJOPM-07-2021-0428>

Case Studies

1. Goins, M. L. (2025). *Army University Telework: A Case Study in Organizational Learning*. Journal of Military Learning, February 2025.
Link: <https://www.armyupress.army.mil/Journals/Journal-of-Military-Learning/Journal-of-Military-Learning-Archives/JML-Feb-2025/Army-University-Telework/>
2. Sanni-Anibire, M. O., Aigbavboa, C. O., & Thwala, W. D. (2023). Organizational learning role in construction organizations' resilience during COVID-19: A case study. *Sustainability*, 15(2), 1082.
<https://doi.org/10.3390/su15021082>
Link: <https://www.mdpi.com/2071-1050/15/2/1082>
3. Ågerfalk, P. J., Conboy, K., & Fitzgerald, B. (2021). Agile information system development organizations transforming to large-scale collaboration: A COVID-19 case study. *arXiv*

<i>Preprint</i>, arXiv:2111.06193. Link: https://arxiv.org/pdf/2111.06193	
4. Röcker, C., & Ziefle, M. (2024). Building and development of an organizational competence for digital transformation in SMEs: A case-based approach. <i>arXiv Preprint</i>, arXiv:2406.01615. Link: https://arxiv.org/pdf/2406.01615	
5. Kim, L. (2021). Capability building in catching-up at Hyundai Motor: A case study on absorptive capacity. <i>Organization Science</i>, 9(4), 506–521. https://doi.org/10.1287/orsc.9.4.506 Link: https://pubsonline.informs.org/doi/10.1287/orsc.9.4.506	
Podcasts:	
1. Bersin, J. (Host). (n.d.). The Josh Bersin Company Podcast [Audio podcast]. Josh Bersin Company. https://podcast.joshbersin.com Focuses on learning strategy, workforce capability, and the future of L&D.	
2. James, D. (Host). (n.d.). The Learning & Development Podcast [Audio podcast]. David James Learning. https://www.linkedin.com/learning/instructors/david-james Covers modern L&D practices, digital ecosystems, and strategic learning leadership.	
3. Malamed, C. (Host). (n.d.). The eLearning Coach Podcast [Audio podcast]. The eLearning Coach. https://theelearningcoach.com/podcasts/ Provides insights on instructional design, digital learning, and adult learning theories.	
4. Newman, M. (Host). (n.d.). Learning Uncut [Audio podcast]. Learning Uncut. https://learninguncut.global/podcast/ Shares real-world case studies, learning strategy, and innovations in capability building.	
5. Storch, A. (Host). (n.d.). The Talent Development Hot Seat [Audio podcast]. Andy Storch. https://www.andystorch.com/podcast Discusses leadership development, coaching, mentoring, and L&D ROI.	
Catalogue prepared by	Dr. Anni Arnav, Associate Professor, Presidency School of Management, Presidency University
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: OBH5117	Course Title: Negotiation and Conflict Management Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	2.0				
Course Pre-requisites	The prerequisites for pursuing a course on negotiation and conflict management are as follows: - Basic understanding of business communication and interpersonal skills. - Familiarity with organizational behaviour concepts (recommended but not mandatory).				
Anti-requisites	Nil				

Course Description	This course provides an insight into the art and science of negotiation, helps you understand what makes a negotiation successful, how to turn conflicts into opportunities, and how to communicate effectively even in the most challenging situations. Through case studies, role-playing exercises, and real-world applications, the course aims to sharpen the student's ability to persuade, collaborate, and resolve conflicts constructively. By the end of the course, the students will be better at understanding people, managing relationships, and making smarter decisions in personal and professional settings.		
Course Objective	This course is designed for skill development of the learner by using participative learning and problem-solving techniques. Besides, the objectives of the course are to introduce students to the fundamentals of negotiation and conflict dynamics in business settings. • To equip students with psychological insights necessary for successful negotiation. • To explore conflict resolution styles, mediation techniques, and their application in real-world scenarios. • To develop students' practical negotiation skills through simulations, role plays, and case analyses.		
Course Outcome	At the end of the course, the student will be able to: CO1: Explain the theoretical frameworks of negotiation and conflict management (Understand). CO2: Analyze negotiation scenarios and identify effective strategies (Analyze). CO3: Analyze the psychological tactics and cognitive biases that influence negotiation decisions (Analyze) CO4: Demonstrate negotiation techniques and resolve conflicts through simulations (Apply/Create).		
Course Content:			
Module 1	Foundations of Negotiation and Conflict	Assessment 1 - Quiz	Understand 15 Sessions
Definition and types of negotiation, Distributive vs. integrative bargaining, Key elements: BATNA, ZOPA, Reservation Price, Conflict: definitions, causes, and types, the role of emotions and perceptions in conflict Activities: Case lets on distributive bargaining, reflection journal on personal negotiation style.			
Module 2	Negotiation Planning and Strategy	Assessment 2 – Case study Analysis	Analyse 10 Sessions
Preparation and strategy formulation, Multi-party negotiations. Cross-cultural negotiation challenges, Use of power and influence, Ethical considerations in negotiation Activities: Simulation exercises, cross-cultural negotiation case study analysis.			
Module 3	Advanced Negotiation Tactics and Reflection		Analyse 10 Sessions

		Assessment 3 – Group Presentation	
Psychological tactics and cognitive biases, Emotions in negotiation, Gender, diversity, and communication in negotiation, and evaluating negotiation outcomes.			
Module 4	Conflict Resolution Approaches	Assessment 4 – Role Plays on mediation, negotiation styles	Apply/Create 10 Sessions
Conflict resolution styles: Avoiding, Accommodating, Competing, Collaborating, Compromising, Mediation, arbitration, and alternative dispute resolution (ADR), Workplace conflict and leadership response, Negotiation in team settings Activities: Role-play on mediation, conflict style self-assessment			
Tools & Applications that can be used: • Harvard Program on Negotiation (PON) Simulations For caselets and distributive bargaining practice https://www.pon.harvard.edu/shop/ • Negotiation360 App (by Michael Wheeler) Self-assessment of negotiation style and preparation [Available on iOS and Android] • Miro / MURAL For visually mapping out BATNA, ZOPA, and reservation prices in group discussions			
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course			
Text Book Lewicki, R. J., Saunders, D. M., & Barry, B. (2024). <i>Negotiation</i> (9th ed.). McGraw-Hill Education. Menkel-Meadow, C. J., Schneider, A. K., & Love, L. P. (2020). <i>Negotiation: Processes for problem solving</i> (3rd ed.). Aspen Publishing. Bromwich, R., & Harrison, T. (2019). <i>Negotiation and conflict resolution in criminal practice: A handbook</i>. Canadian Scholars Press. Fisher, R., Ury, W., & Patton, B. (2011). <i>Getting to yes: Negotiating agreement without giving in</i> (Rev. ed.). Penguin Books.			
References Menkel-Meadow, C., Schneider, A. K., Love, L. P., & Sternlight, J. R. (2020). <i>Negotiation: Processes for problem solving</i> (3rd ed.). Aspen Publishing. Bryant, M. (2023). <i>Conflict resolution and negotiation skills: Building stronger relationships through effective conflict management</i>. Independently published. (Note: "Independently published" used if no formal publisher is listed) Frydinger, D., Vitasek, K., Bergman, J., & Cummins, T. (2021). <i>Contracting in the new economy: Using relational contracts to boost trust and collaboration in strategic business relationships</i>. Palgrave Macmillan. Author unknown. (2022). <i>Conflict management: A practical guide to developing negotiation strategies</i>. Independently published. (Note: No author listed; "Author unknown" used per APA guidelines if truly anonymous)			

Watson, N. T. (2021). Conflict management and dialogue in higher education (3rd ed.). Information Age Publishing. Hasan, M. (2023). Win every argument: The art of debating, persuading, and public speaking. Henry Holt and Co. Reichenbach, R., & Pineda de Reichenbach, S. (2021). Conflict, negotiation and perspective taking. Springer.	
Catalogue prepared by	Dr. SHALINI ACHARYA
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: OBH5118	Course Title: Talent Strategy and Workforce Planning Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	2.0				
Course Pre-requisites	OBH4112				
Anti-requisites	Nil				
Course Description	Talent strategy and workforce planning course will help students to understand, recruit and develop a workforce that is productive and likely to stay with their organizations long term. When implemented strategically, these processes helps in improving overall performance of the business and ensure that it remains competitive. Students would be able to comprehend how to attract and retain talent which is a big challenge ahead of HR professionals. This course would lead to explore the competition and quality of the workforce which enforce the companies to revisit their talent acquisition practices. Organizations face challenges in expanding their global footprint and it requires that as partners, HR professionals should help organizations to tackle this challenge. Through accessing the local talent and nurturing them to meet the global standards, these challenges can be addressed. Through this process, organizations realize that to gain competitive advantage, building and managing talent pools are of paramount importance. This course deals with the set of procedures, systems and processes that translate the organizational talent creed and strategy into a diagnostic and implementation program for investing in employees who exemplify the culture that will achieve organizational excellence.				
Course Objective	This course is designed for SKILL DEVELOPMENT of the learner by using PARTICIPATIVE LEARNING techniques.				
Course Out Comes	On completion of this course, the student will be able to: 1. Understand the strategic role of talent management in organizations. [Understand] 2. Build and execute a talent acquisition strategy aligned with organizational goals and improvement of engagement. [Apply] 3. Create strategic L&D programs to build a learning organization. [Create] 4. Develop global talent effectively with ethical considerations. [Create]				
Course Content:					

Module 1	Introduction to Talent Management	Assignment (Self Learning)	Literature Analysis	12 Sessions
Meaning and concept of Talent Management, Need and Scope of Talent Management, Talent management vs. HR management, Key Processes of Talent Management, Source of Talent Management, Strategic importance of Talent Management in modern business, Building Blocks of Effective Talent Management System, Talent management frameworks.				
Module 2	Talent Planning, Onboarding and Acquisition	Assignment (Participative Learning)	Case Study	12 Sessions
Talent Planning and steps in strategic Talent Planning; Workforce planning cycle, Environmental scanning and labour market analysis. Employee lifecycle mapping, Onboarding best practices, Succession Planning Program; Talent Acquisition: Strategic Trends in Talent Acquisition, Talent Engagement and Retention.				
Module 3	Measuring and Developing talent	Assignment	Data Collection and Analysis	12 Sessions

		e nt		
The role of goal setting and OKRs (Objectives and Key Results), Role of continuous performance feedback for performance management, 360-degree feedback, Performance reviews vs. coaching, GROW Model of coaching, Upskilling and Reskilling for development, Leadership development programs.				
Module 4	Global Perspectives and Talent Analytics	A ss ig n m e nt (E x p er ie nt ia l L e ar ni ng)	Mini Project	09 Sessions
Managing talent across borders, Cultural intelligence (CQ), The Importance of CQ, Metrics and KPIs for talent management, HR Analytics for Talent Management Processes, Big Data and Predictive Analytics in Talent Management.				
Targeted Application & Tools that can be used: HRIS (awareness of SAP Success Factors, Workday), LinkedIn Talent Insights, Awareness of Competency Mapping Tools (Korn Ferry, SHL)				
Project work/Assignment: Assignment -1- Articles Review- The students should find and choose 2/3 research papers related to Talent Management and Acquisition from PU Online library e-resources, analyse and submit reviews. Screen shot of using PU library should be there in the assignment. (Self-Learning) Assignment -2- Students will suggest specific strategies to measure and develop L&D programs for talent management. Assignment -3-Mini Project work/Assignment: - Develop an Integrated Talent Strategy for a mid-sized organization, including a workforce plan, sourcing strategy, development roadmap, and succession plan. Or - Design a full-cycle talent strategy for a startup or restructure a performance management system for a legacy company				
Assignment – 4 - Quiz				
Web Resources: https://presiuniv.knimbus.com/user#/home				

- Anand, P. (2011), "Talent development and strategy at telecom major Bharti Airtel", Strategic HR Review, Vol. 10 No. 6, pp. 25-30. Link: <https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/14754391111172797/full/html>
- Minna, Zhang(2020). Research on DHR talent training strategy of human resource management specialty under the background of big data [J]. Modern marketing (Business Edition), (11): 10-11
- Gateau, T. and Simon, L.(2016). Clown scouting and casting at the Cirque du Soleil: designing boundary practices for talent development and knowledge creation. International Journal of Innovation Management, 20, 04
- Parsons, J. (2017). Improved Productivity Requires New Mind-Set. ENR: Engineering News-Record, 278(5), 22–23. Link: <https://web.p.ebscohost.com/ehost/detail/detail?vid=18&sid=954f0526-3312-4742-b34a-1ee127cdcc2f%40redis&bdata=JnNpdGU9ZWZWhvc3QtbGl2ZQ%3d%3d#AN=121205107&db=ih>
- Liu D, Darbandi M.(2022). Assessing the impact of cloud-based services on the talent management of employees. Kybernetes.51(6):2127-2155 Link: <https://web.p.ebscohost.com/ehost/detail/detail?vid=23&sid=954f0526-3312-4742-b34a-1ee127cdcc2f%40redis&bdata=JnNpdGU9ZWZWhvc3QtbGl2ZQ%3d%3d#AN=156948690&db=ih>

HBR Digital Articles:

- Intagliata, James.,Sturman, Jennifer. & Kincaid, Stephen (2022). How to Spot — and Develop — High-Potential Talent in Your Organization, Harvard Business Review. Link:<https://hbr.org/2022/05/how-to-spot-and-develop-high-potential-talent-in-your-organization>
- Chambers, Brad (2022). Is Your Hiring Process Costing You Talent? Harvard Business Review. Link: <https://hbr.org/2022/06/is-your-hiring-process-costing-you-talent>
- Jessica Kim Schmid, Roshni Raveendhran (2022). Where AI Can - and Can't - Help Talent Management Link:<https://hbsp.harvard.edu/product/H079DV-PDF-ENG?Ntt=talent%20management>
- Jonathan Frick, KC George, Julie Coffman (2021). How to Attract Top Tech Talent Link: <https://hbsp.harvard.edu/product/H079DV-PDF-ENG?Ntt=talent%20management>

Case Studies:

- C Dutta, Debolina & Majumdar, Bishakha (2019). iimjobs.com: Integrated Analytics for Talent Management?, W19269-PDF-ENG.Harvard Business Publishing.
- Wocke, Albert & Pearson, Hayley (2020). Air Traffic and Navigation Services SOC Limited: Talent Management, W20787-PDF-ENG.Harvard Business Publishing.
- Mohanbir Sawhney, Varun Poddar, Charlotte Snyder (2022) Tapping into a Digital Brain: AI-Powered Talent Management at Infosys <https://hbsp.harvard.edu/product/KE1222-PDF-ENG?Ntt=talent%20management>
- Varun Elembilassery, Mitali Mathur, Padma SudalaiMAGIS Infotech: Talent Management Concerns <https://hbsp.harvard.edu/product/W25635-PDF-ENG?Ntt=talent%20management>

Videos

- Talent 5.0 - Taking Recruitment Practices to a New Level – Link: <https://www.youtube.com/watch?v=DiaZsat2rwM>
- Accenture's Top Strategy for Managing and Retaining Talent - Link: <https://www.youtube.com/watch?v=mj7q7H7ioME>

- Enhancing An Effective Talent Management Strategy - Link: https://www.youtube.com/watch?v=d806M_U-XSA - Setting out the process of development talent management and succession - Link: https://www.youtube.com/watch?v=heWMVSbsyYc - Leveraging the power of technology for effective performance management system - Link: https://www.youtube.com/watch?v=onW_BTsY_ww Podcast: - Spotify's talent play: distributed, flexible, and diverse - Link: https://www.hbs.edu/managing-the-future-of-work/podcast/Pages/podcast-details.aspx?episode=18444434 - How the Pandemic Changed Talent Management - Link: https://hbr.org/podcast/2021/08/how-the-pandemic-changed-talent-management Sample Data Set: Fictional employee data set with demographics, performance scores, engagement survey results, and turnover rates.	
Text Book T1. Joshi, Gowri & Vohra, Veena (2018). Talent Management, First Edition, Cengage Publications.	
References R1-Ram Charan, Dennis C. Carey (2018) Talent Wins: The New Playbook for Putting People First, Harvard Business Review Press. R2-Eddie Blass (2009). Talent Management Cases and Commentary, R3-. Berger, Lancer (2010). The Talent Management Handbook, Second Edition, Tata McGraw-Hill Education.	
Catalogue prepared by :	Dr. Mohammed Mansoor
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: OBH5119	Course Title: Employee Wellbeing and Workplace Culture Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	2.0				
Course Pre-requisites	The Students should have knowledge of Human Resource Management (HRM) and Organizational Behavior.				
Anti-requisites	Nil				
Course Description	In the present race of life the meaning of work, life and happiness is lost. Through dealing with challenges is an essential part of our life and work-life but certain change in mindset, attitudes and behavior can make a big difference. It is proved that a happy workplace is essential because it directly impacts employee engagement, productivity, and overall business success. Happy employees are more likely to be engaged, creative, and collaborative, leading to increased productivity and innovation. Conversely, unhappy employees can				

	experience lower morale, job satisfaction, and reduced performance, negatively impacting the organization. A positive and supportive culture fosters employee engagement, reduces turnover, and improves collaboration, leading to a happier and more productive workforce This course will help the students to have conceptual knowledge about Happiness, workplace happiness and wellbeing and have exposure to draft policies and practices for the same.			
Course Objective	This course is designed for SKILL DEVELOPMENT of the learner by using PROBLEM SOLVING techniques.			
Course Out Comes	On successful completion of the course the students shall be able to: 1. Illustrate the concepts, evolution and importance of Happiness, Wellbeing in the human life. [Understanding] 2. Relate the concepts of Positive Psychology and Organisational Culture with workplace wellbeing and happiness. [Understanding] 3. Apply how Workplace Happiness and Wellbeing impact human life and organizational performance. [Apply] 4. Develop policies, practices related to workplace happiness and wellbeing. [Create]			
Course Content:				
Module 1	Evolution and Concepts of Happiness	Assignment, Discussions	Class	Assessment 1 – Group Presentation 12 Sessions
The need of Happiness; Benefits of Happiness; Contribution of Buddha, Aristotle; Abraham Maslow, Mihaly Csikszentmihalyi, Martin Seligman; PERMA Model by Martin Seligman; Barriers to Wellbeing/Happiness; gratitude and happiness.[Understanding]				
Module 2	Positive Psychology, organizational culture and Wellbeing	Assignment, Discussions	Class	Assessment 2 – Assignment 12 Sessions
Perspectives of psychology; Positive Psychology and Happiness; the concept of Positive Health; Resilience and happiness; Flow and Happiness; Cultural Differences and happiness; the role of Organizational culture for happy workplace [Understanding]				
Module 3	Workplace Happiness and Wellbeing	Assignment, Discussions	Class	Assessment 3 – Case Analysis 12 Sessions
Concept and factors impacting Workplace Happiness; Workplace Happiness and employees' engagement; The concept of Feel Good Management; Physical and Psychological Wellbeing of				

employees; Strategies for building resilience to workplace stress; Meaningful jobs: role of Job crafting, autonomy and involvement.

Module 4	Policies and Practices for Workplace Happiness and Wellbeing	Assignment, Class Discussions	Assessment 4 – Mini Project	09 Sessions

Analysis of the prevalent policies and practices for workplace Happiness and Wellbeing; Measuring workplace Wellbeing and Happiness; The role of Happiness Labs in the organizations; Understand the role of money in enhancing individual happiness; Designing strategies and modules for employees' Wellbeing and Happiness and for Creating Meaningful Work.

Targeted Application & Tools that can be used:

Fundamental exposure to the qualitative and quantitative surveys techniques in Psychological and Behaviour sciences.

Professionally Used Software: Microsoft excel, Basic awareness of NVivo/ ATLAS.ti

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

Assignment 1 : (Group Presentation) -Happy Relations: Issues and Solutions

Related to Partners/friends/family-members/colleagues/bosses/supervisors/our community (society)

(Group of 4 to Six students can give presentation/discussion/documentary etc. In pear grading, one/two students will take A, other will get B or C grading, D grade means poor and zero marks)

Assignment 2: Keeping in mind Seligman's PERMA model, discuss HR policies and practices that are practiced by organizations to boost Workplace Happiness.

To support your assignment provide names of the organizations, policies and practices opted, their impact, conclusion/discussion and references.

Assignment: 3 (Experiential Learning). To Study organizational strategies to improve Workplace Happiness and Wellbeing and suggest best strategies and practices.

Mini Project: 4 (Participative Learning): Measure your Subjective Wellbeing of group members and suggest measures to improve.

(Students can use Diener and Colleagues' Satisfaction with life scale or any other scale.)

Kindly note:

1. The faculty can choose any 2/3 assignments/project as per one's pedagogy.
2. 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.

Web Resources:

1. Happiness and the pursuit of happiness: A sociocybernetic approach

Error! Hyperlink reference not valid.

2. Introduction: subjective wellbeing and the labour market

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/ijm.2008.01629gaa.001/full/html>

3. Keeping everyone happy: creating a job happiness design scale that incorporates well-being

<https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/HRMID-05-2020-0107/full/html>

4. Happiness is job satisfaction

Error! Hyperlink reference not valid.

- Unlocking the power of employee happiness: what top employees seek from the workplace today https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/SHR-05-2016-0038/full/html - Feel Good Management as valuable tool to shape workplace culture and drive employee happiness https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/SHR-11-2015-0091/full/html - Authentic Happiness https://www.authentic happiness.sas.upenn.edu/learn/prospectivepsych - What is positive health? https://positivehealthresearch.org/about Magazine Articles - Survey: What Employees Want Most from Their Workspaces https://hbr.org/2019/08/survey-what-employees-want-most-from-their-workspaces - Does Work Make You Happy? Evidence from the World Happiness Report https://hbr.org/2017/03/does-work-make-you-happy-evidence-from-the-world-happiness-report 7 Strategies to Improve Your Employees' Health and Well-Being https://hbr.org/2021/10/7-strategies-to-improve-your-employees-health-and-well-being Case Studies: - The Business Case for Workplace Well-Being https://www.psychologytoday.com/us/blog/functioning-flourishing/202206/the-business-case-workplace-well-being - Emmanuel Abokyi et. Al (2021), Buffer Stock Operations and Well-Being: The Case of Smallholder Farmers in Ghana, Journal of Happiness Studies (2022) 23:125–148 https://doi.org/10.1007/s10902-021-00391-4 - Surprising Lessons from 'The Happiness Lab' https://crazygoodturns.org/episodes/laurie-santos-interview/ - The Macroeconomics of Happiness: A Case Study of Bhutan https://econreview.berkeley.edu/the-macroeconomics-of-happiness-a-case-study-of-bhutan/ Sample Data Set: NA Text Book - T1 –Bridget Grenville-Cleave (2016), Psychology Positive-A Practical Guide, ISBN: 978-184831-277-7, Icon Books Ltd. London, www.iconbooks.com. Reference Books: R1-Anand (2018), Happiness at Work: Mindfulness, Analysis and Well-being, ISBN: 9789352808052, SAGE Publications Pvt. Ltd. - R1 – Rajiv Prasad (2011), Happiness at the Workplace: Does it Enhance Performance?, ISBN-10 : 3844331298, LAP LAMBERT Academic Publishing - R3- Pamela A Hays (2014), Creating Wellbeing-Four Steps to a Happy and healthier Life, American Psychological Association, www.apa.org, - R4- Ian Hesketh (2019),Wellbeing at Work: How to Design, Implement and Evaluate an Effective Strategy , Kogan Page; 1st edition, ISBN : 0749480688.	
Catalogue prepared by	Dr. Jagdeep Singh

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: OBH5120	Course Title: HR and Workforce Metrics Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	2.0				
Course Pre-requisites	OBH4112				
Anti-requisites	Nil				
Course Description	This course introduces MBA students to the strategic use of HR and workforce metrics in managing human capital effectively. It focuses on understanding, applying, and analysing key HR metrics related to talent acquisition, performance, engagement, learning, and retention. Students will learn to interpret HR data, develop dashboards, and make data-driven decisions that align with organizational goals. Through a blend of lectures and practical lab sessions, the course emphasizes real-world applications, including case studies and hands-on exercises using tools like Excel and Power BI. By the end, students will be equipped to connect HR strategies with measurable outcomes to drive business performance.				
Course Objective	This course is designed for Skill Development of the learner by using Problem Solving techniques.				
Course Out Comes	CO1: Interpret the role of HR Analytics in enhancing HR functions and explain its contribution to strategic decision-making. (Comprehension – Bloom's Level 2) CO2: Apply key HR metrics and performance indicators to evaluate recruitment efficiency, workforce planning, and the impact of HR practices on organizational strategy and employer brand. (Application – Bloom's Level 3) CO3: Apply HR metrics and statistical techniques to evaluate learning and development outcomes, performance trends, and retention patterns for informed decision-making in talent management. (Application – Bloom's Level 3) CO4: Analyze HR data using principles of effective data visualization to design dashboards that communicate actionable insights through storytelling techniques. (Analysis – Bloom's Level 4)				
Course Content:					
Module 1	Introduction to HR Analytics	Assessment 1 - Quiz		9 Sessions	
Introduction, Importance and significance and benefits of HR Analytics, HR Analytics and changing role of HR managers, Reinforcement of HR strategy factors with HR Analytics, Steps to implement HR Analytics with business goals and strategies.					

Types of Analytics: Descriptive, Diagnostic, Predictive, Prescriptive, Sources of Data, Data Collection and Analysis, HR Analytics framework (LAMP), Understanding types of Variables, Theoretical framework, and Construct.			
Module 2	Workforce Planning and Talent Acquisition Metrics	Assessment 2 – Assignment (Metrics calculator using Excel)	12 Sessions
What are HR metrics? Types and levels (operational vs strategic), Balanced Scorecard and HR metrics alignment, Key concepts: KPI, KRI, leading vs lagging indicators, Role of HR metrics in business decision-making, Strategic workforce planning: capacity, capability, cost, Recruitment metrics: Time to hire, quality of hire, source effectiveness, Staffing Metrics: Accession Rate, Internal cost per hire, External cost per hire, Use of metrics in employer branding and candidate experience: Application Conversion Rate, Time-to-Hire, Drop-off Rate, External Perception Metrics like Glassdoor/Review Ratings			
Module 3	Talent Development & Engagement Metrics	Assessment 3 – Assignment (Case Analysis using metrics)	12 Sessions
L&D Metrics: Training ROI, Payback period, Skills gap analysis, Training Sessions per Employee, Training Effectiveness Score, Learning Participation Rate, Performance Management Metrics: bell curve, performance index, Goal Achievement Rate, Average Performance Rating, High Performer Turnover Rate, Retention Metrics: Employee Turnover Rate, Retention Rate. Measurement, Hypothesis Construction and Testing in HR Analytics by using correlation and regression.			
Module 4	Data Visualization and storytelling with visuals	Assessment 4 – Mini Project (Prepare a dashboard and present in the class using the storytelling method)	12 Sessions
Visualization Fundamentals: Importance of Visualizing HR Data, Principles of Effective Data Visualization (Clarity, Simplicity, Relevance, Consistency), Storytelling with Data in an HR Context, Types of Visuals for HR Metrics: Bar Chart, Line Chart, Pie Chart, Stacked Bar, Dashboards and Scorecards for HR Reporting, HR Dash-boarding: Creating Dashboards for Attrition and Retention Trends, Engagement Scores over Time, Training ROI and Learning Effectiveness, Workforce Demographics and Diversity, Designing KPIs and Data Cards for Decision Support, Interpreting Visual Data: Identifying Patterns and Trends, Drawing Insights for HR Decision-Making, Linking Visuals to Business Questions.			
Targeted Application & Tools that can be used: Excel/Tableau			
Project work/Assignment: 1) Quiz 2) Assignment: Create metrics calculator templates in			

Excel using functions and formulas 3) Case Analysis using Metrics 4) Mini Project: Prepare a Dashboard and present it in the class using storytelling method	
Web Resources: 1) HBR – Talent and HR Analytics https://hbr.org/search?term=hr+analytics 2) HR Open Source (HROS): https://www.hros.co 3) YouTube Channel: HR Analytics Academy, People Matters, Storytelling with Data 4) https://www.emerald.com/insight/0048-3486.htm 5) https://www.emerald.com/insight/1059-5422.htm Sample Data Set: Kaggle – HR Analytics Datasets for Projects https://www.kaggle.com/search?q=hr+analytics	
Textbook: T1: Practical Application of HR Analytics Author: Banerjee P., Pandey J., Gupta M. (2019). Publication: SAGE	
References: 1) Understanding Theories and Applications Author: Dipak Kumar Bhattacharyya Publisher: Sage Publications India, 2024 2) HR analytics in-depth using Excel tools to solve HR analytics at work Author: Tripathi, Subhashini Sharma, Reuben Ray Publication: BPB Publications, 2022 3) HR analytics : connecting data and theory Author: Rama Shankar Yadav, Sunil Maheshwari Publication: New Delhi: Wiley India Pvt. Ltd., 2021 4) Predictive HR Analytics: Mastering the HR Metric Authors: Martin Edwards & Kirsten Edwards Publisher: Kogan Page, 2019 5) The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance Authors: Nigel Guenole, Jonathan Ferrar, Sheri Feinzig Publisher: Pearson, 2017	
Catalogue prepared by	Dr. Farhat Ali Syed
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

SPECIALIZATION TRACK

TRACK CORE - MARKETING MANAGEMENT

	Course Title: Consumer Buying Behaviour	L	T	P	C

Course Code: MKT5111	Type of Course: Specialization Track Core		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	On successful completion of the course the students shall be able to: 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	Assignment	Activity depicting the different types of decision-making process of consumers	15 Sessions		

			applying to live products/services	
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	Assignment	Primary data collection for Assignment	15 Sessions
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 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. 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_adw5b.tmp_.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_HTWlak

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 th June 2025
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th 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	Objective of this course is to develop, understand and appreciate the processes in organizations. The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force management. Since the subject has tremendous application in the 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 marketing functions 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 essential 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 be limited to selling 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.							
Course Outcomes	On successful completion of this course the students shall be able to: 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				
[10 Sessions] [BLOOMS LEVEL: Understand]								

Introduction to Sales - Definition and meaning, objectives, Sales Management, Personal selling and Salesmanship, setting personal selling objectives, determining sales related marketing policies, 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				
Module 2	Sales Planning and Controlling the Sales Effort	Assignment(ex periential learning)	Mock Sales	15 Sessions
[15 Sessions] [BLOOMS LEVEL: Apply] 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				
Module 3	Distribution Management	Assignment (Participative learning)	Project	15 Sessions
[10 Sessions] [BLOOMS LEVEL: Create] 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.				
Module 4	Market logistics and supply chain management	Assignment (Participative learning)	Project	15 Sessions
[10 Sessions] [BLOOMS LEVEL: Analyse] Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, technology in logistics and SCM, channel information systems, distribution management in international markets.				
Targeted Application & Tools that can be used: ▪ FMI Certification in Retail / Food Retail Leader ▪ A certificate course in Retailing from RASCI				
Text Book: T1: Krishna K Havaladar, Vasant M. Cavale, <i>Sales & Distribution Management</i> , Tata McGraw Hill, latest edition. <i>Decisions, Strategies & Cases</i> , Pearson, latest edition T2: Venugopal, P. (2005). <i>Marketing Channel Management: A Customer-Centric Approach</i> . New				

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=DFE5791B4F7D8703324C96079BC3CC1ED0788DDA3664366525CC8E25900D25AA3DBE8E4CC11C9792701999D166CD4C92&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-](https://web-p-ebscohost-com-presiuniv.knimbus.com/ehost/detail/detail?vid=17&sid=25442542-5811-4604-abc-725a660dc5cd%40redis&bdata=JnNpdGU9ZWhvc3QtGl2ZQ%3d%3d#AN=130680366&db=iib)

[presiuniv.knimbus.com/ehost/detail/detail?vid=17&sid=25442542-5811-4604-abc-725a660dc5cd%40redis&bdata=JnNpdGU9ZWhvc3QtGl2ZQ%3d%3d#AN=130680366&db=iib](https://web-p-ebscohost-com-presiuniv.knimbus.com/ehost/detail/detail?vid=17&sid=25442542-5811-4604-abc-725a660dc5cd%40redis&bdata=JnNpdGU9ZWhvc3QtGl2ZQ%3d%3d#AN=130680366&db=iib)

From Selling to Sales management – a development model

[https://www-emerald-com-](https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/eb008105/full/html)

[presiuniv.knimbus.com/insight/content/doi/10.1108/eb008105/full/html](https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/eb008105/full/html)

Megamart – Seasonal demand planning

[https://www-emerald-com-](https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/case.cscmp.2018.000018/full/html)

[presiuniv.knimbus.com/insight/content/doi/10.1108/case.cscmp.2018.000018/full/html](https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/case.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 th June 2025
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th July 2025

TRACK ELECTIVE- MARKETING MANAGEMENT

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	• 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)	10 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 Project (CO4)	11 sessions

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:

- **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)

- 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:

- 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:

- <http://www.adweek.com/brand-marketing/>
- www.exchange4media.com
- www.afaqs.com
- <https://brandequity.economictimes.indiatimes.com>

Case Studies

- 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 th June 2025
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th 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	On successful completion of this course the students shall be able to: 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	INTRO DUCTI ON TO SOCIA L MEDIA MARK ETING		Assessment 1 – Optimise social media page	12 Sessions
Introduction to Social Media Marketing-Variou 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	MANA GING CAMP AIGN USING SOCIA L 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	CONTE NT MARK ETING- CONC EPT AND APPLIC ATION		Assessment 3 – Case Analysis	12 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	9 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 th June 2025			
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th July 2025			

Course Code: MKT5115	Course Title: Services Marketing and Customer Experience Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	2.0				

Course Pre-requisites	MARKETING MANAGEMENT			
Anti-requisites	Nil			
Course Description	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.			
Course Objective	This course is designed to improve the learners' employability skills by using participative learning techniques.			
Course Out Comes	On successful completion of this course the students shall be able to: CO1) Analyze the unique characteristics of services and apply appropriate marketing strategies to address service-specific challenges. CO2) Design and evaluate customer experience frameworks such as service blueprints and customer journey maps. CO3) Apply service quality measurement tools and implement strategies for customer satisfaction, loyalty, and service recovery. CO4) Develop and present integrated service marketing plans that align with organizational goals and enhance customer value.			
Module 1	Introduction to Services Marketing	Classroom Lecture & Participative Learning	C A -1 Q U I Z	11 Sessions
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				
Module 2	Designing and Managing Customer Experience	Classroom Lecture & Participative Learning	A ss e ss m e n t 2 – A ss	11 Sessions

			ig n m e n t	
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				
Module 3	Service Quality, Customer Satisfaction, and Relationship Management	Classro om Lectur e & Partici pative Learni ng	A ss e ss m e n t 3 – C a s e A n a l y s is	11 Ses sion s
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	Classro om Lectur e & Partici pative Learni ng	A ss e ss m e n t 4 – M in i P r oj e ct	12 Ses sion s

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	
Mini Project: To apply service marketing and customer experience concepts by analyzing a real-life service organization.	
Assignment: Assignment 1: Analyze the Service Marketing Mix (7Ps) of a Leading Brand Assignment 2: Class Quiz Assignment 3: Service Failure & Recovery Analysis	
Web Resources: 🔗 Harvard Business Review – Customer Experience Insights https://hbr.org/topic/customer-experience 🔗 McKinsey & Company – Service Operations and Customer Experience https://www.mckinsey.com/capabilities/operations/our-insights/service-operations 🔗 American Marketing Association (AMA) – Services Marketing https://www.ama.org/topics/services-marketing/ 🔗 CX Network https://www.cxnetwork.com/ 🔗 Qualtrics – Customer Experience Blog https://www.qualtrics.com/blog/customer-experience/	
Text Book 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.	
References • R1: 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. • R2: Lovelock, C., Wirtz, J., & Chatterjee, J. (2015). <i>Services marketing: People, technology, strategy</i> (7th ed., South Asian adaptation). Pearson Education. • R3: Fitzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi, S. K. (2014). <i>Service management: Operations, strategy, information technology</i> (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 th June 2025
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Course Code:		L	T	P	C

MKT5117	Course Title: Omni Channel and Modern Retailing Type of Course: Specialization Track Elective	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	CO1Analyze 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 ○ 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	Tech nology and Chan nel Integ ratio n		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
<i>Understanding the Omni channel Customer Journey</i> ○ 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 <i>Personalization and Customer Experience Management</i> ○ 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 <i>Engagement, Retention, and Relationship Building</i> ○ 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 – Mini Project	10 Sessions

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

🔗 hbr.org

Text Book

Levy, M., Weitz, B., & Grewal, D. (2021). <i>Retailing Management</i> (10th ed.). McGraw Hill.	
References	
☐ Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2017). <i>From Multi-channel Retailing to Omni-channel Retailing</i> . Journal of Retailing.	
☐ Kotler, P., Kartajaya, H., & Setiawan, I. (2021). <i>Marketing 5.0: Technology for Humanity</i> . Wiley.	
☐ Harvard Business Review articles on retail and digital commerce	
☐ Reports from McKinsey, Deloitte, and BCG on digital retail	
Catalogue prepared by	Dr. Mohan Cherian
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: MKT5118	Course Title: Strategic Customer Relationship Management Type of Course: Specialization Track Elective		L	T	P	C
			2	1	0	3
Version No.	1.0					
Course Pre-requisites	Marketing Management & Consumer Behaviour					
Anti-requisites	Nil					
Course Description	Strategic Customer Relationship Management (SCRM) explores how organizations can build strong, sustainable relationships with customers by aligning CRM practices with business strategies. This course focuses on CRM frameworks, customer lifecycle management, data-driven decision-making, and CRM technology applications. Students will gain a comprehensive understanding of how customer relationships drive profitability, loyalty, and competitive advantage. The course integrates case-based learning and analytical tools to equip students with practical and strategic CRM insights applicable across industries.					
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using EXPERIENTIAL LEARNING techniques.					
Course Out Comes	1 Analyze customer data and behavior to develop strategic CRM insights. 2 Apply CRM concepts to real-world scenarios using case studies and tools 3 Evaluate CRM technologies and their impact on business performance 4 Design customer-centric strategies using CRM models and lifecycle planning.					
Course Content:						
Module 1	Foundations of Strat	Experiential Learning	Case Analysis	12 Sessions		

	egic CRM			
This course introduces the core principles and frameworks of Strategic Customer Relationship Management (CRM), focusing on how organizations can build long-term, value-driven relationships with customers. It explores the transition from traditional transactional models to integrated; customer-centric strategies aligned with business goals. Key areas include customer lifecycle management, CRM value chain, segmentation strategies, customer equity, and profitability analysis. The course equips students with the analytical tools and strategic mindset necessary to design and implement effective CRM initiatives across B2B and B2C markets.				
Module 2	Customer Data & Technology in CRM	Experiential Learning	Assignment	12 Sessions
Types of Customer Data in CRM, Customer Data Platforms (CDPs) vs. CRM Systems, Data Collection Techniques, Data Storage and Management Technologies Supporting CRM, Real-time Personalization & Predictive Analytics, Customer Data Privacy & Ethical Use, Role of Big Data & Analytics in CRM, CRM Integration with Other Business Systems				
Module 3	Designing CRM Strategies & Campaigns	Experiential Learning	Presentation	12 Sessions
Introduction to CRM Strategy, Role of CRM in business strategy, Strategic vs. operational CRM, Segmentation, Targeting, and Personalization Designing CRM Campaigns, Campaign planning lifecycle, CRM and Technology Integration, CRM software tools (Salesforce, Zoho, SAP), Automation in campaign design, CRM analytics and dashboards, Customer Journey Mapping Data-Driven CRM, Ethical and Legal Aspects, Innovations in CRM Campaigns.				
Module 4	CRM Implementation, Innovation & Trends	Experiential Learning	Project Work	9 Sessions
CRM Implementation Frameworks, CRM software selection and customization, Integration with existing enterprise systems (ERP, Marketing Automation, etc.) Technology and Tools in CRM, Cloud-based CRM (e.g., Salesforce, Zoho), AI-powered CRM systems, CRM dashboards, analytics, and KPIs,				

Mobile CRM and real-time data access, Innovation in CRM Internet of Things (IoT) in CRM (e.g., smart device tracking), CRM Trends and Emerging Practices, Challenges in CRM Implementation, Industry Applications and Case Studies, CRM in retail, banking, healthcare, and luxury markets Comparative analysis of CRM strategies across sectors, Future of CRM Unified Customer Experience (CX), Blockchain for CRM and loyalty programs Sustainability and CRM-driven social impact	
Targeted Application & Tools that can be used: • CRM Platforms: Salesforce, HubSpot, Oracle, Zoho • Analytics Tools: Google Analytics, Tableau • Specialized Apps: Clienteling platforms, luxury loyalty app suites	
Project work/Assignment: 1. Case Analysis. 2. Assignment 3. Presentation. 4. Project	
Web Resources: • https://www.salesforce.com/ • https://www.zoho.com/crm/ • https://www.hubspot.com/crm • https://www.marketingprofs.com/ • https://hbr.org/topic/customer-relationship-management	
Text Book Customer Relationship Management: Concepts, Applications and Technologies (5th Edition) Authors: Daniel D. Prior, Francis Buttle, Stan Maklan, Publisher: Routledge, Year of Publication: 2024, ISBN-13: 978-1032247441, ISBN-10: 1032247444 CRM Technology: A Complete Guide – 2021 Edition. Author: The Art of Service - CRM Technology Publishing, Publisher: The Art of Service - CRM Technology Publishing, Year of Publication: 2020, ISBN-13: 978-1867413080, ISBN-10: 1867413086	
References 1.Customer Relationship Management: Concept, Strategy, and Tools Author: V. Kumar and Werner Reinartz, Publisher: Springer International Publishing Edition: 4th Edition, Published in 2021, ISBN: 978-3-030-77409-6 (Hardcover), 978-3-030-77410-2 (eBook) 2. The Art of CRM: Proven Strategies for Modern Customer Relationship Management Author: Max Fatouretchi, Publisher: Apress (Springer Nature Imprint) Published in: 2021, ISBN: 978-1-4842-7156-7 (Paperback), 978-1-4842-7157-4 (eBook)	
Catalogue prepared by	Dr. Maksud A. Madraswale , Associate Professor
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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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: 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				
Sample Data Set: N/A				
Text Book: 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				
Reference Books: 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 Kiriyaere, Assistant Professor, Presidency School of Management			
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025			
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Course Code: MKT5120	Course Title: Business Marketing and Industrial Sales Type of Course: Specialization Track Elective and Theory Only course	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 - 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	10 Sessions		
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 Sessions		

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.				
Module 3	Business Market Segmentation	Participative Learning	Comprehension	12 Sessions
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.				
Module 4	Formulating Business Market Strategy for industrial sales	Participative Learning	Comprehension	11 Sessions
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.				
Targeted Application & Tools that can be used: This course enables the students to take various business marketing strategies and models.				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				
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.				
Text Book - 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. Havaladar, McGraw-Hill Publication				
Reference Books <i>Business Market Management, Anderson And Narus, 3rd Edition, Prentice Hall.</i> <i>Business-To-Business Marketing, Brennan, Canning, Mcdowell, 2nd Ed, Sage</i>				

• <i>Industrial Marketing, Milind T. Phadtare Prentice Hall Of India Pvt. Ltd, New Delhi, 2008</i>	
Web Links and Case Study Links 4. www.indiabix.com 5. www.youtube.com/c/TheAptitudeGuy/videos	
Topics Relevant to ‘Employability Skills’ are Marketing Strategies for Global Markets. Managing Product 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 th June 2025
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SPECIALIZATION TRACK

TRACK CORE - OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Course Code OPS5111	Course Title: Logistics, Distribution and Last Mile Delivery Type of Course: Specialization Track Elective	L-T- P- C	3	1	0	4
Version No.	1.0					
Course Pre-requisites	Students are expected to know: 1. Fundamentals of Supply Chain Management 2. Basics of Operations and Technology Management					
Anti-requisites	NIL					
Course Description	This course explores the evolving landscape of logistics and distribution with a sharp focus on last mile delivery—one of the most dynamic and disruptive areas in modern supply chains. It blends foundational logistics principles with cutting-edge trends such as AI-powered route optimization, hyperlocal delivery models, platform-based logistics, and sustainable urban freight systems. Through experiential learning, students will analyze real-world case studies, simulate logistics decisions, and design innovative last mile strategies tailored to the digital economy.					
Course Outcomes	On successful completion of this course, the students shall be able to: 1. Explain the structure and evolution of logistics and distribution networks					

	2. Evaluate last mile delivery models using cost, speed, and sustainability metrics 3. Apply digital tools and data analytics to optimize logistics operations 4. Design innovative, tech-enabled last mile strategies for urban and rural markets 5. Critically assess the role of platforms, policy and sustainability in future logistics			
Course Objective	This course is designed to : • Provide a strategic and operational understanding of logistics and distribution systems • Examine the complexities and innovations in last mile delivery • Analyze the impact of digital platforms, AI, and sustainability on logistics • Equip students with tools to design resilient, customer-centric delivery models			
Course Content				
Module 1	Logistics in the Digital Economy	Experiential Learning	Lecture and Case Study	11 Sessions
This module introduces the transformation of logistics in the digital age. Students will explore how e-commerce, omnichannel retail, and customer expectations are reshaping distribution strategies. Topics include logistics as a service (LaaS), fulfilment center models, and the rise of 3PL/4PL platforms. Case studies from Amazon, Flipkart, and Delhivery will illustrate how digital-first firms design agile and scalable logistics networks.				
Module 2	Distribution Network Design and Platform Logistics	Experiential Learning	Lecture and Discussion	11 Sessions
This module focuses on designing distribution networks in a platform-driven world. Students will analyze hub-and-spoke vs. mesh networks, micro-fulfilment centers, and the role of crowdsourced logistics. Emphasis is placed on platform orchestration (e.g., Uber Freight, Porter), API integration,				

and real-time visibility. Discussions will include the economics of shared infrastructure and the shift from asset-heavy to asset-light models.

Module 3	Last Mile Delivery – Hyperlocal, Autonomous, and Sustainable	Experiential Learning	Lecture and Projects	11 Sessions

This module dives deep into last mile delivery innovations. Students will explore hyperlocal delivery models, gig economy logistics, and autonomous delivery systems (drones, bots, EVs). Topics include route optimization using AI/ML, delivery density, and carbon footprint analysis. Through project-based learning, students will design last mile strategies for urban congestion, rural access, and green logistics.

Module 4	Future Trends, Policy, and Resilience in Distribution	Experiential Learning	Lecture and Participate Learning	12 Sessions

The final module examines the future of logistics through the lens of resilience, regulation, and sustainability. Students will study the impact of government policies (e.g., ONDC, logistics parks), ESG mandates, and circular logistics. Topics include reverse logistics, carbon-neutral supply chains, and risk mitigation in volatile environments. Participative workshops will challenge students to forecast future disruptions and propose adaptive strategies.

Books

1. Chopra, S., & Meindl, P. (2021). *Supply Chain Management: Strategy, Planning, and Operation* (7th ed.). Pearson.

References

- Rushton, A., Croucher, P., & Baker, P. (2022). <i>The Handbook of Logistics and Distribution Management</i>. Kogan Page. - Christopher, M. (2022). <i>Logistics & Supply Chain Management</i> (6th ed.). Pearson. - Agatz, N., et al. (2021). <i>Last-Mile Delivery: Challenges and Innovations</i>. Transportation Science. - Reports from McKinsey, NITI Aayog, and World Economic Forum on future logistics trends	
Catalogue prepared by	Dr.Ramesh.M
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code: OPS5112	Course Title: Operations Strategy in Services and Experiences Type of Course: Specialization Track Core	L-T- P- C	3	1	0	4
Version No.	1.0					
Course Pre-requisites	Students should have knowledge about Production and Operations Management/					
Anti-requisites	NIL					
Course Description	This course provides a framework to describe and formulate an operations strategy and understand and evaluate the key decisions in operations that have a substantial impact on a firm's competitive position. Thus, the word strategy has two connotations: formulating an operational strategy (long-term plan) and making strategic (important) operational decisions. We will study books, articles, and cases in a variety of settings using a variety of tools to achieve these two goals. The course will also examine today's critical strategic issues such as outsourcing and globalization. Operations strategy consists of the strategic use of functions such as manufacturing, supply chain, and service provision. Traditionally, these areas have been viewed as narrow functional areas, and management of them was based on some simple criterion such as cost minimization. More recently, managers and business observers have understood that manufacturing and operations have to					

	be managed in the broader context of business strategy. In this sense, decisions on manufacturing and operations capabilities must fit and be consistent with the business strategy. Such decisions need to take into account the competitive environment, including the maturity of the industry on the S-curve and the structure of the value chain. Furthermore, decisions about different areas of manufacturing and operations must be consistent with each other. Strategic choices about facilities, capacity, vertical integration, process technology, control and information systems, sourcing, human resources, organization, and other areas all significantly affect what the business brings to the marketplace. The course will examine how decisions in these areas can be made in a coherent manner.			
Course Outcomes	On successful completion of this course, the students shall be able to: 1. Understanding the strategic use of functions such as manufacturing, supply chain, and service provision. 2. To explore how industry dynamics affect strategy and discuss concepts of industry, which include facilities and capacities, technology, and the other decision categories noted above. 3. Examine different integrated strategic approaches-competiting on cost and productivity; quality; availability; features, innovativeness and new products; and environmental performance 4. Examine some issues in operations policy and strategy that are particularly relevant today like outsourcing and globalization. Explore the future of operations and manufacturing.			
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PROBLEM SOLVING Methodologies			
Course Content	,			
Module 1	<i>Basic Concepts of Operations Strategy</i>	Experiential Learning	Lecture and Case Study	15 Sessions
Course introduction; Innovation and operations discipline, Frameworks for strategy and the decision category approach Developing an operations strategy; Application of decision category approach and the capabilities approaches. Value chain dynamics and operations decisions. Value chain dynamics: Lessons from the auto industry. Enterprise architecture and operations strategy				
Module 2	Key Elements and Decision Categories in an Operations Strategy	Experiential Learning	Lecture and Discussion	15 Sessions

Vertical integration and outsourcing,Business processes,Process technology decisions and multiple plants/Capacity strategy: How to make decisions on capacity and capacity expansion.Facilities strategies and globalization; Comparisons of plant productivity/Summary lecture on facilities strategy and globalization.Sourcing and supplier management -Information systems and the impacts of the electronic economy/Logistics systems and the fulfillment supply chain				
Module 3	Capabilities and Different Approaches to Operations Strategy	Experiential Learning	Lecture and Projects	15 Sessions
Competing on quality: Sources of quality and different measures of quality.Competing on cost versus competing on availability.Competing on cost versus competing on features and innovativeness.Competition in the housing industry: Improving cost, quality.				
Module 4	Globalization, Outsourcing and Other Critical Issues in Operations Strategy and Policy in the 21st Century	Experiential Learning	Lecture and Participative Learning	15 Sessions
Models for gaining advantage in a global environment; How to position within a value chain.Globalization, joint ventures, sourcing overseas, and macroeconomic effects of off-shoring.Supplier power and overseas sourcing: Moving up the value chain in outsourcing				
Books 1.Beckman, Sara, and Donald Rosenfield. <i>Operations Strategy: Competing in the 21st Century</i> . McGraw-Hill/Irwin, 2007. ISBN: 9780072500783.				
References 1. Fine, Charles H. <i>Clockspeed: Winning Industry Control in the Age of Temporary Advantage</i> . Basic Books, 1999. ISBN: 9780738201535. 2. https://ocw.mit.edu/courses/15-769-operations-strategy-fall-2010/pages/lecture-notes/				
Catalogue prepared by	Dr. Ramesh.M			

Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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TRACK ELECTIVE- OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Course Code OPS5113	Course Title: Smart Inventory and Warehouse Optimization Type of Course: Specialization Track Elective Theory only	L-T- P- C	2	1	0	3
Version No.	1.0					
Course Pre-requisites	Students are expected to know: 1. Fundamentals of Supply Chain Management 2. Basics of Production and Operations Management					
Anti-requisites	NIL					
Course Description	Warehouse and Inventory Management introduces students to practical concepts of warehousing and inventory management including the types of equipment, storage processes and systems, the technologies used to identify and track units in a warehouse, and the regulations designed to ensure safety in warehouse operations. Students will gain a better understanding of warehouse processes through virtual trips, projects .					
Course Outcomes	On successful completion of this course, the students shall be able to: CO1: Explain warehousing as a component of logistics. [Bloom Level – Comprehension] CO2: Apply the concept of warehousing Operations for design and layout decisions. [Bloom Level – Application] CO3: Analyze the considerations involved in developing an inventory model. [Bloom Level – Analysis] CO4: Calculate the lot sizes for the effective inventory management. [Bloom Level – Analysis]					
Course Objective	This course is designed to : • Provide a strategic and operational understanding of Warehouse and Inventory and distribution systems • Examine the complexities and innovations in last mile delivery • Analyze the impact of digital platforms, AI, and sustainability on logistics • Equip students with tools to design resilient, customer-centric delivery models					

Course Content				
Module 1	Introduction to Warehousing	Experiential Learning	Lecture and Case Study	10 Sessions
Introduction to Warehousing: Evolution of warehousing, role and functions of Warehousing - storage, product mixing, cross docking, Assembly and product postponement, transit storage and Duty Deferment. Types of Warehouses - based on ownership, based on material stored. (10 hours, Blooms Level - Comprehension)				
Module 2	Warehouse Operations	Experiential Learning	Lecture and Discussion	11 Sessions
Warehouse Operations: Receiving, Put-away and storage, Order picking, checking and taking, and shipping. Warehouse location decisions, Design and layout decisions, and trends in Modern warehousing. Fullfillment Centers (11 hours, Blooms Level - Application)				
Module 3	Inventory Management	Experiential Learning	Lecture and Projects	12 Sessions
Inventory Management: Decisions involved in Inventory Management, Functional classification of inventory, classification based on usage, cost considerations in inventory management (12 hours, Blooms Level - Analysis)				
Module 4	Smart Inventory and Lot Sizing	Experiential Learning	Lecture and Participate Learning	12 Sessions
Lot Sizing : Lot sizing models when demand is constant, lot sizing models for the time varying demand, lot sizing models for probabilistic demand, Modern techniques of inventory management, (12 hours, Blooms Level - Analysis).				
Books 1. Chopra, S., & Meindl, P. (2021). <i>Supply Chain Management: Strategy, Planning, and Operation</i> (7th ed.). Pearson. 2. Logistics Management, S L Ganapathi, SK Nandi, Oxford University Press				
References • Rushton, A., Croucher, P., & Baker, P. (2022). <i>The Handbook of Logistics and Distribution Management</i>. Kogan Page. • Christopher, M. (2022). <i>Logistics & Supply Chain Management</i> (6th ed.). Pearson. • Agatz, N., et al. (2021). <i>Last-Mile Delivery: Challenges and Innovations</i>. Transportation Science. • Reports from McKinsey, NITI Aayog, and World Economic Forum on future logistics trends				
Catalogue prepared by		Dr.Ramesh.M		
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 : OPS5114	Course Title: Global Supply Chain Integration and optimization Type of Course: Specialization Track Elective Theory only	L-T- P- C	2	1	0	3
Version No.	2.0					
Course Pre-requisites	Students are expected to know: 3. Production and Operations Management 4. Supply Chain and Logistics Concepts .					
Anti-requisites	NIL					
Course Description	Information and Communication Technologies have transformed the world of business and altered the ways and means of production and distribution. Companies have to decide on what to manufacture, what to outsource, where to produce and how to manage a supply chain that usually involves production in multiple countries. It is not uncommon for a company to create different business processes – retail channels, marketing plans, localized product and service offerings, and manufacturing and logistics operations – for different markets. On the other hand, as different outsourced providers that specialize in specific operational functions are developed, companies can also leverage these providers, which are often geographically dispersed, to support global markets. This course will study the design and management of global supply chains, with a particular focus on the issues listed above. Students will explore the interrelationships between global supply chains, logistics operations, society, and the environment.					
Course Outcomes	On successful completion of this course, the students shall be able to: 1.Explain Outline the role of global supply chain management in business 2.Comprehend Explain various supply chain strategies and planning processes 3.Apply their knowledge in problem solving and building the Global supply chain model. 4.Illustrate various developments related to Hinterland logistics and global supply chain.					
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PROBLEM SOLVING Methodologies					
Course Content						
Module 1	Introduction,	Experiential Learning	Lecture and Case Study	8 Sessions		

Introduction to supply chain, role of global supply chain management, the integrated value supply chain, leveraging the supply chain, supply chain for competitive advantage, activity mix and segmentation in business, global supply chain and the technology. Supply chain strategy and planning, levels of supply chain in business, supply chain strategy elements and drivers, Strategy methodology for business, Strategic Supply Chain Planning Processes , Strategic Integration of Supply Chain Processes, The “Victory” (Winning Strategy) Model [8 Hrs, Blooms Level – Knowledge].				
Module 2	Customer Service:	Experiential Learning	Lecture and Discussion	12 Sessions
Understanding Customer Expectations and Perceptions, Building Customer Relationships Service Delivery Performance. Demand Management, Demand Forecasting, The Bullwhip Effect. The Principles of Inventory Management, Inventory Classification, Just-In-Time Inventory Principles, Vendor Managed Inventory. Blooms Level – Comprehension].				
Module 3	Global Supply Chain Management:	Experiential Learning	Lecture and Projects	12 Sessions
Introduction, The Impact of the Free Trade Movement on Global Supply Chain Management. Global Market Penetration Strategy of Multinational Firms, Strategic Alliances among, Foreign Trade Zones and Free Trade Zones, Import and Export Documentation, Incoterms and International Payments , Countertrade, Transfer Pricing, Cross-Cultural Negotiations. Recent Trends in Global Supply Chain Management				
Module 4	Introduction to Maritime Logistics	Experiential Learning	Lecture and Participate Learning	13 Sessions
: Background of logistics, shipping and ports, facilitation for trade, practice of international shipping, international trade research and non-tariff barriers, logistics and supply chain management.				
Books				
3. 1.Hokey Min – “The Essentials of Supply Chain Management New Business Concepts and Applications”, First Edition, 2015, Pearson, New York. 4. Maritime Logistics – Dong Wook Song and Photis M Panayides – A guide to contemporary shipping and port management, 2 nd edition, The Chartered Institute of Logistics and Transport Kogen Page,				
References				
1. 1.Paul A. Myerson - “Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design”, First Edition, 2015, Pearson, New York. 2. Ronald H Ballou – “Business Logistics Management: Planning, Organizing, and Controlling the Supply Chain”, Fifth Edition, 2007, Pearson, New York 3. The logic of Logistics- Theory, Algorithms and applications for LSCM-by David Simchi-Levi Xin Chen, Julien Bramel, Springer Series in OR, 2 nd Edition, Springer. 4. Sunil Chopra, Peter Meindl, “Supply Chain Management, Strategy, Planning, and Operation”, Third Edition, 2007, Pearson Prentice Hall, Singapore. 5. https://presiuniv.knimbus.com/user#/home .				
Catalogue prepared by	Dr. Ramesh.M			

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: OPS 5116	Course Title: Production Systems and Operation Control (PSOC) Type of Course: Specialization Track Elective - Theory Only Course		L 2	T 1	P 0	C 3
Version No.	2.0					
Course Pre-requisites	Basics of Production and Logistics management					
Anti-requisites	Nil					
Course Description	The course introduces the students to the theory and practical application of manufacturing industries practices in making a product from the time the product is envisioned by the design team. The course primarily discusses the principles, concepts and basic problems affecting the manufacturing firm. It also includes the methods, strategies and application of various quantitative tools in solving the production planning and control related problems. The course introduces students to problems and analysis related to the production, planning and control aspects of operations. The course also is a practical and experiential learning for students towards employability.					
Course Out Comes	On successful completion of the course the students shall be able to: 1] Explain concepts pertaining to Production Planning and Control functions. [Bloom-Comprehension] 2] Apply the concepts of Work study, Time and Motion Study required in improving efficiency. [Bloom – Application] 3] Analyze the problems in product and process planning. [Bloom – Analysis] 4] Calculate the optimum processing time of sequencing multiples jobs on multiple machines. [Bloom – Analysis]					
Course Objective	The course aims at EMPLOYABILITY with respect to Production Planning and Control through PARTICIPATIVE learning activities.					
Course Content:						
Module 1	Int ro du cti on to PP C	Assignment – Participative learning		Case study	09 Sessions	
Topics: Objectives and benefits of planning and control – Functions of production control –Types of production – job – batch and continuous – Product development and design– Marketing aspect – Functional aspects – Operational aspect – Durability and dependability aspect – aesthetic aspect.						

Profit consideration – Standardization, Simplification & specialization – Break even analysis- Economics of a new design.				
Module 2	W o r k S t u d y	Assignment – Participative learning	Case study	12 Sessions
Topics: Method study, basic procedure – Selection – Recording of process, method study Symbols, recording techniques for method study – Critical analysis, Flow Process Chart, Flow Diagram, String Diagram, Therbligs and its significance, Chronocycle and Travel chart, Development – Implementation – Micro , Steps in Time Study, Number of cycles to be timed, motion and memo motion study – work measurement, Techniques of work measurement – Time study – Production study – Work sampling – Synthesis from standard data – Predetermined motion time standards (PMTS), Case study on standard time and production rate.				
Module 3	P r o d u c t a n d p r o c e s s p l a n n i n g	Assignment – Participative learning	Case study	12 Sessions
Topics: Product planning, Steps in product planning – Extending the original product information – Value analysis, Functional analysis, FAST diagrams, Problems in lack of product planning – Process planning and routing – Pre requisite information needed for process planning – Steps in process planning, minimum cost and maximum profit batch size, Machine capacity, Line balancing, process capability, Analysis of process capabilities in a multi-product system. Case study.				
Module 4	P r o d u c t i o n S c h e d u l i n g	Case Study – Participative learning	Modelling and solving using spreadsheet	11 Sessions
Topics: Production Control Systems – Loading and scheduling – Master Scheduling – Scheduling rules – Gantt charts – Perpetual loading – Basic scheduling problems – scheduling rules, scheduling n jobs on one machine, scheduling n jobs on two machines, Johnsons rule, n jobs on 3 machines,				

Line of balance – Flow production scheduling, Batch scheduling, Aggregate run out method (AROT), Dispatching, Techniques for aligning completion times and due dates. Case Study	
Targeted Application & Tools that can be used: Above concepts are helpful in understanding the concepts related to production planning and control functions. Students will be able to apply the techniques of work study, time and motion study and understand how efficiency can be improved. Students will learn to analyze product and process planning and calculate the optimal utilization of time for processing. Spreadsheets will also be used to analyze larger problems.	
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course Assignment type : Case study on various aspects of production planning and control , problem solving using spreadsheet for sequencing and scheduling the jobs and applying the concepts of work and motion study to analyze cases.	
Text Book : Production Planning and Control, Dr. S. Ramachandran and Prof R. Devraj, Air Walk Publications [available in library]	
References (i) R. Panneerselvam, Production and Operations Management, PHI, 3rd edition, 2014 (ii) S K Mukhopadhyay, Production Planning And Control, Prentice-Hall Of India Pvt Ltd, 2009	
e-Resources • https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/01443579610106346/full/html • https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/13664380680001081/full/html • https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/09576059810202268/full/html • https://www-emerald-com-presiuniv.knimbus.com/insight/content/doi/10.1108/17410380410555871/full/html	
Catalogue prepared by.	Dr.Ramesh.M
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: OPS5117	Course Title: Quantitative Decisions Models for Operations Type of Course: Specialization Track Elective - Theory Only Course	L 2	T 1	P 0	C 3
Version No.	2.0				
Course Pre-requisites	Students are expected to know:				

	The basics of Spreadsheets, Production & Logistics Management, probability basics.			
Anti-requisites	Nil			
Course Description	The course deals with the analytics pertaining to Business Operations management. Knowledge of Production and Operations Management along with the practical applications of various problem solving techniques will help the student get a complete understanding of the Operations Analytics. This course aims at providing knowledge on practical applications and problem solving techniques. This course focusses on how the data can be used to optimally match the supply with demand. Through this course, students shall also learn how to model future demand uncertainties, formulating models, predict outcomes and interpret practical solutions using Spreadsheets.			
Course Out Comes	On successful completion of the course the students shall be able to: 1] Explain the concepts of analytics in decision theory. [Bloom – Comprehension] 2] Analyze the range of optimality and feasibility. [Bloom – Analysis] 3] Analyze trans-shipment problems. [Bloom – Analysis] 4] Interpret various strategies using game payoffs.[Bloom – Application]			
Course Objective	The course aims at EMPLOYABILITY with respect to Operations Analytics with PARTICIPATIVE learning activities.			
Course Content:				
Module 1	Selection of Operations Strategy	Assignment – Participative learning	Case analysis using spreadsheet	9 Sessions
Topics: Selection of a suitable strategy under High Uncertainty, Business Operations Decision making under uncertainty, Understand application of uncertainty criterions Maximax, Maximin, Minimax, H-Alpha approach, Regret, P' approach and 'O' approach, Decision Trees, Problems related to stocking policy, Payoff analysis for selecting best alternative, Exercise.				
Module 2	Optimality and Feasibility Analysis	Case Study – Participative learning	Modelling and solving using spreadsheet	12 Sessions
Topics: LP modelling of problems related to production and operations, Graphical Solution, Solving problems related to Minimization and Maximization, Infeasibility & Degeneracy in LP, range of optimality and range of feasibility analysis, exercise using spreadsheet Solver, Duality and Sensitivity, Exercise and Case Study.				

Module 3	Trans-shipment Modelling and Analysis	Case Study – Participative learning	Case analysis	12 Sessions
Topics: Matching Supply with Demand in Transportation, IBFS by VAM, Degeneracy check, Optimal Analysis –UV method, Trans-shipment, Modelling trans-shipment problems, Analysis, Applications using Spreadsheet. Exercise and Case study.				
Module 4	Game Analysis	Assignment/Case Study Participative learning	Case analysis	12 Sessions
Topics: Game analysis for multiple strategies between 2 business competitors, 2-person-zero-sum game, Graphical Method, for Mx2 and 2xN problems, MxN problems, Oddments, Vonon Neumann method, Saddle points. Maximin and Minimax criterion, Mixed and Pure strategy problems, analysis using Spreadsheet, Case Study.				
Targeted Application & Tools that can be used: [Mention here the application area of the contents of the Module and the name of any specialized professionally used tools (Like software, Hardware, any other form of tool) relevant to the contents of the module.] Above concepts are helpful in understanding the analytics in operations. Various examples related to production and manufacturing from different industries will be discussed through cases studies. Solving the problems using spreadsheets will be explained. Solver will be used.				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				
Assignment type : Case study on various operations related to production, transportation, decision making using spreadsheets.				
Text Book Introduction to Operations Research: Concepts and Cases - By Frederick S Hillier and Gerald J Lieberman, 8 th Edition, Mc Graw Hill. [available in library]				
References (iii) Management Science – Anderson, Sweeny, Williams (iv) Operations Analytics – a complete guide 2019 edition, Gerardus Blokdyk (v) Operations Research-An Introduction, By Hamdy A Taha, 8 th Edition, Pearson Education, Prentice Hall (vi) Operations Analytics – Course era, Wharton Online – University of Pennsylvania. (vii) Operations Research – J K Sharma				
e-Resources A. https://www.proquest.com/abiglobal/docview/199875524/562DAF35EBB54E9APQ/3?accountid=177896 B. https://www.proquest.com/abiglobal/docview/211590560/562DAF35EBB54E9APQ/4?accountid=177896 C. https://www.proquest.com/abiglobal/docview/1698111993/11396E1C407648B3PQ/2?accountid=177896 D. https://www.proquest.com/abiglobal/docview/2511578714/E56A47500554BA9PQ/12?accountid=177896				

E. <u>Integrated Vehicle Routing and Monte Carlo Scheduling Approach for the Home Service Assignment, Routing, and Scheduling Problem - ProQuest</u>	
Catalogue prepared by	Dr.Ramesh.M
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: OPS5118	Course Title Digital Transformation in Operation Type of Course: Specialization Track Elective & Theory and numerical	L 2	T 1	P 0	C 3
Version No.	2.0				
Course Pre-requisites	Production Operations Management and Supply chain Management				
Anti-requisites	NIL				
Course Description	Digital Operation Management This program equips learners to understand how automation, big data, Analytics, smart controls and machine learning can be applied to operations in manufacturing and service-related industries, and examine methods for improving operational autonomy, processes and products with the latest digital technologies to enhance employ ability skills and entrepreneurship .				
Course Objective	This course aims to enhance employability skills and entrepreneurship by experiential learning.				
Course Outcomes	CO1)Describe digital technologies and Analytics can optimize the speed and scale of processes, strategies inventory and quality management, and increase the potential of automation Bloom level (Knowledge). CO2). Explain technologies, such as automation, smart controls, big data, Analytics and machine learning are being applied to digitally transform operations management. Bloom level (Comprehension). CO3). Interpret operations and strategy for improved financial performance. Bloom level (Application).				
Course Content:					
Module 1	Introduction and Foundations of Digital Operations Management	Course Initiation		08 Sessions	
Operations Management: A Digital Framework Discover the importance of implementing strategic, digital and operational frameworks for effective operations management Demonstrate an understanding of the three views of operations Articulate the two perspectives of a digital operations framework Analyze the important interrelationship between strategy and digitization for operations management Assess the strategic role of operations					

Linking Operational Metrics and Financial Performance Explore the link between operational and financial performance Demonstrate an understanding of traditional and digital processes in an organization				
Module 2	Managing demand from digital data and supply chain analytics	Case Study/Article review and	Experiential Learning - group presentation	12 sessions
The Impact of Digitization: Scaling-Up and Speeding-Up Understand the role digitization plays in scaling-up and speeding-up operational processes Identify how to speed up critical path activities and reduce theoretical flow time Identify how to manage bottlenecks and improve throughput Determine the value of digitization when speeding up and scaling up Making a Case for Digitizing Operations: Autonomy and Quality Learn about the importance of digitization for autonomy and quality Review the eight dimensions of quality in terms of operations Discuss how digitization affects the implementation of the eight dimensions of quality Articulate the impact of machine learning and smart control rules on operations .				
Module 3	Achieving operations excellence using latest technologies	Group Assignment	Case study analysis and ppt/	12 Sessions
A Digital Approach to Strategic Inventory Management Learn about a digital approach to effective inventory management Outline the difference between types of inventory and their roles in a product-based value chain Relate inventory management to financial performance Show the impact of digitization on strategic inventory management Applying Digital Technologies to Operations Management Explore digital technologies that can improve operations management Analyze the impact of digital technologies on operations management Recommend a digital technology to improve an organization's operations .				
Module 4	Achieving Digital Operations excellence using latest technologies in Services Ops and Supply Chain	Group Assignment	Case study analysis and ppt/	13 Se
Concept of Digital Servicescapes, Digital Services cape Framework, Environmental dimensions of Digital servicescapes, Facility Design, Facility planning, layout, Process analysis, Process terminologies, Process time, PDCA cycle, Activity- Work allocation for product layout, calculation of system capacity, direct labour content, rush order flow time, layout utilization, Quality tools, ISO900-Baldrige Award and Six Sigma. Preparation of good layout that minimizes total flow distance, minimizing sequenced jobs. Case Analysis.				
Targeted Application & Tools that can be used: Basic Excel function, Online software simulation -				
Project work/Assignment:				
Case Study – Articles Assignment: 1 Group Presentation- Articles discussion Assignment 2: Case Study / Analysis and Presentation.				

Textbooks Essential Guide to Operations Management -Concepts and Case Notes By David Bamford, Paul Forrester ISBN:9780470685396, 0470685395, Publisher:Wiley	
References Operational Excellence in the New Digital Era by Adedeji B. Badiru, Lauralee Cromarty Copyright Year 2022 SBN 9780367509811 published June 23, 2021 by CRC Press Digital Transformation Management Challenges and Futures in the Asian Digital Economy Edited By Mohammad Nabil Almunawar, Md Zahidul Islam , SBN 9781032124346, Published February 28, 2022 by Routledge .	
E-Library:Proquest-Link: PU e-library Resources: https://www.emerald.com/insight/content/doi/10.1016/S0737-1071%2804%2908012-6/full/html https://www.emerald.com/insight/content/doi/10.1016/S0737-1071%2804%2908010-2/full/html https://www.emerald.com/insight/content/doi/10.1016/S0737-1071%2804%2908006-0/full/html https://iopscience.iop.org/article/10.1088/1742-6596/1028/1/012200	
Catalogue prepared by.	Dr. Ramesh.M
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code : OPS5115	Course Title: Quality Excellence and Continuous Improvement Type of Course: Specialization Track Elective Theory only	L-T- P- C	2	1	0	3
Version No.						
Course Pre-requisites	• Production and Operations Management • ,Students should have the basic conceptual knowledge on quality • Students should have basic statistics knowledge.					
Anti-requisites	NIL					

Course Description	Total quality management (TQM) is the continual process of detecting and reducing or eliminating errors in manufacturing, streamlining <u>supply chain management</u> , improving the customer experience, and ensuring that employees are up to speed with training. Total <u>quality management</u> aims to hold all parties involved in the production process accountable for the overall quality of the final product or service. The curriculum is designed to tap into and enhance the quality aspects of any business prospects. Total quality management (TQM) is a structured approach to overall organizational management. The focus of the process is to improve the quality of an organization's outputs, including goods and services, through continual improvement of internal practices. The standards set as part of the TQM approach can reflect both internal priorities and any industry standards currently in place. Industry standards can be defined at multiple levels and may include adherence to various laws and regulations governing the operation of the particular business. Industry standards can also include the production of items to an understood norm, even if the norm is not backed by official regulations.			
Course Outcomes	On successful completion of this course, the students shall be able to: CO1 - To explore terminologies of quality and know the methods of generating ideas for quality improvement. CO2 - To apply the principles and philosophies of quality management. CO3 - To analyze the techniques of statistical process control and seven tools of quality control CO4 - To discuss the tools and techniques of quality management.			
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PROBLEM SOLVING Methodologies			
Course Content				
Module 1	TQM: Evolution, Models, Frameworks & Quality Gurus:	Experiential Learning	Lecture and Case Study	8 Sessions
Evolution of Quality, Definitions – Basic Terminology related to quality and Quality Assurance – Dimensions of Quality – Methods of Generating Ideas for Quality Improvement – Role of Inspection. Gurus: Discussion on the contribution of Dr. Edward W Deming, Dr. Joseph M Juran, Dr. Walter Shewart, Dr. Armand V Feigenbaum, Dr. Kaoru Ishikawa, Dr. Genichi Taguchi, Dr. Philip B Crosby & Dr. Taiichi Ohno. [Blooms Level: Understand]				
Module 2	TQM & Design:	Experiential Learning	Lecture and Discussion	12 Sessions
Basic Design concepts- ISO system of limits & Fits, Dimensional Control through Gauging, Measurement system evaluation, Failure Modes and Effects analysis(FMEA) and Fault Tree Analysis, Design of Six Sigma Approach- Define, Measure, Analyze, Design, Verify (DMADV) and Design for Six Sigma (DFSS) [Blooms Level: Comprehension]				

Module 3	Statistical Process Control and Seven tools of Quality Control:	Experiential Learning	Lecture and Case study	12 Sessions
Meaning and significance of statistical process control (SPC) – construction of control charts for variables. Seven Tools of Quality Control: Check Sheet (Tally Chart) – Flowchart – Histograms/Bar Graphs – Pareto Analysis – Control Charts – Scatter Diagram- Cause-and-Effect Diagram.				
Module 4	Tools and Techniques of Quality Management	Experiential Learning	Lecture and Participative Learning	13 Sessions
: Quality functions development (QFD) – Benefits, Voice of customer, Information organization, House of quality (HOQ), Building a HOQ, QFD process. [Blooms Level: Application].				
Books 1. Total Quality Management- Concepts, Strategy and Implementation for Operational Excellence- Dr. Sunil Sharma, SAGE TEXTS, 2018, 1 st Edition/				
References 1. Total Quality Management, NVS Raju, Cengage Learning, 2016, 5 th edition. 2. Total Quality Management, Dale H.Besterfield, 3rd edition, Pearson Education (First Indian Reprints 2004).				
Catalogue prepared by	Dr. Ramesh.M			
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: OPS5116	Course Title: Production Systems and Operation Control (PSOC) Type of Course: Discipline Elective - Theory Only Course	L 2	T 1	P 0	C 3
Version No.	2.0				
Course Pre-requisites	Basics of Production and Logistics management				
Anti-requisites	Nil				
Course Description	The course introduces the students to the theory and practical application of manufacturing industries practices in making a product from the time the product is envisioned by the design team. The course primarily discusses the principles, concepts and basic problems affecting the manufacturing firm. It also includes the methods, strategies and application of various quantitative tools in solving the production planning and control related problems. The course introduces students to problems and analysis related to the production,				

	planning and control aspects of operations. The course also is a practical and experiential learning for students towards employability.			
Course Out Comes	On successful completion of the course the students shall be able to: 1] Explain concepts pertaining to Production Planning and Control functions. [Bloom-Comprehension] 2] Apply the concepts of Work study, Time and Motion Study required in improving efficiency. [Bloom – Application] 3] Analyze the problems in product and process planning. [Bloom – Analysis] 4] Calculate the optimum processing time of sequencing multiples jobs on multiple machines. [Bloom – Analysis]			
Course Objective	The course aims at EMPLOYABILITY with respect to Production Planning and Control through PARTICIPATIVE learning activities.			
Course Content:				
Module 1	Introduction to PPC	Assignment – Participative learning	Case study	No. of Sessions = 09
Topics: Objectives and benefits of planning and control – Functions of production control –Types of production – job – batch and continuous – Product development and design– Marketing aspect – Functional aspects – Operational aspect – Durability and dependability aspect – aesthetic aspect. Profit consideration – Standardization, Simplification & specialization – Break even analysis- Economics of a new design.				
Module 2	Work Study	Assignment – Participative learning	Case study	No. of Sessions = 12
Topics: Method study, basic procedure – Selection – Recording of process, method study Symbols, recording techniques for method study – Critical analysis, Flow Process Chart, Flow Diagram, String Diagram, Therbligs and its significance, Chronocycle and Travel chart, Development – Implementation – Micro , Steps in Time Study, Number of cycles to be timed, motion and memo motion study – work measurement, Techniques of work measurement – Time study – Production study – Work sampling – Synthesis from standard data – Predetermined motion time standards (PMTS), Case study on standard time and production rate.				
Module 3	Product and process planning	Assignment – Participative learning	Case study	No. of Sessions =12
Topics: Product planning, Steps in product planning – Extending the original product information – Value analysis, Functional analysis, FAST diagrams, Problems in lack of product planning – Process planning and routing – Pre requisite information needed for process planning – Steps in process planning, minimum cost and maximum profit batch size, Machine capacity, Line balancing, process capability, Analysis of process capabilities in a multi-product system. Case study.				
Module 4	Production Scheduling	Case Study– Participative learning	Modelling and solving using spreadsheet	No. of Sessions = 11

Topics: Production Control Systems – Loading and scheduling – Master Scheduling – Scheduling rules – Gantt charts – Perpetual loading – Basic scheduling problems – scheduling rules, scheduling n jobs on one machine, scheduling n jobs on two machines, Johnsons rule, n jobs on 3 machines, Line of balance – Flow production scheduling, Batch scheduling, Aggregate run out method (AROT), Dispatching, Techniques for aligning completion times and due dates. Case Study	
Targeted Application & Tools that can be used: Above concepts are helpful in understanding the concepts related to production planning and control functions. Students will be able to apply the techniques of work study, time and motion study and understand how efficiency can be improved. Students will learn to analyze product and process planning and calculate the optimal utilization of time for processing. Spreadsheets will also be used to analyze larger problems.	
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course	
Assignment type : Case study on various aspects of production planning and control , problem solving using spreadsheet for sequencing and scheduling the jobs and applying the concepts of work and motion study to analyze cases.	
Text Book : Production Planning and Control, Dr. S. Ramachandran and Prof R. Devraj, Air Walk Publications [available in library]	
References (viii) R. Panneerselvam, Production and Operations Management, PHI, 3rd edition, 2014 (ix) S K Mukhopadhyay, Production Planning And Control, Prentice-Hall Of India Pvt Ltd, 2009	
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Catalogue prepared by.	Dr.Ramesh.M
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code : OPS5119	Course Title: Lean Six Sigma in Process Excellence Type of Course: Specialization Track Elective Theory only	L-T- P- C	2	1	0	3
Version No.						
Course Pre-requisites	• Production and Operations Management • Students should have the basic conceptual knowledge on quality • Students should have basic statistics knowledge.					
Anti-requisites	NIL					
Course Description	The course is designed to help the students master the lean and Six sigma principles and methodologies. Organizations strive for continuous improvement and seek management professionals that can employ problem solving and business know how to enhance internal processes. It will help students to take a lead in quality management projects. It will orient students towards optimization of end-to-end processes to increase quality. After completing the course students will be confident in becoming a Lean Six Sigma expert and take up certification on becoming Lean Six Sigma Black Belt.					
Course Outcomes	On successful completion of this course, the students shall be able to: CO1:Explain the concepts of DMAIC and DMADV related to Lean Six Sigma- Understand CO2:Solve problems related to quality improvements using statistical methods- Apply CO3:Calculate optimal units in transportation and assignment problems.Analyze.					
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PROBLEM SOLVING Methodologies The objective of this course is to make the students understand various aspects of Lean Six Sigma through experiential mode of learning with the help of practical cases associated with various services and train them to apply and analyze quality problems using statistical techniques and control charts to deal with practical situations which will enhance their employability.					
Course Content						
Module 1	Sig sigma history and application,	Experiential Learning	Lecture and Case Study	8 Sessions		
Sig sigma history and application, improvement and quality processes, lean concepts, basic six sigma concepts, approaching the problem, what is a process, quality, selecting the right projects, basic six sigma team management, DMAIC and DMADV.						

Module 2	:DMAIC Basics	Experiential Learning	Lecture and Discussion	12 Sessions
Basics of DMAIC, Definition, Measurement techniques, Improvements and controls, Intermediate graphical analysis, normal probability distributions, correlation and regression, linear and nonlinear regressions, non-normal probability distributions, hypothesis testing, sampling, control charts, application to business through six sigma. Exercise and Case Study.				
Module 3	Practical Cases	Experiential Learning	Lecture and Case study	12 Sessions
Practical cases and discussion wrt - Six sigma in Health care, in Warehouse, in Distribution, in Food service, in Manufacturing and Construction, in Information Technology, in Engineering and Management. Case study.				
Module 4	TREND and SIX SIGMA IN SOFTWARE	Experiential Learning	Lecture and Participative Learning	13 Sessions
Six sigma in Health care, in Warehouse, in Distribution, in Food service, in Manufacturing and Construction, in Information Technology, in Engineering and Management. Case study.				
Books 1. Six Sigma- A complete Step by Step Guide – A complete training and reference guide for various Belts – by the Council of Six Sigma Certification. 2. "The Master Book for Lean Six Sigma Green Belt Certification" by Nilakanta Srinivasan J				
References 1. A Guide to Lean Six Sigma Management Skills – Howard S Gitlow, CRC Press, Taylor and Francis. 2. Lean Six Sigma Logistics: Strategic Development to Operational Success – by Thomas Goldsby and Robert Martichenko, 3. Total Quality Management, NVS Raju, Cengage Learning, 2016, 5th edition. 4. Total Quality Management, Dale H.Besterfield, 3rd edition, Pearson Education (First Indian Reprints 2004).				
Catalogue prepared by	Dr. Ramesh.M			
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: OPS5120		Course Title: Lean Supply Chain Management Type of Course: Specialization Track Elective		L-T- P- C		2	1	0	3
Version No.		2.0							
Course Pre-requisites		Students are expected to know: 5. Basics of Supply Chain Management, procurement, conversion and transport. 6. Basics of Operation Materials and Quality Management.							
Anti-requisites		NIL							
Course Description		Fierce competition in today’s global markets, the introduction of products with shorter life cycles, and the heightened expectations of customers have forced business enterprises to invest in, and focus attention on, their supply chains to make it lean. This course will emphasize on the philosophy of production that focuses the minimization of the amount of all the resources focused in the various activities of the enterprise. It involves identifying and eliminating non-value-adding activities in design, production, supply chain management, and dealing with the customers, resulting in a lean supply chain process.							
Course Outcomes		On successful completion of this course, the students shall be able to: CO1: explain the Concept of Lean Supply Chain Management. [Bloom Level – Compression] CO2: apply the lean concept in planning and controlling lean process. [Bloom Level – Application] CO3: illustrate the concepts related to lean warehousing and logistics. [Bloom Level – Application] CO4: apply the quality control principles in lean management processes. [Bloom Level – Application].							
Course Objective		This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PROBLEM SOLVING Methodologies							
Course Content									
Module 1	Introduction :	Experiential Learning		Lecture and Case Study		12 Sessions			
Introduction to Lean concept, Materials Management, Traditional Planning and Control Framework, Enterprise Resource Planning (ERP), Manufacturing Resource Planning (MRP) , Defining Lean, Lean Manufacturing, Lean Production, Why Lean - importance , Five Lean principles, A Toyota Leader’s View of the Toyota Production System, Lean Planning and Control Chart, Executive Sales and Operations Planning ‘ Role of Executive S&OP in Lean Manufacturing, Takt Time and Executive S&OP.									

Module 2	Planning and Controlling :	Experiential Learning	Lecture and Discussion	12 Sessions
Lean Planning and Controlling processes, Leveling Production, Pull Systems, Flow, Interval as Lot Size, lot sizing in lean, One piece, Every Part Every Interval (EPEI), forecasting Basics, Demand Patterns, Dependent vs. Independent Demand, General Methods of Forecasting, BOM, MPS and Heijunka Period order quantity, , Lean Inventory Management, Inventory as Waste, Inventory Management in Lean, Visual Control, Approaches to Reducing Inventories, Kanban Sizing, Bell shaped curve – Inventory level and customer service.[9 sessions, Application]				
Module 3	Lean Warehousing and Logistics -	Experiential Learning	Lecture and Projects	12 Sessions
Lean Warehousing and Lean logistics, Cost drivers, Introduction, Controlling Space, Controlling Labor, Lean Logistics, Inbound Logistics, Outbound Logistics, Zone Skipping, Packaging Product Availability and Its Effect on Logistics, Collaboration Visibility and Reliability,				
Module 4	Quality Control -	Experiential Learning	Lecture and Participative Learning	9 Sessions
Lean Quality, Lean and Total Quality Management—Visual Control, PDCA, DMAIC, Poka-Yoke, Jidoka, Toyota System, TS16949, ISO9001 standard, seven Lean Quality Tools, Traditional vs Lean Purchasing, Keiretsu, Supplier quality audits, Measuring Delivery Performance				
Books				

1. Bill Kerber and Brian J. Dreckshage, Lean Supply Chain Management Essentials A Framework for Materials Managers , CRC Press, 2011, First Edition, Newyork	
References (i) Josef Packowski, “LEAN Supply Chain Planning, The New Supply Chain Management Paradigm for Process Industries to Master Today's VUCA World” , CRC Press, 2011, First Edition, Newyork. (ii) Sunil Chopra, Peter Meindl and D V Kalra, Supply Chain Management-Strategy, Planning and Operation , , 4 th Edition, Pearson, Singapore. (iii) Gerhard Plenert, “Reinventing Lean Introducing Lean Management into the Supply Chain” First Edition, 2011, Elsevier Inc, Newyork. Links: • https://presiuniv.knimbus.com/user#/home • https://envistacorp.com/blog/4-warehouse-management-system-case-studies/ • https://www.mbaknol.com/management-case-studies/case-study-of-walmart-inventory-management/ • https://www.eazystock.com/uk/resource-centre/	
Catalogue prepared by	Dr. Ramesh.M
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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SPECIALIZATION TRACK

TRACK CORE - BUSINESS ANALYTICS

Course Code: QNT5111	Course Title: Financial Data Analytics Type of Course: Specialization Track Core	L- C	T-P-	2	1	2	4
Version No.	1.0						
Course Pre-requisites	NIL						
Anti-requisites	NIL						
Course Description	This course offers a practical and conceptual framework for applying data analytics in finance. It explores techniques to analyze large-scale financial data, extract insights, and improve decision-making in financial contexts. Students will learn data visualization, time-series analysis, risk modeling, and forecasting using tools such as Python, Excel, and Power BI. Case studies on stock markets, credit risk, and portfolio management will enhance experiential learning.						

Course Objective	To develop analytical and computational skills in finance by integrating data science tools with financial concepts. Students will learn to build models for financial forecasting, credit risk assessment, fraud detection, and investment analysis using real-world datasets.			
Course Outcomes	By the end of this course, students will be able to: • CO1: Understand the nature and types of financial data used in business analytics. • CO2: Apply statistical and visualization techniques to explore and interpret financial data. • CO3: Build predictive models to solve financial problems such as stock price forecasting and credit scoring. • CO4: Evaluate model performance using appropriate financial and statistical metrics. • CO5: Communicate financial insights effectively using dashboards and storytelling techniques.			
Course Content	This course explores the intersection of financial theory and data-driven decision-making. Students will learn to process, analyze, and interpret financial data using advanced analytical techniques and industry-standard tools. Key topics include time-series forecasting, risk analytics, credit scoring models, and fraud detection. The course balances theoretical understanding with practical applications through hands-on exercises, real-world case studies, and a capstone project. Emphasis is placed on data visualization and storytelling to effectively communicate insights for strategic financial decisions.			
Module 1	Introduction to Financial Data & Analytics Tools	Experiential Learning	Hand-on with Financial data Basics	6 Lectures, 3 Tutorials, 6 Practical Sessions
Types of Financial Data: Market, Fundamental, and Alternative Data - Introduction to tools: Excel, Python (Pandas, NumPy), Power BI - Financial data sources: NSE/BSE, Yahoo Finance, Quandl- Data cleaning, transformation, and preprocessing for financial datasets				
Module 2	Exploratory Data Analysis (EDA) and Visualization in Finance	Experiential Learning	Understanding of key finance concepts and foundation of analytics	(8 Lectures, 3 Tutorials, 8 Practical Sessions)
Participative Learning – Case on Stock Trend Analysis, Descriptive statistics in financial analysis - Visualizing trends, returns, and volatility using line charts, candlestick charts - Correlation, covariance, and multivariate analysis - Dashboards with Tableau/Power BI.				
Module 3	Financial Forecasting and Time Series Modeling	Project-Based Learning	Forecasting	(6 Sessions, 3 Tutorials, 6 Practical)

			Stock Prices	
Time-series analysis: Stationarity, trend, seasonality - ARIMA, SARIMA, Exponential Smoothing, Prophet - Stock returns and volatility modeling - Forecast accuracy: MAE, RMSE, MAPE				
Module 4	Predictive Modeling in Finance – Credit Risk & Fraud Detection	Experiential Learning	Classification techniques	5 Lectures, 3 Tutorials, 6 Practical Sessions
Logistic Regression, Decision Trees, Random Forest - Credit scoring models and evaluation (ROC-AUC, Confusion Matrix) - Fraud analytics using clustering and anomaly detection.				
Module 5	Financial Dashboarding, Storytelling, and Capstone Project	Capstone Project	Storytelling with Financial Data	(5 Lectures, 3 Tutorials, 6 Practical Sessions)
Dashboard development in Power BI/Tableau - Capstone Project: End-to-end modeling using financial dataset - Report writing and decision-making presentations.				
Targeted Application & Tools that can be used: • Python (Pandas, NumPy, scikit-learn, statsmodels, Prophet) • Power BI / Tableau • Excel (for initial modeling) • APIs (Yahoo Finance, NSE India, Quandl)				
Tutorial Plan:				
1	Overview of financial data types and sources – case discussion on stock market datasets			
2	Hands-on walkthrough: Extracting and profiling structured financial datasets			
3	Interpreting summary statistics and correlation matrices in financial datasets			
4	Tutorial on time-series components (trend, seasonality, noise) using real stock price data			
5	Building hypothesis for forecasting: Practice on selecting right models and metrics			
6	Case analysis: Credit scoring metrics – Sensitivity, specificity, ROC			
7	Problem-solving: Detecting financial fraud using unsupervised methods – theory discussion			
8	Group task: Design of dashboard KPIs for investor decision making			
9	Interpretation of model results and scenario analysis			
10	Peer review and tutorial wrap-up: Capstone problem debrief & insight synthesis			
Practical Plan:				

1	Importing financial datasets from Yahoo Finance / NSE using Python (yfinance, pandas-datareader)
2	Data cleaning: Handling missing values, duplicate entries, and formatting for financial data
3	Time-series decomposition and visualizations using Matplotlib and Seaborn
4	Statistical summary generation (mean, std dev, kurtosis) on stock data
5	Creating financial dashboards in Power BI/Tableau using cleaned data
6	Forecasting with ARIMA model – step-by-step training on Python
7	Stock return calculation, log returns, moving average, and Bollinger Bands
8	Volatility analysis using rolling statistics and standard deviation
9	Building Prophet models for predicting equity price or gold price trends
10	Logistic regression for credit risk classification using Lending Club dataset
11	Model evaluation metrics: Confusion matrix, ROC, AUC, F1-score
12	Feature engineering and scaling techniques for financial machine learning models
13	Implementing decision tree and random forest on financial datasets (credit/fraud)
14	Building unsupervised clustering models for anomaly/fraud detection
15	Creating comparative dashboards: Mutual fund vs equity investment returns
16	Dynamic scenario-based sensitivity analysis using Excel
17	Exploratory visualization: Correlation heatmaps of financial indicators
18	Capstone Project – Phase 1: Financial data collection and hypothesis formulation
19	Capstone Project – Phase 2: Modeling and dashboard creation
20	Capstone Project – Final Presentation and Peer Feedback
Text Book	
Python for Finance by Yves Hilpisch (O'Reilly Media)	
Financial Analytics with R by Mark J. Bennett & Dirk L. Hugen (Cambridge University Press)	
Reference Books	
Financial Modeling by Simon Benninga	
Machine Learning for Asset Managers by Marcos López de Prado	
Web Links and Case Study Links	
https://finance.yahoo.com/	
https://www.kaggle.com/	
https://www.nseindia.com/	
https://powerbi.microsoft.com/	
https://public.tableau.com/	

Catalogue prepared by	Dr. P. Mary Jeyanthi
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: QNT5112	Course Title: Applied Marketing Analytics Type of Course: Specialization Track Core	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 applied framework for leveraging analytics in modern marketing. It integrates consumer behavior data, marketing campaigns, digital and social media data, and builds actionable insights using statistical and machine learning techniques. Students will learn to use Python, Excel, Power BI, and social media APIs to solve real-world marketing problems related to customer segmentation, A/B testing, and ROI analysis.					
Course Objective	To equip students with tools and techniques to analyze marketing data, interpret customer behavior, optimize campaigns, and support strategic marketing decisions using analytics-driven approaches.					
Course Outcomes	By the end of this course, students will be able to: CO1: Understand various sources and types of marketing data. CO2: Apply analytics tools to analyze customer behavior and market segments. CO3: Design and evaluate marketing experiments and campaigns. CO4: Leverage social media analytics and sentiment analysis in decision making. CO5: Present marketing insights effectively through visual dashboards and storytelling.					

Course Content	This course bridges the gap between marketing strategy and data-driven decision-making through hands-on application of analytics. Students explore a wide range of marketing data—from consumer behavior to digital campaigns—and apply analytics techniques to optimize marketing effectiveness. Topics include customer segmentation, A/B testing, sentiment analysis, and predictive modeling. Students use tools such as Python, Power BI, Tableau, and social media APIs to build marketing dashboards and deliver actionable insights. The course concludes with a capstone project based on real-world marketing data.			
Module 1	Marketing Data Landscape and Consumer Behavior Analytics	Experiential Learning	Hands on understanding of Marketing Data	6 Lectures, 3 Tutorials, 6 Practical Sessions
Sources of marketing data (CRM, Google Analytics, Social Media) - Customer journey and sales funnel analysis - Structured and unstructured marketing data - Data wrangling, segmentation variables, KPIs				
Module 2	Exploratory Marketing Analytics and Customer Segmentation	Experiential Learning	Understanding of key concepts of Analytics	(8 Lectures, 3 Tutorials, 8 Practical Sessions)
RFM (Recency, Frequency, Monetary) analysis - K-Means, DBSCAN, Hierarchical clustering - Building buyer personas - Case: E-commerce customer segmentation.				
Module 3	Campaign Analytics and A/B Testing	Experiential Learning	Campaign success metrics	(6 Sessions, 3 Tutorials, 6 Practical)
Campaign success metrics: CTR, conversion rate, bounce rate, ROI - Hypothesis testing in A/B campaigns - Chi-square, t-tests for campaign evaluation - Case: Email marketing or landing page testing.				
Module 4	Predictive Modeling and Sentiment Analysis	Experiential Learning	Predicting customer churn using classification models	5 Lectures, 3 Tutorials, 6 Practical Sessions

Predicting customer churn using classification models - Lifetime value prediction - Sentiment analysis using social media text (Twitter API, TextBlob) - Visualization of sentiment scores and trends.				
Module 5	Marketing Dashboards and Capstone Project	Capstone Project	KPIs for marketing dashboarding	(5 Lectures, 3 Tutorials, 6 Practical Sessions)
KPIs for marketing dashboarding - Building and narrating insights through Tableau/Power BI - Group project: Real or synthetic marketing dataset - Peer review and final presentations.				
Targeted Application & Tools that can be used: • Python, Pandas, Scikit-learn, TextBlob, Tableau, Power BI, Google Analytics, Twitter API • Tableau/Power BI				
Tutorial Plan:				
1	Introduction to marketing data sources and key performance indicators (KPIs)			
2	Understanding and deriving RFM scores from transactional data			
3	Interpretation of clustering results – how to build customer personas			
4	Designing an A/B test – hypothesis framing and campaign structure			
5	Evaluating test results using statistical significance (p-value, t-test)			
6	Churn analytics – identifying churn features and risk prediction setup			
7	Building a sentiment dictionary – Positive vs Negative tone in customer feedback			
8	Designing an integrated marketing dashboard (storyboard approach)			
9	Peer review of student dashboards – group feedback and suggestions			
10	Capstone debrief – synthesizing marketing insights into business recommendations			
Practical Plan:				
1	Importing and cleaning marketing campaign data using Excel/Python			
2	Creating customer RFM segmentation model			
3	Running K-Means clustering using Python and visualizing clusters			
4	Designing visual dashboards using Power BI for customer segments			
5	Analyzing a social media dataset for engagement metrics			
6	Developing a test case: Landing page A/B variation setup			
7	Performing t-test and chi-square test to compare A/B test outcomes			

8	Building churn prediction models using Logistic Regression
9	Evaluating classification models with ROC curves and precision-recall
10	Extracting Twitter data using Tweepy or Twitter API
11	Conducting basic sentiment analysis with TextBlob
12	Visualizing sentiment trends using Seaborn and WordCloud
13	Predicting customer lifetime value using regression models
14	Creating campaign ROI visualizations using Power BI
15	Dashboard creation: e-commerce funnel analysis
16	Tableau-based storytelling: Customer insights
17	Finalizing capstone dataset and objectives
18	Developing end-to-end analytics project (segmentation or churn prediction)
19	Dashboard integration and result interpretation
20	Capstone presentation and peer evaluation
Text Book	
T1: Winston, Wayne L. (2014). Marketing Analytics: Data-Driven Techniques with Microsoft Excel. Wiley.	
T2: Lilien, G. L. & Rangaswamy, A. (2003). Marketing Engineering: Computer-Assisted Marketing Analysis and Planning. Trafford.	
Reference Books	
Marketing Data Science by Thomas W. Miller	
Predictive Marketing by Omer Artun & Dominique Levin	
Digital Marketing Analytics by Chuck Hemann & Ken Burbary	
Web Links and Case Study Links	
https://analytics.google.com/	
https://www.kaggle.com/datasets	
https://developer.twitter.com/en/docs/twitter-api	
https://public.tableau.com/	
Case Study: Email Campaign A/B Testing – HubSpot Dataset	
Case Study: Customer Churn – Telecom Dataset (IBM Sample)	
Catalogue prepared by	Dr. P. Mary Jeyanthi
Recommended by the Board of Studies on	Mention the BOS Number and the Date of BOS
Date of Approval by the Academic Council	Mention the Academic Council Meeting No. & the date of the meeting:

TRACK ELECTIVE- BUSINESS ANALYTICS

Course Code: QNT5113	Course Title: Computer Vision Tools for Business Type of Course: Specialization Track Elective Theory & Practical	L	T	P	C
		2	0	2	3
Version No.	1.0				
Course Pre-requisites	QNT4111 Applied Business Statistics QNT4112 Applied Data Analysis and Visualization				
Anti-requisites					
Course Description	This course provides an in-depth exploration of Computer Vision (CV) technologies and their applications in solving real-world business problems. Students will learn to use various CV tools and libraries like OpenCV, Tensor Flow, and YOLO to extract meaningful visual data insights. The course blends technical skill development with business acumen, enabling students to design and implement CV-based solutions for marketing, retail, manufacturing, and customer experience optimization.				
Course Outcomes	CO1	Understand: Explain key concepts of image processing and computer vision			
	CO2	Apply: Computer vision tools to extract and analyze visual data			
	CO3	Analyze: Evaluate CV technologies for solving specific business problems			
	CO4	Create: Design and implement business solutions using computer vision models for decision making.			
Course Objective	This course is designed to improve the learners' EMPLOYABILITYSKILLS by using EXPERIENTIALLEARNING techniques.				
Module 1	Business Relevance of Computer Vision and Industry	Quiz (Participative Learning)		8 Sessions + 5 Practical	
Topics: Computer vision: Concepts and business value, Overview of the vision pipeline: from image to insight, Vision use cases: Customer analytics, surveillance, automation, Image-based KPIs and ROI in computer vision projects, Ethical concerns: Surveillance, consent, and data misuse.					
Module 2	Visual Data Interpretation and Analytical Storytelling	Assignment using E Library (Participative Learning)		8 Sessions + 7 Practical	
Topics: Types of visual data: Static images, video, scanned documents, Feature extraction: Identifying what the model "sees", Object detection and counting for retail/warehousing, Image-based document digitization using OCR, Creating insights from annotated images.					
Module 3	Business Applications of Vision-Driven AI Models	Case (Experiential Learning)		7 Sessions + 9 Practical	
Topics: Understanding pre-trained computer vision models, Product tagging and catalog automation, Facial expression recognition for customer satisfaction, Vision analytics in insurance, banking, and retail, Evaluating vendor dashboards and platform demos.					

Module 4	Executive Dashboards and Capstone Project	Project (Experiential Learning)	7 Sessions + 9 Practical
Topics: Communicating computer vision results in a business setting, Integrating vision data with traditional BI dashboards, Using Tableau or Power BI to visualize object counts, OCR results, etc., Creating a business case for vision deployment, Capstone: End-to-end simulation of a CV-based solution.			
Targeted Application & Tools that can be used: Python, Tensorflow			
Project work/Assignment:			
Assignment 1: Module 1 - Quiz Assignment 2: Module 2 - Written Assignment Assignment 3: Module 3 - Case study in Assignment 4: Module 4 - Project Work			
Text Book: T1: Szeliski, R. (2010). <i>Computer Vision: Algorithms and Applications</i> . Springer.			
Reference Books: R1: Bradski, G. & Kaehler, A. (2008). <i>Learning OpenCV: Computer Vision with the OpenCV Library</i> . O'Reilly Media. R2: Goodfellow, I., Bengio, Y., & Courville, A. (2016). <i>Deep Learning</i> . MIT Press.			
Online Resources: https://presiuniv.knimbus.com/user#/home https://presiuniv.knimbus.com/user - /home			
Research Articles: 1. Suma, K. G., Patil, P., & Sunitha, G. (2024). Computer Vision and Its Intelligence in Industry 4.0. IGI Global. https://www.researchgate.net/publication/387429378_Computer_Vision_and_Its_Intelligence_in_Industry 2. Zhou, H. A., Wolfschläger, D., & Florides, C. (2024). Generative AI in Industrial Machine Vision – A Review. <i>arXiv</i> . https://arxiv.org/abs/2402.12345 3. Mansour, A. E., et al. (2024). AI and Computer Vision-based Real-time Quality Control: A Review of Industrial Applications. <i>Procedia Computer Science</i> , 231, 212–220. https://www.sciencedirect.com/science/article/pii/S187705092302207X			
Multimedia (Videos): 1. Example Use Case for SAS Computer Vision Capabilities https://www.youtube.com/watch?v=N2dQDC5goZI youtube.com+2imerit.net+2youtube.com+2youtube.comyoutube.com 2. L-DIH Talks – Computer Vision for Industrial Applications https://www.youtube.com/watch?v=IAhRtsV-Mw0 youtube.com 3. Common Production Issues That CV AI Can Solve! https://www.youtube.com/watch?v=cmfVsQa4B6c			
Case Studies: 1: Walmart – Shelf Inventory Monitoring 2: Coca-Cola – Brand Logo Detection in Social Media 3: BMW – Automated Visual Inspection in Manufacturing 4: Amazon Go – Computer Vision for Cashless Retailing https://venturebeat.com/ai/walmart-opens-an-ai-powered-store-to-monitor-inventory-in-real-time			

https://towardsdatascience.com/detecting-brand-logos-in-social-media-images-with-deep-learning-f7e80f4c5a7e https://www.bmw.com/en/innovation/artificial-intelligence-production.html	
Catalogue prepared by	Dr. Varalakshmi Dandu
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: QNT5114	Course Title: AI and Machine Learning for Business Applications Type of Course: Specialization Track Elective Theory & Practical	L	T	P	C
		2	0	2	3
Version No.	1.0				
Course Pre-requisites	QNT4111 Applied Business Statistics QNT4112 Applied Data Analysis and Visualization				
Anti-requisites					
Course Description	This course provides an applied understanding of Artificial Intelligence (AI) and Machine Learning (ML) in solving complex business problems. Learners will explore ML models, AI frameworks, and deployment strategies with hands-on exposure to Python, Scikit-learn, TensorFlow, and real-world datasets. The course emphasizes decision-making through predictive analytics and intelligent automation in domains such as marketing, finance, supply chain, and customer service.				
Course Outcomes	CO1	Understand Explain fundamental concepts and techniques in AI and ML relevant to business functions			
	CO2	Apply machine learning algorithms to analyze structured and unstructured business data			
	CO3	Evaluate model performance and optimize AI-driven business decision processes			
	CO4	Create and deploy AI solutions for predictive analytics and business automation			
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using EXPERIENTIAL LEARNING techniques.				
Module 1	Foundations of AI and Machine Learning	Quiz (Participative Learning)	8 Sessions + 5 Practical		

Topics: Introduction to AI and ML concepts, Business applications: customer churn, fraud detection, forecasting, Supervised vs. unsupervised learning, Overview of ML algorithms: linear regression, decision trees, k-means, ML workflow and data pipelines.			
Module 2	Business Problem-Solving with Predictive Modeling	Assignment using E Library (Participative Learning)	8 Sessions + 7 Practical
Topics: Predictive analytics process in business, Buildin and validating regression and classification models, Overfitting, bias, and variance, Evaluation metrics: accuracy, precision, recall, F1-score, ROC curve, Use case: Customer lifetime value prediction.			
Module 3	Recommendation Systems and Business Personalization	Case Study (Experiential Learning)	7 Sessions + 9 Practical
Topics: Recommendation systems: types and architecture, Collaborative vs. content-based filtering, Matrix factorization basics, Use cases in Netflix, Amazon, and Spotify, Ethics of algorithmic personalization.			
Module 4	AI Deployment, Governance, and Strategic Impact	Project (Experiential Learning)	7 Sessions + 9 Practical
Topics: Strategic planning for AI in business, AI project lifecycle and KPIs, Explainable AI (XAI) and ethical deployment, AI governance, data privacy, and compliance (GDPR, DPDP), Capstone project development and presentation.			
Targeted Application & Tools that can be used: Python, Scikit-learn, Pandas, TensorFlow, Keras, Power BI, Google Colab			
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			
Text Book:			
T1: Géron, A. (2019). <i>Hands-On Machine Learning with Scikit-Learn, Keras & TensorFlow</i> (2nd Ed.). O'Reilly Media.			
Reference Books:			
R1: Mitchell, T. (1997). <i>Machine Learning</i> . McGraw-Hill.			
R2: Aggarwal, C. (2018). <i>Machine Learning for Business</i> . Springer.			
R3: Provost, F., & Fawcett, T. (2013). <i>Data Science for Business</i> . O'Reilly.			
Online Resources:			
https://presiuniv.knimbus.com/user#/home https://presiuniv.knimbus.com/user - /home			
Research Articles:			
1. Brynjolfsson, E., & McAfee, A. (2017). <i>Artificial Intelligence, for Real</i> . Harvard Business Review. https://hbr.org/2017/07/artificial-intelligence-for-the-real-world			
2. Davenport, T. H., Guha, A., Grewal, D., & Bressgott, T. (2020). <i>How Artificial Intelligence Will Change the Future of Marketing</i> . <i>Journal of the Academy of Marketing Science</i> , 48, 24–42. https://doi.org/10.1007/s11747-019-00696-0			

3. **Shrestha, Y. R., Ben-Menahem, S. M., & von Krogh, G. (2019).** *Organizational Decision-Making Structures in the Age of Artificial Intelligence*. *California Management Review*, 61(4), 66–83.
<https://doi.org/10.1177/000812561986225>

Multimedia (Videos):

1. **How AI is changing business strategy** – Harvard Business School
<https://www.youtube.com/watch?v=6LYRgrqJgDc>
2. **Machine Learning in Business – Real Examples** – Data School
<https://www.youtube.com/watch?v=2ePf9rue1Ao>
3. **AI and the Future of Work** – World Economic Forum
<https://www.youtube.com/watch?v=4B31g3icdrg>

Case Studies:

1. **Netflix** – Content personalization using collaborative filtering
2. **Amazon** – Dynamic pricing and demand forecasting using ML
3. **HDFC Bank** – Fraud detection using classification algorithms
4. **Zara** – Inventory optimization using AI-driven analytics
5. **Unilever** – Talent acquisition using predictive AI models

<https://towardsdatascience.com>

<https://www.kaggle.com>

<https://dataconomy.com>

Catalogue prepared by	Dr. Varalakshmi Dandu
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: QNT5115	Course Title: Data Architecture and Database Systems Type of Course: Specialization Track Elective Theory & Practical	L	T	P	C
		2	0	2	3
Version No.	1.0				
Course Pre-requisites	QNT4111 Applied Business Statistics QNT4112 Applied Data Analysis and Visualization				
Anti-requisites					
Course Description	This course introduces the principles of data architecture and database systems essential for managing modern data-driven businesses. It covers conceptual and logical database design, data modeling, relational databases, NoSQL databases, and cloud-based data management. Students will gain hands-on experience in SQL, ER modeling, normalization, and implementing database solutions for real-world business problems.				
Course Outcomes	CO1	Understand the principles of data architecture and database system design			

	CO2	Apply SQL and NoSQL techniques to store, retrieve, and manipulate business data	
	CO3	Analyze and design effective data models for enterprise systems	
	CO4	Create data solutions that align with business strategies	
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using EXPERIENTIAL LEARNING techniques.		
Module 1	Fundamentals of Data Architecture and Business Data Needs	Quiz (Participative Learning)	8 Sessions + 5 Practical
Topics: Overview of data architecture and data strategy, Data lifecycle: creation, storage, processing, archival, Business challenges in data management, Introduction to relational databases and SQL, Entity Relationship Diagrams (ERDs) and data modeling.			
Module 2	Relational Databases and SQL for Business Analytics	Assignment using E Library (Participative Learning)	8 Sessions + 7 Practical
Topics: SQL basics: SELECT, WHERE, GROUP BY, ORDER BY, JOINS: INNER, LEFT, RIGHT, FULL OUTER, Subqueries, CASE WHEN, aliases, Aggregate functions: COUNT, SUM, AVG, MIN, MAX, Real-world data querying: HR, sales, finance datasets.			
Module 3	Data Warehousing and Business Intelligence Integration	Case Study (Experiential Learning)	7 Sessions + 9 Practical
Topics: OLTP vs. OLAP systems, Data warehousing concepts and architecture, Star and snowflake schema design, ETL pipelines and data staging, Integration with BI tools like Power BI and Tableau.			
Module 4	Modern Data Architecture – Cloud, NoSQL, and Governance	Project (Experiential Learning)	7 Sessions + 9 Practical
Topics: NoSQL overview: document, key-value, columnar, graph databases, MongoDB and BigQuery use cases in business, Cloud data platforms: AWS Redshift, Azure Synapse, Google BigQuery, Data governance, privacy laws (GDPR, DPDP), and metadata management, Data lakes and lakehouse architecture overview.			
Targeted Application & Tools that can be used: MySQL, PostgreSQL, MongoDB, Firebase, ERDPlus, DB Browser, Cloud SQL (AWS/GCP)			
Project work/Assignment:			
Assignment 1: Module 1 - Quiz			
Assignment 2: Module 2 - Written Assignment			
Assignment 3: Module 3 - Case study in			

Assignment 4: Module 4 - Project Work	
Text Book: T1: Coronel, C., & Morris, S. (2019). <i>Database Systems: Design, Implementation, and Management</i> (13th Ed.). Cengage Learning.	
Reference Books: R1: Elmasri, R., & Navathe, S. (2015). <i>Fundamentals of Database Systems</i> . Pearson Education. R2: Redmond, E., & Wilson, J. R. (2012). <i>Seven Databases in Seven Weeks</i> . Pragmatic Bookshelf. R3: Kleppmann, M. (2017). <i>Designing Data-Intensive Applications</i> . O'Reilly Media.	
Online Resources: Presidency University Library Portal: https://presiuniv.knimbus.com/user#/home SQL Tutorial: https://www.w3schools.com/sql/ MongoDB University: https://university.mongodb.com/	
Research Articles: Inmon, W. H. (2021). <i>The Evolution of Data Architecture for the Modern Enterprise.</i> <i>Journal of Data Management</i>, 23(1), 10–18. https://tdwi.org/articles/2021/02/15/adv-all-evolution-of-modern-data-architecture.aspx Khan, A., et al. (2020). <i>Data Lakes and Analytics Platforms: Benefits and Challenges.</i> <i>Information Systems Frontiers</i>, 22(2), 487–502. https://doi.org/10.1007/s10796-018-9847-7 Abadi, D. J. (2016). <i>The Design and Implementation of Modern Column-Oriented Database Systems.</i> <i>Communications of the ACM</i>, 59(11), 118–127. https://cacm.acm.org/magazines/2016/11/209135-the-design-and-implementation-of-modern-column-oriented-database-systems/	
Multimedia (Videos): Data Architecture Explained in Simple Terms – Firebox Training https://www.youtube.com/watch?v=H3GizZgBEq0 What is Data Warehouse? Data Warehouse Tutorial for Beginners – Simplilearn https://www.youtube.com/watch?v=QpdhBUYk7Kk SQL Full Course for Beginners Learn SQL in 4 Sessions – Programming with Mosh https://www.youtube.com/watch?v=7S_tz1z_5bA NoSQL vs SQL: What's the Difference? – Academind https://www.youtube.com/watch?v=ZS_kXvOeQ5Y	
Case Studies: Netflix – Using NoSQL (Cassandra) for scalable content delivery https://netflixtechblog.com/benchmarking-cassandra-scalability-on-aws-over-a-million-writes-per-second-39f45f066c9e Uber – PostgreSQL and Big Data for real-time ride management https://eng.uber.com/schemaless-part-one/ Amazon – DynamoDB for scalable product data storage https://aws.amazon.com/dynamodb/ Zomato – MySQL and sharding techniques for high-speed querying https://engineering.zomato.com/how-we-scaled-zomatos-database-to-serve-traffic-from-24-countries-60c9b108fdd2 Flipkart – MongoDB adoption for managing user-generated reviews https://www.mongodb.com/customers/flipkart	
Catalogue prepared by	Dr. Varalakshmi Dandu

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: QNT5116	Course Title: Deep Learning Techniques and Applications Type of Course: Specialization Track Elective Theory & Practical	L	T	P	C
		2	0	2	3
Version No.	1.0				
Course Pre-requisites	QNT4111 Applied Business Statistics QNT4112 Applied Data Analysis and Visualization				
Anti-requisites					
Course Description	This course offers a comprehensive introduction to deep learning techniques and their practical applications in business. It focuses on artificial neural networks, convolutional neural networks (CNNs), recurrent neural networks (RNNs), and transfer learning, using industry-standard tools such as TensorFlow and Keras. Students will apply deep learning models to business problems such as customer behavior prediction, fraud detection, image recognition, and sentiment analysis.				
Course Outcomes	CO1	Understand the theoretical foundations of deep learning and neural network architectures			
	CO2	Apply deep learning techniques using TensorFlow/Keras for business-relevant data			
	CO3	Analyze the performance of deep learning models and optimize them for business use			
	CO4	Create end-to-end solutions involving real-world datasets using deep learning models			
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using EXPERIENTIAL LEARNING techniques.				
Module 1	Introduction to Deep Learning Concepts and Tools	Quiz (Participative Learning)	8 Sessions + 5 Practical		
Topics: Evolution from machine learning to deep learning, Artificial neural networks (ANN): structure and workflow, Activation functions: ReLU, Sigmoid, Tanh, Loss functions and optimizers, Introduction to TensorFlow and Keras platforms.					
Module 2	Convolutional Neural Networks (CNNs) and Image-based Business Use Cases	Assignment using E Library (Participative Learning)	8 Sessions + 7 Practical		

Topics: CNN architecture: convolutional, pooling, and fully connected layers, Image classification pipeline, Use cases: facial recognition, product classification, defect detection, pre-trained models: VGG, ResNet, MobileNet, Transfer learning and fine-tuning.			
Module 3	Recurrent Neural Networks (RNNs) and Sequence Data in Business Use cases	Case Study (Experiential Learning)	7 Sessions + 9 Practical
Topics: Introduction to RNNs and LSTMs, Handling sequential and time-series data, Applications in forecasting and language modeling, Tokenization and embedding for text data, Use case: Customer sentiment analysis from reviews			
Module 4	Advanced Applications, Ethics, and Capstone Project	Project (Experiential Learning)	7 Sessions + 9 Practical
Topics: Deep learning in recommendation systems and anomaly detection, Introduction to Generative Adversarial Networks (GANs), Business risks of black-box models, Explainable AI (XAI) and model interpretability (SHAP, LIME), Capstone design and peer presentation.			
Targeted Application & Tools that can be used: Python, TensorFlow, Keras, Streamlit, Pandas, NumPy, Matplotlib, Scikit-learn			
Project work/Assignment:			
Assignment 1: Module 1 - Quiz Assignment 2: Module 2 - Written Assignment Assignment 3: Module 3 - Case study in Assignment 4: Module 4 - Project Work			
Text Book: T1: Géron, A. (2022). <i>Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow</i> (3rd Ed.). O'Reilly Media.			
Reference Books: R1: Chollet, F. (2017). <i>Deep Learning with Python</i> . Manning Publications. R2: Goodfellow, I., Bengio, Y., & Courville, A. (2016). <i>Deep Learning</i> . MIT Press. R3: Aggarwal, C. C. (2018). <i>Neural Networks and Deep Learning</i> . Springer.			
Online Resources: Presidency University Library Portal: https://presiuniv.knimbus.com/user#/home TensorFlow Tutorials: https://www.tensorflow.org/tutorials Keras Documentation: https://keras.io/guides/			
Research Articles: LeCun, Y., Bengio, Y., & Hinton, G. (2015). <i>Deep Learning</i>. <i>Nature</i>, 521(7553), 436–444. https://www.nature.com/articles/nature14539 Chollet, F. (2017). <i>Deep Learning with Python</i>. Manning Publications. (Chapter excerpts & case studies) https://livebook.manning.com/book/deep-learning-with-python/about-this-book Brownlee, J. (2020). <i>How to Get Started with Deep Learning for Time Series Forecasting</i>. <i>Machine Learning Mastery</i>. https://machinelearningmastery.com/deep-learning-for-time-series-forecasting/			
Multimedia (Videos):			

1. **Deep Learning Crash Course (Simplilearn)**
<https://www.youtube.com/watch?v=aircAruvnKk>
2. **Convolutional Neural Networks (CNNs) Explained – StatQuest**
<https://www.youtube.com/watch?v=FTr3n7uBluE>
3. **Recurrent Neural Networks and LSTM Explained – Simplilearn**
<https://www.youtube.com/watch?v=UNmqTiOnRfg>
4. **How Businesses Use Deep Learning (McKinsey Tech Talks)**
<https://www.youtube.com/watch?v=ekDqjHjJYYE>

Case Studies:

Google Translate – Neural Machine Translation with RNNs

<https://ai.googleblog.com/2016/09/a-neural-network-for-machine.html>

Tesla – Self-driving vision using CNNs

<https://www.tesla.com/autonomy>

Amazon – Product recommendation using deep learning embeddings

<https://aws.amazon.com/personalize/>

HDFC Bank – Fraud detection with LSTM networks

<https://analyticsindiamag.com/hdfc-banks-use-of-analytics-machine-learning-explained/>

Swiggy/Zomato – Menu image classification and sentiment analysis using CNN and NLP models

<https://analyticsindiamag.com/what-is-swiggy-doing-in-ai-and-machine-learning/>

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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: QNT5117	Course Title: HealthTech and Pharma Analytics Type of Course: Specialization Track Elective Theory & Practical	L	T	P	C
		2	0	2	3
Version No.	1.0				
Course Pre-requisites	QNT4111 Applied Business Statistics QNT4112 Applied Data Analysis and Visualization				
Anti-requisites					
Course Description	This course provides an interdisciplinary understanding of analytics applications in the healthcare and pharmaceutical industries. Learners will explore health data systems, clinical trial analytics, predictive modeling for patient care, AI in diagnostics, drug discovery, and regulatory analytics. Students will use industry-relevant tools to derive insights from electronic health records (EHRs), claims data, and genomic data to support strategic and operational decisions.				
Course Outcomes	CO1	Understand healthcare and pharmaceutical data ecosystems and analytics use cases			

	CO2	Apply statistical and machine learning methods to health and pharma datasets	
	CO3	Analyze patient behavior, treatment efficacy, and healthcare operations using analytical tools	
	CO4	Create data-driven solutions for public health, pharma supply chains, and personalized medicine	
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using EXPERIENTIAL LEARNING techniques.		
Module 1	Health and Pharma Data Ecosystems	Quiz	8 Sessions + 5 Practical
Topics: Health and Pharma Data Ecosystems: EHRs, clinical data, real-world evidence, healthcare KPIs, ICD coding systems, HIPAA regulations.			
Module 2	Analytics in Healthcare	Assignment using E Library (Participative Learning)	8 Sessions + 7 Practical
Topics: Descriptive and Predictive Analytics in Healthcare: Patient segmentation, readmission prediction, treatment optimization, anomaly detection.			
Module 3	AI & ML Applications	Case Study (Experiential Learning)	7 Sessions + 9 Practical
Topics: AI & ML Applications in Pharma: Drug discovery analytics, clinical trial optimization, adverse event prediction, NLP for medical text.			
Module 4	Business Cases and Capstone Project	Project (Experiential Learning)	7 Sessions + 9 Practical
Topics: Business Cases and Capstone Project: Vaccine distribution analytics, pharma marketing ROI, population health modeling, dashboard creation.			
Targeted Application & Tools that can be used: Python, R, Tableau, Power BI, SQL, Scikit-learn, NLP Libraries (spaCy, NLTK), TensorFlow, Jupyter Notebook			
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			

Text Book: T1: Reddy, C. K., & Aggarwal, C. (2015). <i>Healthcare Data Analytics</i> . CRC Press.	
Reference Books: R1: Davenport, T. H., & Glaser, J. (2002). <i>Just-in-Time Delivery Comes to Knowledge Management</i> . Harvard Business Review. R2: Bennett, C. C., & Hauser, K. (2013). <i>Artificial Intelligence Framework for Simulating Clinical Decision-Making</i> . Journal of Healthcare Engineering. R3: Saria, S., Butte, A., & Sheikh, A. (2018). <i>Better Medicine Through Machine Learning</i> . PLOS Medicine.	
Online Resources: Presidency University Library Portal: https://presiuniv.knimbus.com/user#/home HealthIT.gov – Data Standards: https://www.healthit.gov FDA – Real World Evidence: https://www.fda.gov/science-research/science-and-research-special-topics/real-world-evidence	
Research Articles:	
Multimedia (Videos):	
Case Studies: Pfizer & IBM Watson – AI in cancer drug discovery https://www.ibm.com/watson-health/learn/ai-healthcare Apollo Hospitals – Predictive analytics for cardiac risk detection https://www.analyticsvidhya.com/blog/2021/09/apollo-hospitals-and-healthcare-ai-applications/ NHS UK – AI and ML in hospital readmission prediction https://www.nature.com/articles/s41746-020-0251-7 GSK – Clinical trial data analytics https://www.gsk.com/en-gb/media/press-releases/accelerating-clinical-data-analytics/ WHO – Population health analytics for disease surveillance https://www.who.int/tools/global-health-observatory	
Catalogue prepared by	Dr. Varalakshmi Dandu
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code: QNT5118	Course Title: Analytics-Driven Supply Chain Optimization Type of Course: Specialization Track Elective Theory & Practical	L	T	P	C
		2	0	2	3
Version No.	1.0				

Course prerequisites	QNT4111 Applied Business Statistics QNT4112 Applied Data Analysis and Visualization		
Anti-requisites			
Course Description	This course explores the application of advanced analytics techniques in optimizing supply chain performance across procurement, logistics, inventory, and demand forecasting. It provides hands-on exposure to data-driven decision-making using simulation, predictive modeling, network optimization, and real-time analytics. Students will develop skills to transform supply chains into responsive, agile, and data-intelligent systems.		
Course Outcomes	CO1	Understand the strategic role of analytics in supply chain management	
	CO2	Apply data modeling and forecasting techniques for supply chain optimization	
	CO3	Analyze logistics, inventory, and distribution data using analytical tools	
	CO4	Create simulation and optimization models to enhance supply chain agility and efficiency	
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using EXPERIENTIAL LEARNING techniques.		
Module 1	Supply Chain Fundamentals & Data Landscape	Quiz (Participative Learning)	8 Sessions + 7 Practical
Topics: Supply Chain Fundamentals & Data Landscape: SCOR model, KPIs, data sources, supplier-customer data integration, digital twins.			
Module 2	Forecasting & Inventory Analytics	Assignment using E Library (Participative Learning)	8 Sessions + 7 Practical
Topics: Forecasting & Inventory Analytics: Demand forecasting, time-series models, ABC analysis, EOQ, safety stock analytics.			
Module 3	Logistics and Distribution Optimization	Case Study (Experiential Learning)	7 Sessions + 7 Practical
Topics: Logistics and Distribution Optimization: Route planning, network optimization, warehouse analytics, reverse logistics.			

Module 4	Simulation & Decision Optimization	Project (Experiential Learning)	7 Sessions + 9 Practical
Topics: Simulation & Decision Optimization: Linear programming, Monte Carlo simulation, supply chain dashboards, case-based capstone.			
Targeted Application & Tools that can be used: Excel Solver, R, Python, AnyLogic, Power BI, Tableau, Simul8, Supply Chain Guru, SQL.			
Project work/Assignment:			
Assignment 1: Module 1 - Quiz Assignment 2: Module 2 - Written Assignment Assignment 3: Module 3 - Case study in Assignment 4: Module 4 - Project Work			
Text Book: T1: Chopra, S., & Meindl, P. (2020). <i>Supply Chain Management: Strategy, Planning, and Operation</i> (7th Ed.). Pearson Education.			
Reference Books: R1: Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2008). <i>Designing and Managing the Supply Chain</i> . McGraw-Hill. R2: Stadtler, H., Kilger, C., & Meyr, H. (2015). <i>Supply Chain Management and Advanced Planning</i> . Springer. R3: Ballou, R. H. (2003). <i>Business Logistics/Supply Chain Management</i> . Pearson Education.			
Online Resources: 🔗 Presidency University Library Portal: https://presiuniv.knimbus.com/user#/home 🔗 Supply Chain Digital: https://www.supplychaindigital.com 🔗 MIT Center for Transportation and Logistics: https://ctl.mit.edu/			
Research Articles:			
Multimedia (Videos):			
Case Studies: Walmart – Inventory optimization using real-time analytics https://hbr.org/2006/03/the-12-different-ways-for-companies-to-innovate Amazon – Predictive logistics and warehouse robotics https://supplychaindigital.com/logistics/inside-amazons-robot-powered-warehouses Unilever – Demand forecasting with AI-driven platforms https://www.forbes.com/sites/insights-intelai/2020/03/31/how-unilever-is-using-ai-to-forecast-demand/ DHL – Route optimization using AI and IoT https://www.dhl.com/content/dam/dhl/global/core/documents/pdf/glo-core-artificial-intelligence-in-logistics.pdf Flipkart – Last-mile delivery efficiency using data analytics https://analyticsindiamag.com/how-flipkart-uses-machine-learning-for-delivery-optimization/			
Catalogue prepared by	Dr. Varalakshmi Dandu		

Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code: QNT5119	Course Title: Text Analytics and Natural Language Processing	L	T	P	C
	Type of Course: Specialization Track Elective Theory & Practical	2	0	2	3
Version No.	1.0				
Course Pre-requisites	QNT4111 Applied Business Statistics QNT4112 Applied Data Analysis and Visualization				
Anti-requisites					
Course Description	This course offers a comprehensive exploration of text analytics and natural language processing (NLP) techniques with applications in business intelligence, sentiment analysis, social media analytics, customer feedback mining, and automation. Students will learn to preprocess, analyze, and model textual data using Python libraries and machine learning models. Practical implementation focuses on deriving actionable insights from unstructured text in business contexts.				
Course Outcomes	CO1	Understand the concepts, challenges, and workflow of text mining and NLP			
	CO2	Apply preprocessing and feature engineering techniques to textual datasets			
	CO3	Analyze unstructured business data using NLP tools and machine learning models			
	CO4	Create business applications using sentiment analysis, topic modeling, and text classification			
Course Objective	To empower learners with hands-on skills in text analytics and natural language processing through experiential learning , enabling them to solve business problems involving large-scale unstructured text data.				
Module 1	Introduction to Text Analytics	Quiz		8 Sessions + 5 Practical	

Topics: Foundations of Text Analytics: Types of textual data, tokenization, stemming, lemmatization, stop words, POS tagging.			
Module 2	Text Representation & Preprocessing	Assignment using E Library (Participative Learning)	8 Sessions + 7 Practical
Topics: Text Representation & Preprocessing: Bag of Words, TF-IDF, word embeddings, N-grams, vectorization techniques.			
Module 3	NLP Techniques & Models	Case Study (Experiential Learning)	7 Sessions + 9 Practical
Topics: NLP Techniques and Models: Named Entity Recognition (NER), sentiment analysis, topic modeling (LDA), classification using Naive Bayes, SVM.			
Module 4	Applications in Business Analytics	Project (Experiential Learning)	7 Sessions + 9 Practical
Topics: Applications in Business Analytics: Social media analytics, feedback mining, chatbot NLP, fraud detection, document summarization.			
Targeted Application & Tools that can be used: Python, NLTK, spaCy, Scikit-learn, TextBlob, Gensim, Hugging Face Transformers, Google Colab			
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			
Text Book: T1: Raj, B., & Abhishek, M. (2021). <i>Text Analytics with Python: A Practical Real-World Approach to Gaining Actionable Insights from Your Data</i> (2nd Ed.). Apress.			
Reference Books: R1: Bird, S., Klein, E., & Loper, E. (2009). <i>Natural Language Processing with Python</i> . O'Reilly. R2: Jurafsky, D., & Martin, J. H. (2021). <i>Speech and Language Processing</i> (3rd Ed.). Draft. R3: Sarkar, D. (2016). <i>Text Analytics with Python</i> . Apress.			
Online Resources: 1. Presidency University Library Portal: https://presiuniv.knimbus.com/user#/home 2. NLTK Tutorials: https://www.nltk.org/book/ 3. Hugging Face Transformers: https://huggingface.co/transformers/			
Research Articles:			
Multimedia (Videos):			
Case Studies:			

1. Netflix – Text summarization for content metadata tagging https://netflixtechblog.com/tagged/nlp 2. Zomato – Sentiment analysis from customer reviews https://medium.com/swlh/sentiment-analysis-on-zomato-reviews-using-python-nlp-5f8493ebc23f 3. Amazon – Customer feedback mining for product improvement https://towardsdatascience.com/applying-nlp-to-analyze-amazon-reviews-using-python-71efb491dfa0 4. HDFC Bank – Chatbot analytics and NER for customer service https://analyticsindiamag.com/hdfc-banks-use-of-analytics-machine-learning-explained/ 5. Twitter – Trend analysis and political sentiment detection https://monkeylearn.com/blog/sentiment-analysis-twitter/	
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Course Code: QNT5120	Course Title: MarTech and AdTech in Practice Type of Course: Specialization Track Elective Theory & Practical	L	T	P	C
		2	0	2	3
Version No.	1.0				
Course Pre-requisites	MKT4111: Marketing Management - Theories and Practices				
Anti-requisites					
Course Description	This course offers a comprehensive overview of Marketing Technology (MarTech) and Advertising Technology (AdTech) ecosystems. Learners will explore how businesses leverage data-driven tools for customer acquisition, personalization, campaign automation, ad targeting, media buying, and performance measurement. The course includes hands-on experience with tools like Google Ads, Meta Ads Manager, CRM platforms, and programmatic advertising software.				
Course Outcomes	CO1	Understand the MarTech and AdTech ecosystems, platforms, and key functions			
	CO2	Apply data-driven tools to design and execute personalized marketing and ad campaigns			

	CO3	Analyze campaign performance and customer journeys using CRM and analytics tools	
	CO4	Create integrated MarTech-AdTech strategies for improved ROI and omni channel marketing	
Course Objective	To prepare learners to design, execute, and analyze technology-enabled marketing and advertising strategies through experiential learning and practical tool-based implementation.		
Module 1	Introduction to MarTech & AdTech	Quiz (Participative Learning)	8 Sessions + 5 Practical
Topics: Introduction to MarTech & AdTech: Ecosystem overview, CDPs vs. CRMs, DMPs, SSPs, DSPs, cookies, tracking pixels.			
Module 2	Marketing Automation & CRM	Assignment using E Library (Participative Learning)	8 Sessions + 7 Practical
Topics: Marketing Automation & CRM: Tools like HubSpot, Salesforce, personalization, customer lifecycle management, lead scoring.			
Module 3	AdTech Platforms & Programmatic Advertising	Case Study (Experiential Learning)	7 Sessions + 9 Practical
Topics: AdTech Platforms & Programmatic Advertising: Real-time bidding, Google Ads, Meta Ads, retargeting, A/B testing, geo-targeting.			
Module 4	Analytics & Campaign Optimization	Project (Experiential Learning)	7 Sessions + 9 Practical
Topics: Analytics & Campaign Optimization: Attribution models, ad fraud prevention, ROI dashboards, AI in MarTech-AdTech.			
Targeted Application & Tools that can be used Google Ads, Meta Ads Manager, HubSpot, Salesforce, Zoho CRM, Mailchimp, Google Tag Manager, Hotjar, SEMrush, Tableau, Power BI			
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	
Text Book: T1: Scott Brinker. (2023). <i>Marketing Technology Landscape Supergraphic</i> . Chiefmartec.com.	
Reference Books: R1: Kotler, P., Kartajaya, H., & Setiawan, I. (2021). <i>Marketing 5.0: Technology for Humanity</i> . Wiley. R2: Chaffey, D., & Ellis-Chadwick, F. (2019). <i>Digital Marketing</i> (7th Ed.). Pearson. R3: Ryan, D. (2016). <i>Understanding Digital Marketing</i> . Kogan Page.	
Online Resources: 1. Presidency University Library Portal: https://presiuniv.knimbus.com/user#/home 2. ChiefMartec Blog: https://chiefmartec.com 3. Google Ads Help: https://support.google.com/google-ads 4. HubSpot Academy: https://academy.hubspot.com 5. Meta for Business: https://www.facebook.com/business/learn Research Articles: Multimedia (Videos): Case Studies: 1. Nike – Personalization at scale using MarTech stack https://www.cio.com/article/243911/how-nike-is-transforming-marketing-technology.html 2. Spotify – Programmatic audio advertising and personalization https://ads.spotify.com/en-US/news-and-insights/spotify-advertising-case-studies/ 3. Coca-Cola – CRM and cross-channel automation for campaigns https://www.salesforce.com/in/customer-success-stories/coca-cola/ 4. Amazon – AdTech strategy with audience targeting and DSP https://advertising.amazon.com/en/help/glossary/demand-side-platform-dsp 5. Lenskart – Omnichannel MarTech implementation in India https://www.livemint.com/technology/tech-news/how-lenskart-is-using-technology-to-scale-operations-11607366373916.html	
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SPECIALIZATION TRACK

TRACK CORE - LUXURY RETAIL AND LIFESTYLE MANAGEMENT

Course Code: LRM5111	Course Title: Luxury Brand Management 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	This course provides an in-depth exploration of luxury brand strategies , focusing on how prestige brands build, manage, and sustain their identity in competitive global markets. Students will gain a comprehensive understanding of the luxury industry ecosystem , including sectors such as fashion, cosmetics, jewelry, automobiles, hospitality, and lifestyle . The course combines strategic marketing theory with real-world case studies from leading luxury brands (e.g., Chanel, Louis Vuitton, Rolex, and Ferrari). Emphasis is placed on brand storytelling, consumer psychology, heritage preservation, digital transformation , and the emotional value proposition that defines luxury.				
Course Objective	This course is designed for SKILL DEVELOPMENT of the learner by using PARTICIPATIVE LEARNING techniques.				
Course Out Comes	On successful completion of this course the students shall be able to: CO 1) Understand the consumer behavior and psychology behind luxury consumption. CO 2) Analyze and apply luxury brand positioning strategies. CO 3) Evaluate the impact of globalization and digitalization on luxury branding. CO 4) Create sustainable and ethical strategies in luxury brand management.				
Course Content:					
Module 1	Introduction to Luxury Brand Management		Assessment 1 - Quiz	15 Sessions	
Topics: Definition and Evolution of Luxury - History of Luxury Brands (Fashion, Jewellery, Automotive, etc.) – Global Luxury Industry Overview - Luxury vs Premium vs Mass Market - Luxury Consumer					

Behaviour - Profile of Luxury Consumers - Psychological Motivations: Hedonism, Status, Identity - Cultural Influences on Consumption (East vs West) - Trends in Luxury Consumption (Minimalism, Conscious Luxury).				
Module 2	Luxury Brand Strategy and Luxury Product Development		Assessment 2 – Assignment	15 Sessions
Topics: Brand Identity and DNA - Building Brand Equity in Luxury - Positioning and Repositioning of Luxury Brands - Brand Architecture: Mono Brand vs Multi Brand - Competitive Strategy for Luxury Brands - Luxury Product Development - Product Craftsmanship and Artisanal Value - Product Lifecycle in Luxury - Innovation vs Tradition Balance - Collaboration Strategies (Art, Music, Influencers) - E-commerce in Luxury - Luxury CRM and Personalization Tech.				
Module 3	Pricing Strategies in Luxury and Luxury Distribution and Retail		Assessment 3 – Case Analysis	15 Sessions
Topics: Psychological Pricing - Rarity and Scarcity-Based Pricing - Premium Pricing Strategies - Pricing Across Global Markets (Geo-pricing, Duties, and Taxes) - Cost vs Value Perception - Luxury Distribution and Retail - Retail Formats: Flagship, Boutique, Pop-Up, Concept Stores - In-Store Experience and Visual Merchandising - Online Luxury Retail – Challenges & Trends - Travel Retail, Duty-Free & Cruise Market. Advertising Strategies in Luxury - Public Relations and Media Planning.				
Module 4	Managing Luxury Brand Portfolio and Ethical and Sustainable Luxury		Assessment 4 – Mini Project	15 Sessions
Topics: Global Expansion Strategies - Brand Licensing & Franchising - Diversification into Hospitality, Real Estate, Yachting, etc. - Vertical Integration in Luxury Supply Chains - Slow Fashion and Responsible Sourcing - Circular Luxury: Repair, Resale, and Rental - Greenwashing vs Real Sustainability - Crisis Management in Luxury Brands - Counterfeiting and Brand Protection - Celebrity Scandals and Reputational Risk - Post-Pandemic Luxury Strategies.				
Targeted Application & Tools that can be used: NA				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				
Assignment 1: Quiz Test in Module One. Assignment 2: Written Assignment in Module Two Assignment 3: Case study in Module Three - Hermès, Gucci, Rolls-Royce, Chanel, Tesla, Rolex Assignment 4: Project Work in Module Four - Live Projects with Luxury Startups or Established Brands Web Resources: https://presiuniv.knimbus.com/user#/home Sample Data Set: Articles:				

• "Luxury Brand Marketing – The Experience Is Everything" • "Consumer Behavior toward Luxury Brands: A Cross-National Study" • "Luxury Fashion Brands: The Role of Marketing and Digital Strategies" • "How Do Luxury Brands Foster Customer Loyalty? The Role of Consumer Perceived Value" Multimedia (Videos): • https://www.youtube.com/watch?v=uGZMLMXhric • https://www.youtube.com/watch?v=8AZUtEm2TVE • https://www.youtube.com/watch?v=ljUBtDBWz0k Case Studies: • https://worldbrandaffairs.com/the-marketing-strategy-of-burberry-a-case-study-on-building-a-luxury-brand/?utm_source=chatgpt.com • https://aithor.com/essay-examples/case-study-of-gucci-analysis-of-luxury-brand-management?utm_source=chatgpt.com • https://drpress.org/ojs/index.php/EHSS/article/view/22741?utm_source=chatgpt.com	
Text Book: T1: Luxury Brand Management: A World of Privilege, Michel Chevalier & Gerald Mazzalovo, Publisher: Wiley. T2: Strategic Brand Management, Kevin Lane Keller, And Publisher: Pearson.	
References: R1: The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands, Jean-Noël Kapferer & Vincent Bastien, Publisher: Kogan Page. R2: Luxury Fashion Branding: Trends, Tactics, Techniques, Uché Okonkwo, Publisher: Palgrave Macmillan.	
Catalogue prepared by	Dr.D.BARANIKUMAR
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: LRM5112	Course Title: Retail Operations in Luxury Business Type of Course: Specialization Track Core Theory Only Course	L	T	P	C
		3	1	0	4
Version No.	1.0				
Course Pre-requisites	1. Introduction to Retail Management 2. Principles of Marketing 3. Luxury brand management				
Anti-requisites	1. Luxury Marketing				

	2. Luxury Goods and Services Management			
Course Description	This course examines the unique operational challenges and strategies involved in managing luxury retail businesses. Students will explore the intricacies of luxury brand positioning, customer experience management, supply chain logistics, and store operations tailored to high-end markets. Emphasis is placed on delivering exceptional service, maintaining brand exclusivity, and integrating omni-channel approaches in luxury retail. Case studies from renowned luxury brands will provide practical insights into managing retail operations that uphold the prestige and value of luxury goods. By the end of the course, students will understand how to optimize luxury retail operations to meet the expectations of discerning clientele while sustaining profitability and brand equity.			
Course Outcomes	CO1	Explain the distinctive characteristics and operational requirements of luxury retail businesses compared to mainstream retail.		
	CO2	Evaluate strategies for delivering exceptional customer experiences that reinforce luxury brand value and exclusivity.		
	CO3	Analyze supply chain and inventory management practices tailored to the unique needs of luxury products.		
	CO4	Design integrated omni-channel retail operations that align with luxury brand positioning and enhance customer engagement.		
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using EXPERIENTIAL LEARNING techniques.			
Module 1	Luxury Retail	Assignment using E Library (Participative Learning)		15 Sessions
Topics: Introduction - Overview of luxury retail - Importance of brand and service quality. Luxury and Brand Power - Defining luxury brands - Brand equity in luxury - Differentiation and exclusivity. The Distribution Models of Luxury - Direct vs. indirect distribution - Selective distribution strategy - Franchise and licensing models. The Different Outlets of Luxury Distribution - Flagship stores - Department stores - Duty-free shops - Outlet stores.				
Module 2	Channel of Distribution	Assignment (Participative Learning)		15 Sessions
Topics: The Internet as a Channel of Distribution - E-commerce in luxury retail - Online brand experience - Challenges of selling luxury online. Luxury Store Location - Choosing store locations - Flagship vs. boutique stores - Importance of prestige locations. Luxury Store Concept and Design - Store layout and ambiance - Visual merchandising - Use of technology in-store.				
Module 3	Luxury Retail Pricing	Project (Experiential Learning)		15 Sessions
Topics: Luxury Store Economics - Cost structure and profitability - Pricing strategies - Managing high operating costs. Luxury Retail Pricing - Premium pricing strategies - Psychological pricing in				

luxury - Price integrity and discounting. Customer In-Store Behavior - Consumer psychology in luxury - Shopping experience and decision-making - Role of sales staff.				
Module 4	Luxury Retail Promotion	Class activity		15 Sessions
Topics: The Importance of Stores in Customer Relationship Building - Clienteling and personalization - VIP programs and loyalty - After-sales service. Building Loyalty in Luxury Brands - Emotional connection and brand loyalty - Relationship marketing - Retention strategies. Advertising and Communication - Luxury advertising principles - Digital and traditional media - Event marketing and sponsorship. The Future of Luxury Brand Retailing - Emerging trends (sustainability, digital transformation) - Omni-channel and experiential retail - Challenges and opportunities.				
Targeted Application & Tools that can be used: HubSpot - Automate personalized marketing campaigns, email sequences, and social media engagement. Tableau - Analyze customer data, sales trends, and campaign ROI to optimize luxury retail strategies.				
Project work/Assignment:				
Assignment 1: Quiz Test in Module One. Assignment 2: Written Assignment in Module Two Assignment 3: Case study in Module Three - Technology & Infrastructure - What technologies does the company use to support its Omni-channel operations (e.g., CRM, ERP, mobile apps, inventory systems)? Assignment 4: Project Work in Module Four - How retailers integrate their various sales and communication channels (online, offline, mobile, etc.) to provide a seamless customer experience.				
Text Book: T1: Luxury Retail Management: How the World's Top Brands Provide Quality Product and Service Support, Michel Chevalier & Gerald Mazzalovo. T2: Luxury Brand Management in Digital and Sustainable Times, Michel Chevalier & Gerald Mazzalovo, 4th Edition (2021), Wiley.				
Reference Books: R1: Omnichannel Retail: How to Build Winning Stores in a Digital World, Tim Mason & Sarah Jarvis, 2nd Edition, Kogan Page (2023). R2: Luxury Brand Management: A World of Privilege, Michel Chevalier & Gerald Mazzalovo, 2nd Edition, Wiley (2018).				
Online Resources: https://presiuniv.knimbus.com/user#/home				
Research Articles: - The retail strategies of luxury fashion firms in the metaverse: Enhancing brand experiences. Retrieved from https://www.sciencedirect.com/science/article/pii/S0969698924004983 - A focused supply chain strategy for luxury fashion management. Journal of Fashion Marketing and Management, Retrieved from https://www.emerald.com/insight/content/doi/10.1108/JFMM-03-2017-0026/full/html - Study on the modernization of supply chain management of the luxury industry in the context of the digital economy. Asian Journal of Management Sciences & Education, Retrieved from https://drpress.org/ojs/index.php/ajmss/article/view/11454 - Social media and luxury: A systematic literature review. International Journal of Marketing Research, Retrieved from https://pericles.pericles-prod.literatumonline.com/doi/full/10.1111/ijmr.12271				

- Sustainable luxury: Current status and perspectives for future research. Business Research, Retrieved from <https://link.springer.com/article/10.1007/s40685-020-00111-3>

Multimedia (Videos):

Retail Operations - Meaning, Scope, Examples and 5 S of Retail -

<https://www.youtube.com/watch?v=wmWMevUQ8P8>

The Evolving Art of Luxury Experiential Retail - <https://www.youtube.com/watch?v=jnLkDaFWMX8>

Case Studies:

- https://d3.harvard.edu/platform-digit/submission/burberry-using-digital-to-revitalize-a-brand/?utm_source=chatgpt.com
- https://www.g-co.agency/insights/gucci-an-ecommerce-case-study?utm_source=chatgpt.com

Catalogue prepared by	Dr. T S Edwin
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code: LRM5113	Course Title: Luxury Consumer Behaviour Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	2.0				
Course Pre-requisites	Marketing Management				
Anti-requisites	Nil				
Course Description	This course explores luxury consumer behaviour through psychological, sociological, and cultural lenses. Students will examine key theories behind luxury consumption, including motivations tied to identity and status. The course covers segmentation of luxury consumers, highlighting diverse profiles and buying patterns. Cross-cultural perspectives provide insight into how culture shapes luxury preferences worldwide, emphasizing adaptation strategies for global brands. Finally, the course investigates value creation and brand positioning, focusing on heritage, craftsmanship, storytelling, and exclusivity. By integrating theory with real-world examples, students gain a comprehensive understanding of how luxury brands engage and sustain their consumers in a competitive market.				
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING techniques.				

Course Out Comes	1. Analyze the psychological and sociological foundations that drive luxury consumer behaviour 2. Identify and differentiate luxury consumer segments to develop targeted marketing strategies 3. Evaluate the impact of cultural values and social norms on luxury consumption across global markets 4. Examine the principles of value creation and brand positioning in luxury			
Course Content:				
Module 1	Foundations of Luxury Consumption Behaviour			10 Sessions
Defining luxury – Psychological motivations – Maslow’s hierarchy of needs – Conspicuous consumption – Symbolic and emotional value – Status and social signaling – Self-concept and identity – Hedonic vs. utilitarian consumption - Cultural Influences on Luxury Consumption - Perceived Value and Brand Authenticity				
Module 2	Segmentation of Luxury Consumers		Assessment 2 – Assignment	13 Sessions
Luxury consumer typologies – Demographics vs. psychographics in segmentation – Income, lifestyle, and values – Generational differences (Gen Z, Millennials, Boomers) – Brand loyalty and consumer involvement – Consumer journey mapping – Persona development – Behavioural segmentation – Aspirational vs. affluent vs. elite consumers - Digital Influence and Omnichannel Behavior in Luxury - Luxury Consumer Decision-Making Process				
Module 3	Cross-Cultural Perspectives on Luxury Consumption		Assessment 3 – Case Analysis	12 Sessions
Cultural values and consumption – Hofstede’s cultural dimensions – Individualism vs. collectivism – Luxury consumption in emerging vs. developed markets – Gifting and rituals in luxury – Regional case studies (China, India, Middle East, Europe, U.S.) – Cultural intelligence in luxury marketing – Global-local brand adaptation - Cross-Cultural Consumer Behavior and Acculturation - Ethnocentrism and Luxury Brand Perception				
Module 4	Value Creation and Brand Positioning in Luxury		Assessment 4 – Mini Project	10 Sessions
Brand equity and heritage – Craftsmanship and quality – Storytelling and brand narratives – Luxury brand positioning strategies – Pricing power and perceived value – Scarcity and exclusivity – Sensory branding and experience – Personalization and authenticity - Brand Communities and Social Belonging - Iconic Products and Signature Codes				
Targeted Application & Tools that can be used: Nil				
Project work/Assignment: Students analyze real-world luxury brands, focusing on consumer behaviour, segmentation, cultural adaptation, or brand positioning strategies.				
Web Resources: 1. Bain & Company - Luxury Goods Worldwide Market Study https://www.bain.com/insights/luxury-goods-worldwide-market-study/ 2. Deloitte Luxury Consumer Insights - https://www2.deloitte.com/global/en/pages/consumer-business/topics/luxury-consumer.html				
Text Book:				

1. "Luxury Brand Management: A World of Privilege" by Michel Chevalier and Gerald Mazzalovo 2. "Luxury Marketing: A Challenge for Theory and Practice" edited by Klaus-Peter Wiedmann and Nadine Hennigs	
References: 1. Psychological Insights into Louis Vuitton's Consumer Behavior https://fashionlawjournal.com/case-study-psychological-insights-into-louis-vuittons-consumer-behavior/ 2. The Consumer Psychology of Luxury Brands https://ikon.london/articles/consumer-psychology-luxury-brands 3. Tailoring Customer Segmentation Strategies for Luxury Brands https://www.sciencedirect.com/science/article/pii/S096969892400417X 4. The State of Luxury Goods in 2025 https://www.mckinsey.com/industries/retail/our-insights/state-of-luxury 5. Selling Luxury to the 1% https://www.businessoffashion.com/case-studies/luxury/top-one-percent-wealthy-customers-gucci-mytheresa-tiffany/	
Catalogue prepared by	Dr. Ragu Prasad Rajendran
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code: LRM5114	Course Title: Strategic Pricing in Luxury Markets Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	2.0				
Course Pre-requisites	1. Marketing Management				
Anti-requisites	Nil				
Course Description	This course explores the nuanced art and science of pricing in the luxury sector, where value is driven by exclusivity, brand prestige, and consumer perception. Students will learn key pricing strategies, including psychological pricing, value-based pricing, and premium positioning. Through real-world case studies and market analysis, the course examines how leading luxury brands balance scarcity and desirability while maximizing profitability. Ideal for aspiring brand managers and marketers, this course equips learners with the strategic tools needed to navigate competitive luxury markets and craft pricing models that reinforce brand equity and long-term growth.				
Course Objective	1. This course is designed for SKILL DEVELOPMENT of the learner by using PARTICIPATIVE LEARNING techniques				
Course Out Comes	On successful completion of the course the students shall be able to: CO1: Compare strategic role of pricing in shaping brand perception, exclusivity, and value creation within luxury markets				

	CO2: Identify key strategic pricing models in the luxury sector CO3: Apply strategic pricing frameworks to develop competitive pricing solutions that align with brand positioning and target customer segments. CO4: Evaluate the effectiveness of strategic pricing decisions in sustaining profitability, brand equity, and market leadership in luxury contexts.			
Course Content:				
Module 1	Foundations of Strategic Pricing in Luxury Markets	Case Study (PARTICIPATIVE LEARNING)	Assessment 1 - Quiz	12 Sessions
Luxury market, features, key differences between luxury and mass/premium markets, introduction to luxury brand management, core focus of luxury brand management, strategic importance of pricing in the luxury value chain, perceived value, prestige, and emotional pricing, price as a signal of exclusivity and brand status, differences between luxury marketing and luxury brand management.				
Module 2	Strategic Pricing Models and Tactics in Luxury Markets	Case Study (PARTICIPATIVE LEARNING)	Assessment 2 – Assignment	12 Sessions
Overview of pricing models: cost-plus, value-based, premium, skimming, and psychological pricing, odd pricing, dynamic pricing vs. consistent pricing in luxury, strategic pricing - price setting for new luxury products under different categories – personal luxury goods (designer clothing, luxury handbags, high-end-shoes, accessories, eyewear, prestige fragrances and cosmetics), luxury watches and jewellery, luxury automobiles, luxury hospitality and travel, luxury real estate, luxury services. distribution control and price integrity, strategic continuity in pricing of luxury products and services.				
Module 3	Application of Strategic Pricing Frameworks	Case Study (PARTICIPATIVE LEARNING)	Assessment 3 – Case Analysis	12 Sessions
Customer segmentation and pricing alignment - Identify segments: <i>Aspirational, True Luxury, HNWIs, Cultural Elites</i> , create customer personas and price preference profiles, <i>pricing</i> strategies for different luxury segments (fashion, automobiles, beauty, hospitality etc.) - compare and identify pricing logic across different luxury verticals, building a pricing strategy for a luxury product/service - define brand positioning and value proposition, identify customer willingness to pay, benchmarking competitors pricing strategies, choose a suitable strategic pricing model (prestige, skimming, bundling etc), set price and assess psychological thresholds, test and optimize, channel-based pricing and online luxury retail challenges, price harmonization across geographies, grey market threats and resale pricing, challenges of luxury on digital platforms.				
Module 4	Evaluation of Pricing Strategies and Business Impact	Case Study (PARTICIPATIVE LEARNING)	Assessment 4 – Mini Project	9 Sessions
Metrics and KPIs for pricing success in luxury markets, Pricing ethics and risks: discounting, counterfeits, grey markets - use of anti-counterfeit technology, global pricing decisions and currency considerations, evaluating long-term brand equity through pricing stability – impact of price increases over time without demand loss, customer willingness to pay (C-WTP), low discount				

dependency, resale/secondary market price retention, stable market share in high-end segment, pricing innovations and future trends.

Targeted Application & Tools that can be used:

- Fundamental exposure to the qualitative tools and quantitative surveys techniques in pricing strategies in luxury markets.
- 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

1. In group of five students, have to choose one segment of luxury market (personal luxury goods, luxury cars, luxury hospitality, fine wines and spirits, gourmet food and fine dining, high-end furniture and housewares, fine art, private jets and yachts, and luxury cruises) and do a detailed analysis of strategic pricing factors that influence customer behaviour.
2. Developing a strategic pricing plan for developing a luxury brand.
3. Pricing in ultra-luxury experiences like space tourism or deep-sea explorations.
4. Compare and present the odd pricing continuity in luxury market.
5. Case study presentation in groups on contemporary topics –quiet luxury and loud luxury, digital/phygital luxury, inclusive luxury and sustainable luxury.

Web Resources:

Research Articles in Journals

1. Theiss, V and Noll, L. (2022). The Effect of Price Changes in Luxury Goods, *Marketing Review St.Gallen*, ISSN 1865-7516, Thexis Verlag, St.Gallen, 39 (1),24-31. https://www.econstor.eu/bitstream/10419/276173/1/MRSG_2022_1_24-31.pdf
2. Kapferer, J.N and Valette-Florence, P (2021). Which consumers believe luxury must be expensive and why? A cross-cultural comparison of motivations, *Journal of Business Research*, 132, 301-313, <https://doi.org/10.1016/j.jbusres.2021.04.003>
3. Fraccaro, A., Macé, S and Parguel, B (2021). The not-so-odd couple: Odd pricing in a luxury context, *Journal of Business Research*, 136, 356-365. <https://doi.org/10.1016/j.jbusres.2021.07.048>

Case Studies:

- Sustainable luxury (Reference no. CCW240507), (Silvia Bellezza, Jennifer Sun), (2024): Columbia Case Works - Columbia Business School. <https://www.thecasecentre.org/products/view?id=196974>
- What Luxury Fashion Can Learn from the Wholesale Flower Market, May Truong, Alok Gupta, Wolfgang Ketter, Eric van Heck, (2024), HBR.
- Navigating Change and Innovation: A Case Study of Parmigiani Fleurier's Resurgence in the Luxury Swiss Watch Market, Ken Kwong-Kay Wong (2025), IVEY Publishing.

Videos:

- The psychology of pricing in luxury: Luxury Academy <https://youtu.be/X4pDzdQoS3A?si=BweKVDDVFy1KXSv7>
- How to create a premium pricing strategy (To build a prestige brand): Brand Master Academy <https://youtu.be/zA5dgo2WQH8?si=KJuCidhKYCWnQtQR>
- What is Premium Pricing Strategy? | From A Business Professor: Business School 101: https://youtu.be/FzTCpNKzsgU?si=N9ixthHrtz_U3EBx

Text Book

T1. Nagle, T.T., Muller, G. and Gruyaert, E. (2023). <i>The Strategy and Tactics of Pricing: A Guide to Growing More Profitably</i> , Routledge, 7 th Edition.	
References: R1: Kapferer, J and Bastien, V. (2025). <i>The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands</i> , Kogan Page. 3 rd Edition. R2: Thaichon, P and Quach, S. (2023). <i>Luxury Marketing, Sustainability and Technology: The Future of Luxury Management</i> . Routledge, 1 st Edition.	
Catalogue prepared by	Dr. Hena M
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: LRM5115	Course Title: Sustainable Luxury and Ethical Sourcing 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	In an evolving global landscape, where environmental consciousness and social responsibility are no longer optional, the luxury industry faces a key transformation. This course is designed to equip students with a deep understanding of how luxury brands can align opulence with responsibility. It explores the delicate balance between preserving the exclusivity and aesthetic appeal of luxury, while embedding principles of sustainability and ethics at every stage of the value chain. At the end of this course, students will not only understand the dynamics of sustainability in luxury, but will also be empowered to drive positive change through informed decision-making, ethical leadership, and innovation.				
Course Objective	This course is designed for SKILL DEVELOPMENT of the learner by using PARTICIPATIVE LEARNING techniques.				
Course Out Comes	1. Identify and define key concepts and terminology related to sustainability, ethical sourcing, and the luxury industry. (Remembering) 2. Explain the interrelationship between sustainability, consumer behavior, and brand strategy within the context of luxury markets. (Understanding) 3. Evaluate real-world case studies to assess how luxury brands implement sustainable and ethical practices across their supply chains. (Analyzing)				

	4. Critically analyze the environmental and social impact of sourcing decisions within luxury supply chains and assess the trade-offs involved in implementing ethical practices. (Analyzing			
Course Content:				
Module 1	Foundations of Sustainable Luxury	12 Sessions	Assessment 1 - Quiz	
Introduction to Luxury: Definitions, History & Market Evolution; The Paradox of Luxury and Sustainability; Consumer Behavior in Luxury Markets; Principles of Sustainability in Business; The Evolution of Conscious Consumerism; Environmental and Social Impacts of Luxury; Sustainability Standards and Certifications (e.g., GOTS, FSC, ISO 14001); Sustainable Branding and Value Creation; Circular Economy in Luxury; Introduction to ESG (Environmental, Social, Governance) in Luxury; Case Study: Stella McCartney				
Module 2	Ethical Sourcing and Supply Chain Transparency	12 Sessions	Assessment 2 – Mini Project	
Ethical Sourcing: Definitions and Importance; Supply Chain Structure in Luxury Brands; Traceability and Transparency Tools (e.g., Blockchain); Human Rights and Fair Labor Practices; Responsible Raw Material Sourcing (e.g., Diamonds, Leather, Cotton); Ethical Challenges in Global Sourcing; Sustainable Logistics and Packaging; Supplier Audits and Risk Management; Green Procurement and Life Cycle Assessment (LCA); Emerging Technologies in Ethical Sourcing; Case Study: Tiffany & Co. and Ethical Diamonds				
Module 3	Strategy and Innovation in Sustainable Luxury	11 Sessions	Assessment 3 – Class Presentations	
Sustainability-Driven Innovation; Brand Strategy for Sustainable Luxury; Luxury Marketing Ethics and Greenwashing; Integrating SDGs into Luxury Business Strategy; Collaboration and Partnerships in Sustainable Ecosystems; Regulatory Frameworks and Compliance (EU, US, Global); KPIs and Metrics for Sustainable Performance; Case Study: Gucci Equilibrium & Kering Group				
Module 4	Global Perspectives and Future Trends	10 Sessions	Assessment 3 – Class Presentations (Cont'd)...	
Global Luxury Markets and Sustainability Trends; Cross-Cultural Perceptions of Luxury and Ethics; Role of Digital and AI in Sustainable Luxury; Emerging Markets and Sustainable Opportunities; Crisis Management in Ethical Branding; Future of Fashion Tech and Sustainable Innovation; Case Study: Patagonia (Ethical Brand Outside Luxury)				
Targeted Application & Tools that can be used:				
Project work/Assignment: Mention the Type of Project /Assignment proposed for this course				
Web Resources:				
Sample Data Set:				
Text Book:				
3. Kapferer, J. N., & Bastien, V. (2009). Luxury strategy: Break the rules of marketing to build luxury brands. Kogan Page. 4. Wiedmann, K.-P., & Hennigs, N. (2013). Luxury Marketing: A challenge for theory and practice. Springer Gabler. https://doi.org/10.1007/978-3-8349-4399-6				
Reference Books:				

4. Nagle, T., & Muller, G. (2018). The strategy and tactics of pricing: A guide to growing More Profitably (6th Ed.,). Routledge. 5. Jones, G. (2023). Deeply Responsible: A global history of values-driven leadership business. Harvard University Press.	
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 th June 2025
Date of Approval by the Academic Council	26 th Academic Council Meeting held on 25 th July 2025

Course Code: LRM5116	Course Title: Luxury Product and Service Innovation Type of Course: Specialization Track Elective	L	T	PC
		2	1	03
Version No.	1.0			
Course Pre-requisites	• Marketing Management • Product & Brand Management • Consumer Behaviour			
Anti-requisites	Nil			
Course Description	This course explores the intersection of luxury branding, innovation, and customer experience. It equips students with strategic frameworks and creative tools to design, evaluate, and implement innovations in luxury products and services. The course blends academic insight with real-world case studies from fashion, automobiles, hospitality, watches, cosmetics, and lifestyle brands.			
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING techniques.			
Course Out Comes	By the end of the course, students will be able to: 1. Understand the unique characteristics and evolution of luxury markets. 2. Analyze trends and drivers of innovation in luxury. 3. Apply frameworks for innovation in products, services, and experiences. 4. Create and pitch innovative luxury concepts aligned with brand heritage and customer expectations.			
Course Content:				
Module 1	Foundations of Luxury and Innovation	Role Play (EXPERIENTIAL LEARNING)	Asses men t 1 - Quiz	8 se ssi o ns
Introduction to the Luxury Industry: Historical evolution of luxury, Global luxury market overview, Key sectors: fashion, jewellery, automobiles, hospitality, etc.; Defining Luxury: Functional vs. emotional benefits, Concepts of rarity, exclusivity, and heritage, Masstige vs. ultra-luxury; Consumer Behaviour in Luxury: Luxury consumer typologies (Veblen effect, snob effect, bandwagon effect), Cultural and psychological drivers of luxury consumption, Generational shifts (Gen Z, Millennials, UHNWIs); Innovation in the Luxury Context: How innovation aligns with luxury's timelessness,				

Balancing tradition and modernity, Constraints and opportunities unique to luxury brands, Case Study Discussion: Rolls-Royce: Customization as innovation				
Module 2	Product Innovation in Luxury	Assignment and Case study	Assessment 2 – Class Assignment	8 sessions
Luxury Product Development: Ideation to execution lifecycle in luxury; Artisanry, craftsmanship, and design philosophy; Material and Technological Innovations: Use of rare, sustainable, and tech-integrated materials, Innovations in watchmaking, fabrics, and jewellery design: Sustainability and Circular Luxury: Eco-conscious luxury (recycled materials, sustainable sourcing), Innovations in packaging and lifecycle responsibility, Product Customization & Bespoke Services: Mass customization vs. ultra-personalized luxury, Technologies enabling customization (AI, 3D printing), Case Study Discussion: Tesla as a disruptive force in luxury auto				
Module 3	Service and Experiential Innovation	Case Study (EXPERIENTIAL LEARNING)	Assessment 3 – Case Analysis	7 sessions
Luxury Servicescape and Experience Design: Designing sensory and emotional experiences, Signature service rituals (e.g., Burberry stores, Four Seasons); Personalization and Clienteling: CRM, data-driven personalization, and predictive analytics, White-glove and ultra-VIP services; Omnichannel Strategy in Luxury: Blending in-store and digital for seamless experiences, Flagship stores, pop-ups, and digital showrooms; Digital Disruption and Phygital Innovations: Use of AR/VR, AI, NFT, metaverse in luxury, Blockchain for provenance and authenticity; Case Study Discussion: Gucci's digital innovation strategy, Ritz-Carlton's personalized guest experience model				
Module 4	Strategy and Future of Luxury Innovation	Term paper/Assignment/Case Study (EXPERIENTIAL LEARNING)	Assessment 4 – Mini Project	7 sessions
Strategic Innovation Frameworks: Design Thinking for luxury innovation, Blue Ocean Strategy and value innovation; Innovation Labs and Startups in Luxury: Corporate incubators (e.g., LVMH's La Maison des Startups) Collaborations with tech startups; Cross-Industry Collaborations: Luxury x Tech: Louis Vuitton x Apple Watch, Luxury x Wellness: GOOP, Aman Resorts' holistic wellness approach; Ethical and Cultural Dimensions of Innovation: Responsible innovation, cultural appropriation vs. appreciation, Inclusivity in luxury design and branding.				
Targeted Application & Tools that can be used: • Statista / Euromonitor / Bain Luxury Report- For market data, trends, and luxury industry reports. • Mintel / WARC- For consumer behaviour insights and luxury sector analysis. • Miro / MURAL- For mapping luxury customer personas and value perception. • Google Trends / Think with Google- To analyze consumer interest in luxury trends over time.				
Project work/Assignment:				

Capstone Project (Team-Based) - Identify market gap and propose an innovative luxury concept - Pitch to a panel (simulated brand board) - Apply course learnings in product/service design, branding, and positioning	
Web Resources: "What Is Luxury Today?" – Harvard Business Review, https://hbr.org/2020/07/what-is-luxury-today "The New Face of Luxury: Breaking the Rules" – McKinsey & Company, https://www.mckinsey.com/industries/retail/our-insights/the-new-face-of-luxury "The Sustainable Future of Luxury" – Vogue Business, https://www.voguebusiness.com/sustainability/sustainable-future-of-luxury "The Metaverse and the Future of Luxury Experiences" – Jing Daily, https://jingdaily.com/metaverse-future-of-luxury/ "How Burberry Became the Most Technologically Advanced Luxury Brand" – Business Insider, https://www.businessinsider.com/burberry-digital-transformation-2022 "How Startups are Shaping the Future of Luxury" – Luxury Society, https://www.luxurysociety.com/en/articles/2023/06/how-startups-are-shaping-future-luxury/ "Design Thinking in Luxury: Why It Matters" – MIT Sloan Management Review, https://sloanreview.mit.edu/article/using-design-thinking-in-service-innovation/	
Textbooks: Luxury Brand Management: A World of Privilege Author: Michel Chevalier & Gerald Mazzalovo Publisher: Wiley Edition- 4th Edition Year of Publication: 2021 ISBN: 978-1119706281 The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands Authors: Jean-Noël Kapferer & Vincent Bastien Publisher: Kogan Page Edition: 3rd Edition Year of Publication: 2025 ISBN: 978-1398624269	
References: Rethinking Luxury: How to Market Exclusive Products in an Ever-Changing Environment Author: Ashok Som Publisher: Kogan Page Year: 2020 Strategic Luxury Management: Innovative Strategies and Emerging Trends Editors: Fabrizio Maria Pini & David Millán Planelles Publisher: Springer Year: 2021	
Catalogue prepared by	
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: LRM5117	Course Title: Digital Marketing for Luxury Brands Type of Course: Specialization Track Elective Theory Only Course	L- T-P- C	2	1	0	3
Version No.	1.0					
Course Pre- requisites	Digital Marketing					
Anti-requisites	NIL					
Course Description	n a world where brand value is curated as much online as offline, luxury brands face a unique challenge—to remain exclusive while embracing digital. This course empowers students to ideate, design, and execute digitally immersive strategies that resonate with India’s luxury consumers . From elegant web design to influencer collaborations, AI chatbots to WhatsApp concierge marketing—every digital touchpoint is curated to reflect exclusivity, aspiration, and sophistication.					
Course Outcomes	On successful completion of this course the students shall be able to: CO 1) Design a premium digital identity and social presence for a luxury brand. (Create) CO 2) Construct content and influencer strategies maintaining brand exclusivity and storytelling. (Apply) CO 3) Evaluate paid media platforms, targeting techniques, and experiential formats in luxury contexts. (Analyze) CO 4) Integrate AI-driven tools and mobile CRM to personalize luxury marketing across platforms. (Evaluate)					
Course Objective:	The course aims at SKILL DEVELOPMENT with respect to Digital Marketing Strategies with PARTICIPATIVE learning activities.					
Module 1	Digital Identity for Luxury Brands	Assignment (Participative Learning)	Build a fully functional microsite for an Indian luxury label (e.g., Titan Nebula, Kama Ayurveda) with Instagram and YouTube channel integration			12 Sessions
Topics: Luxury web design: visual codes, UX aesthetics, Brand architecture and storytelling, Instagram & YouTube integration for premium positioning, Website legal essentials (cookies, opt-in, privacy for HNIs).						

Module 2	Content Strategy, SEO & Influence Culture	Assignment (Participative Learning)	Develop a monthly content plan and SEO strategy for a luxury beauty or fashion brand with influencer profiles suited for Indian audiences	12 Sessions
Topics: Luxury consumer personas (HNIs, NRIs, Gen Z affluent buyers) in India, SEO for high-ticket keywords & AEO, Content strategy for brand storytelling, Mapping celebrity, micro, and nano-influencers in India, ORM (Online Reputation Management) for luxury.				
Module 3	Paid Media & Experiential Campaigns	Assignment using E Library (Participative Learning)	Case Study	12 Sessions
Topics: Media planning across Meta, LinkedIn, Google, Ad creatives for aspirational Indian segments, Wedding & festive luxury campaigns (Diwali, fashion weeks), Targeting elite segments without brand dilution.				
Module 4	AI & CRM in Luxury Marketing	Project (Experiential Learning)	Design and execute a paid media and omni-channel launch strategy for a new Indian luxury bridal brand using integrated AI tools, personalized CRM, and digital platforms tailored for the wedding season.	9 Sessions
Topics: WhatsApp Business automation for VIP customers, AI tools: Predictive content, chatbots, personalization, Mobile geo-targeting and location-based luxury experiences, AR/VR experiences (virtual try-ons for luxury fashion or jewelry).				
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 a fully functional microsite for an Indian luxury label (e.g., Titan Nebula, Kama Ayurveda) with Instagram and YouTube channel integration. (Individual) Assignment 2: Develop a monthly content plan and SEO strategy for a luxury beauty or fashion brand with influencer profiles suited for Indian audiences. (Individual) Assignment 3: Design and execute a paid media and omni-channel launch strategy for a new Indian luxury bridal brand using integrated AI tools, personalized CRM, and digital platforms tailored for the wedding season. (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: Ranfagni, Silvia, & Ozuem, Wilson. (2023). *The art of digital marketing for fashion and luxury brands: Marketspaces and marketplaces*. Palgrave Macmillan. ISBN: 9783031147196

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:

1. DePino, F. (2024).

Digital marketing for luxury brands: 22 strategies to boost your presence.

<https://mediaboom.com/news/digital-marketing-for-luxury-brands/>

2. Özsomer, A. (2018).

Digital marketing suggestions for luxury brands. ResearchGate.

https://www.researchgate.net/publication/324023560_Digital_Marketing_Suggestions_for_Luxury_Brands

3. Montemayor, E. J. A., & Rubio, J. M. (2021).

Digital marketing and digital retail strategies in the luxury sector: Critical factors and opportunities. ResearchGate.

https://www.researchgate.net/publication/353946098_Digital_Marketing_and_Digital_Retail_Strategies_in_the_Luxury_Sector_Critical_Factors_and_Opportunities

4. Wankhade, P. K., & Nema, S. (2023).

Digital marketing and analytics for luxury brands. ResearchGate.

https://www.researchgate.net/publication/368776492_Digital_marketing_and_analytics_for_luxury_brands

5. Sharma, M., & Gawande, P. (2024).

Digital transformation in the luxury industry: Strategies, challenges, and opportunities. ResearchGate.

https://www.researchgate.net/publication/377719082_Digital_Transformation_in_The_Luxury_Industry_Strategies_Challenges_And_Opportunities

6. Saviolo, S., & Marazza, A. (2021).

The art of digital marketing for fashion and luxury brands. ResearchGate.

https://www.researchgate.net/publication/349644742_The_Art_of_Digital_Marketing_for_Fashion_and_Luxury_Brands

7. Dialogue Agency. (2023, January 4).*What's next for luxury digital marketing?*<https://www.dialogue.agency/blog/whats-next-for-luxury-digital-marketing>**Multimedia (Videos):****1.** Farfetch. (2023, March 15). *The future of digital experiences | Farfetch | PI Apparel* [Video].YouTube. <https://www.youtube.com/watch?v=7MtUnOS7rjA>YouTube**2.** The Blonde Salad. (n.d.). *The Blonde Salad* [YouTube channel]. YouTube.<https://www.youtube.com/user/TheBlondeSalad>**3.** Capgemini. (2022, February 10). *Burberry X Capgemini Innovation Day* [Video]. YouTube.<https://www.youtube.com/watch?v=zbcO027JFmc>YouTube**Case Studies:****1. Gupta, S., Avery, J., Corsi, E., & Gabrieli, F. (2022).** *Farfetch: Digital transformation for luxury brands* (Case No. 522051-PDF-ENG). Harvard Business School.<https://hbsp.harvard.edu/product/522051-PDF-ENG>**2. Avery, J., Keinan, A., & Kind, L. (2015).** *Onefinestay: Building a luxury experience in the sharing economy* (Case No. 515072-PDF-ENG). Harvard Business School.<https://hbsp.harvard.edu/product/515072-PDF-ENG>**3. Keinan, A., Maslauskaitė, K., Crener, S., & Dessain, V. (2015).** *The Blonde Salad* (Case No.515074-PDF-ENG). Harvard Business School. <https://hbsp.harvard.edu/product/515074-PDF-ENG>**4. Elberse, A. (2015).** *Burberry in 2014* (Case No. 515054-PDF-ENG). Harvard Business School.<https://hbsp.harvard.edu/product/515054-PDF-ENG>

Catalogue prepared by	Dr Uttam Chakraborty,
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code: LRM5118	Course Title: CRM in Luxury Marketing Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	2.0				
Course Pre-requisites	Basic understanding of Marketing and Consumer Behaviour				
Anti-requisites	Nil				

Course Description	This course delves into the strategic application of Customer Relationship Management (CRM) within the luxury marketing sector. Students will explore how luxury brands cultivate and maintain exclusive customer relationships, leveraging CRM tools and strategies to enhance customer loyalty and lifetime value. The curriculum combines theoretical frameworks with real-world case studies to provide a holistic understanding of CRM's role in luxury brand management.			
Course Objective	This course is designed for skill development of the learner by using participative learning techniques.			
Course Out Comes	Upon successful completion of this course, students will be able to: 1. Analyze CRM principles specific to luxury brand management. (Analyze) 2. Apply customer segmentation and CLV models to luxury consumers. (Apply) 3. Evaluate CRM tools used in luxury marketing environments. (Evaluate) 4. Design experiential and loyalty-based CRM strategies for luxury brands. (Create)			
Course Content:				
Module 1	Fundamentals of CRM in the Luxury Sector	Participative Learning	Case Analysis	12 Sessions
Introduction to Luxury Marketing- Definition and scope of luxury marketing, Characteristics of luxury brands (exclusivity, heritage, scarcity), Difference between luxury, premium, and mass-market brands. Evolution of CRM in Luxury Brands - History of relationship marketing in luxury, The shift from transaction-based to relationship-based CRM, CRM in digital vs. traditional luxury environments. Understanding Luxury Consumer Behaviour -Profiles of High Net-Worth Individuals (HNWIs), Emotional and symbolic drivers of luxury consumption, Cultural sensitivity in global luxury marketing, CRM Strategies Tailored for Luxury Markets -Clienteling and bespoke customer experiences, Personal luxury advisors and VIP services, Maintaining exclusivity through controlled CRM access.				
Module 2	Customer Segmentation, Personalization & Data-Driven Luxury CRM	Group Discussion	Assignment	12 Sessions
Advanced Customer Segmentation Techniques -Demographic and psychographic profiling, Behavioural segmentation based on luxury brand interactions, Micro-segmentation and persona building for luxury. Personalization Strategies in Luxury Marketing -Hyper-personalization in digital channels, One-on-one engagement: concierge and private client relationships, Creating individualized customer journeys. Utilizing Data Analytics for CRM -Role of AI and machine learning in identifying customer preferences, Use of big data in predicting luxury buyer trends, Privacy concerns and data governance in luxury CRM. Measuring Customer Lifetime Value (CLV) - CLV				

formulae and predictive models, Segmenting customers by profitability and growth potential, Using CLV to design loyalty and retention programs.				
Module 3	CRM Tools, Technology & Integration in Luxury Brands	Participative Learning	Pres enta tion	12 Se ssi on s
Overview of CRM Software and Tools -Comparison: Salesforce, Oracle, Zoho, SAP for Retail, CRM functionalities: contact management, workflows, sales forecasting, Choosing the right platform for luxury operations, Integration of CRM Systems in Luxury Brands -Linking CRM with POS systems, loyalty platforms, and e-commerce, Real-time customer data sync across channels, Omnichannel CRM strategies for luxury fashion and retail, Role of Technology in Enhancing Customer Experience - Virtual try-ons and AR-enhanced engagement, AI-powered recommendations and predictive personalization, Clienteling apps used by luxury sales associates. Challenges in Implementing CRM Solutions -Data silos and cross-platform integration difficulties, Balancing automation with the need for personal touch, Resistance to digital adoption in legacy luxury brands.				
Module 4	Loyalty, Retention & Experiential Strategies in CRM	Participative Learning	Proj ect Wor k	09 Se ssi on s
Building Customer Loyalty in Luxury Markets -Creating exclusive tiered loyalty programs, Emotional loyalty vs. transactional loyalty, Brand rituals and symbolic exclusivity. Retention Strategies for High-Value Customers -Identifying and nurturing VIP clients, Personal outreach: anniversary gifts, exclusive previews, Lifetime concierge services and curated luxury experiences. Designing Experiential Marketing Campaigns -Brand storytelling through immersive brand activations, Use of cultural and artistic collaborations, Signature luxury events: fashion shows, private dinners, Evaluating the Effectiveness of CRM Initiatives -KPIs: Repeat purchase rate, NPS, client tenure, ROI of luxury CRM programs, Customer feedback loops and personalization metrics.				
Targeted Application & Tools that can be used: • CRM Platforms: Salesforce, HubSpot, Oracle, Zoho • Analytics Tools: Google Analytics, Tableau • Specialized Apps: Clienteling platforms, luxury loyalty app suites				
Project work/Assignment: 1. Case Analysis. 2. Assignment 3. Presentation. 4. Project				
Web Resources: Module-1: https://luxonomy.net/customer-relationship-management-crm-in-luxury-fashion-brand-marketing/ https://www.salesmate.io/blog/crm-for-luxury-brands/ https://texageres.com/en/retail-culture/customer-relationship-in-luxury/ Module-2: https://buddycrm.com/crm-advice/mastering-customer-segmentation-with-crm/ https://www.lead.com/resources/blog/customer-segmentation-examples				

<https://www.rightpoint.com/thought/article/customer-segmentation-models-enhancing-targeted-marketing-strategies>

Module-3:

<https://userguiding.com/blog/best-crm-tools>

<https://www.resolvedigital.com/blog/top-luxury-retail-crm-features>

<https://clickup.com/features/crm/luxury-retailers>

Module-4:

<https://antavo.com/blog/luxury-fashion-loyalty-programs/>

<https://book4time.com/improve-guest-retention-spend-with-data-driven-loyalty-programs-in-luxury-hospitality/>

<https://www.epsilon.com/emea/insights/blog/three-customer-retention-strategies-that-build-long-term-loyalty>

Text Book

1. Kumar, V., & Reinartz, W. (2022). Customer relationship management: A strategic approach (2nd ed.). Springer. <https://doi.org/10.1007/978-3-030-77465-6>

2. Wiedmann, K.-P., & Hennigs, N. (Eds.). (2020). Luxury marketing: A challenge for theory and practice (2nd ed.). Springer. <https://doi.org/10.1007/978-3-030-23332-0>

References

1. Batat, W. (2022). Digital luxury: Transforming brands and consumer experiences. Palgrave Macmillan. <https://doi.org/10.1007/978-3-030-99435-0>
2. 4Kapferer, J.-N., & Bastien, V. (2022). The luxury strategy: Break the rules of marketing to build luxury brands (2nd ed.). Kogan Page. <https://www.koganpage.com/product/the-luxury-strategy-9781789666066>
3. Gentsch, P. (2020). AI in marketing, sales and service: How marketers without a data science degree can use AI, big data and bots. Palgrave Macmillan. <https://doi.org/10.1007/978-3-658-27298-6>

Catalogue prepared by	Dr. Suresh Kamarapu, Associate Professor
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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SPECIALIZATION TRACK

TRACK CORE - SUSTAINABILITY AND ESG

Course Code: ESG5111	Course Title: Climate Change and Business Strategy Type of Course: Specialization Track Core	L	T	P	C
		3	1	0	4
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				

Course Description	This course explores the intersection of climate change and corporate strategy, focusing on how businesses can respond to emerging climate risks and opportunities. It equips students with the tools to assess climate-related risks, evaluate low-carbon business models, and design forward-looking strategies that integrate climate resilience and sustainability into core operations.			
Course Objective	• To understand climate science and its implications for global business. • To explore policy, market, and regulatory responses to climate change. • To examine frameworks for climate disclosure, carbon strategy, and transition risk. • To enable students to formulate climate-responsive business strategies.			
Course Outcomes	By the end of the course, students will be able to: 1. CO1 (Understand – RBT Level 2): Explain the scientific, regulatory, and strategic dimensions of climate change affecting businesses. 2. CO2 (Analyze – RBT Level 4): Analyze climate-related risks and opportunities in different industries. 3. CO3 (Evaluate – RBT Level 5): Assess corporate climate disclosures and evaluate the effectiveness of mitigation strategies. 4. CO4 (Create – RBT Level 6): Design a business strategy aligned with net-zero goals and climate adaptation frameworks.			
Course Content:				
Module 1	Climate Science, Policy, and Business Relevance			12 Sessions
Climate Science, Policy, and Business Relevance -This module introduces the scientific basis of climate change, including key concepts such as the greenhouse effect, carbon emissions, and global warming. It then discusses international policy responses like the Paris Agreement and examines how these global frameworks impact corporate decision-making and strategic planning.				
Module 2	Climate Risk and Corporate			12 Sessions

	Vulnerability			
Climate Risk and Corporate Vulnerability - The focus here is on identifying and classifying climate risks—physical, transition, and liability risks—and understanding their implications for different sectors. Students will evaluate the financial and operational impact of these risks and explore how risk mapping and scenario analysis are integrated into corporate risk management.				
Module 3	Low-Carbon Innovation and Strategic Response			12 Sessions
Low-Carbon Innovation and Strategic Response - This module examines how companies can transition to low-carbon operations through innovation, efficiency, and business model redesign. Topics include carbon footprinting, internal carbon pricing, emissions reduction pathways, and the role of sustainable technologies in gaining competitive advantage.				
Module 4	Climate Disclosure and Financial Impact			09 Sessions
Climate Disclosure and Financial Impact — Students will explore climate-related financial disclosure frameworks such as TCFD, ISSB, and SBTi. The module emphasizes investor expectations, ESG integration, and the financial sector's role in supporting climate resilience. Real-world case studies will be used to assess disclosure quality and stakeholder engagement.				
Assessment Scheme: • Mid-Term Examination – 20% • Class Participation & Discussions – 10% • Individual Assignment (Risk Mapping Report) – 20% • Group Project (Sectoral Climate Strategy) – 20% • End-Term Examination – 30%				
Textbooks: 1. Hoffmann, A. J., & Woody, J. G. (2020). <i>Climate Strategy: Business Planning for the Low Carbon Economy</i>. Palgrave Macmillan.				

2. Kolk, A. (2016). <i>Sustainability, Accountability and Corporate Governance</i> . Routledge.	
References • Weart, S. R. (2008). <i>The Discovery of Global Warming</i>. Harvard University Press. • UNEP FI. (2022). <i>Navigating Climate Risk</i>. • Lovins, A. B., et al. (2020). <i>Reinventing Fire</i>. Chelsea Green. • Latest IPCC Reports – www.ipcc.ch	
Project Work: Student teams will evaluate the climate risk profile of an industry and propose a full strategic response, including emissions reduction targets, disclosure plan, and financial modeling. A presentation and detailed report will be submitted.	
Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code: ESG5112	Course Title: ESG Reporting and Compliance Type of Course: Specialization Track Core	L	T	P	C
		3	1	0	4
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course equips students with the knowledge and practical skills to understand, assess, and design ESG (Environmental, Social, Governance) reporting frameworks. It covers both global and Indian standards, disclosure requirements, ESG ratings, and compliance mechanisms, enabling future professionals to enhance corporate transparency and sustainability accountability.				
Course Objective	• To introduce major ESG frameworks and their components. • To understand compliance requirements and disclosure standards. • To evaluate ESG performance metrics and assurance mechanisms. • To build capabilities for preparing ESG-aligned reports and disclosures.				
Course Out Comes	By the end of the course, students will be able to: • CO1 (Understand – RBT Level 2): Describe the core elements of ESG and the structure of global reporting standards. • CO2 (Apply – RBT Level 3): Apply disclosure frameworks and compliance guidelines to analyze ESG reports.				

	- CO3 (Analyze – RBT Level 4): Compare ESG ratings, indicators, and performance benchmarks across companies. - CO4 (Create – RBT Level 6): Develop a model ESG report in alignment with selected frameworks such as GRI or BRSR.			
Course Content:				
Module 1	ESG Foundations and Stakeholder Expectations			12 Sessions
ESG Foundations and Stakeholder Expectations — This module explores the origins of ESG and why it matters to investors, regulators, and civil society. It covers the principles of transparency, accountability, and stakeholder engagement, introducing the concepts of double materiality and sustainability context in business.				
Module 2	ESG Frameworks, Standards, and Regulatory Compliance			12 Sessions
ESG Frameworks, Standards, and Regulatory Compliance – Students will study key international frameworks such as GRI, TCFD, SASB, ISSB, and India’s SEBI BRSR requirements. The module explains the evolution of standards, challenges of convergence, and regulatory mandates across jurisdictions for ESG disclosures.				
Module 3	ESG Metrics, Ratings, and Assurance			12 Sessions
ESG Metrics, Ratings, and Assurance – The focus is on understanding the quantitative and qualitative indicators used in ESG reporting. Students will analyze how rating agencies (MSCI, Refinitiv, Sustainalytics) assess performance and how assurance providers enhance credibility. Ethical concerns like greenwashing will also be discussed.				
Module 4	ESG Report Development and Evaluation			09 Sessions
ESG Report Development and Evaluation – Students will learn how to structure, write, and present ESG reports for organizations. This includes drafting sections on strategy, KPIs, risks, and stakeholder impact. Case-based analysis of exemplary reports will be used to understand best practices and compliance pitfalls.				
Assessment Scheme: - Mid-Term Examination – 20% - Class Engagement & Case Discussions – 10% - Individual Report Review (Disclosure Gap Analysis) – 20% - Group Project (ESG Reporting Simulation) – 20% - End-Term Examination – 30%				
Textbooks: Eccles, R. G., & Krzus, M. P. (2018). <i>The Nordic Model: Transparency, Disclosure and Reporting in ESG</i>. Palgrave Macmillan.				

2. GRI Standards Handbook – Global Reporting Initiative.	
Reference Books: - TCFD Guidelines – www.fsb-tcf.org - SEBI BRSR Framework – www.sebi.gov.in - Integrated Reporting <IR> Framework – www.integratedreporting.org - Big Four ESG Thought Leadership Reports (PwC, EY, KPMG, Deloitte) Project Work: Students will select a listed company and review its ESG reporting practices using a selected framework. They will identify disclosure gaps, benchmark against peers, and develop an ESG report draft with recommendations for improvement.	
Catalogue prepared by	Dr. Sunil M Rashinkar
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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TRACK ELECTIVE- SUSTAINABILITY AND ESG

Course Code: ESG5113	Course Title: Principles of Sustainability in Business Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course introduces the foundational principles of sustainability as they apply to business. It explores how organizations can align profitability with environmental stewardship, social responsibility, and long-term value creation. The course emphasizes systems thinking, ethical leadership, and stakeholder engagement as key levers in embedding sustainability into business strategy and operations.				
Course Objective	- To introduce students to core sustainability principles and their business implications. - To understand how sustainability drives innovation, risk management, and resilience. - To examine stakeholder roles and the triple bottom line approach. - To provide students with conceptual tools to evaluate sustainable business models.				

Course Out Comes	By the end of the course, students will be able to: • CO1 (Understand – RBT Level 2): Describe the fundamental concepts and frameworks of sustainability in the context of business operations. • CO2 (Apply – RBT Level 3): Apply sustainability principles to evaluate business decisions and models across industries. • CO3 (Analyze – RBT Level 4): Analyze how businesses balance environmental, social, and economic goals through sustainable practices. • CO4 (Evaluate – RBT Level 5): Evaluate the impact of corporate sustainability initiatives on stakeholders and long-term organizational performance.			
Course Content:				
Module 1	Foundations of Sustainability and the Triple Bottom Line			12 Sessions
Foundations of Sustainability and the Triple Bottom Line — This module introduces the evolution of sustainability thinking and its relevance to business. It covers definitions, historical developments, and global agendas like the UN Sustainable Development Goals (SDGs). Students will explore the triple bottom line approach, emphasizing how businesses can simultaneously address environmental integrity, social equity, and economic prosperity.				
Module 2	Systems Thinking and Sustainability Challenges			12 Sessions
Systems Thinking and Sustainability Challenges – The second module provides a systems thinking perspective to sustainability, showing how businesses operate within interconnected ecological and social systems. Topics include planetary boundaries, climate change, resource scarcity, biodiversity loss, and inequality. Students will analyze how these systemic issues influence business continuity, innovation, and risk management.				
Module 3	Sustainable Business Models and Innovation			12 Sessions
Sustainable Business Models and Innovation -This module explores how sustainability drives value creation through innovation. Concepts such as circular economy, cradle-to-cradle design, shared value, green product development, and sustainable supply chains will be examined. Students will study case examples of companies that have redesigned their business models to be environmentally and socially responsible.				
Module 4	Stakeholder Engagement, Ethics, and Governance			09 Sessions
Stakeholder Engagement, Ethics, and Governance – The final module focuses on the role of leadership, ethics, and governance in driving sustainability. It discusses internal and external stakeholders, stakeholder theory, and frameworks for ethical decision-making. The module also				

introduces governance structures, sustainability reporting, and performance evaluation mechanisms to ensure accountability.

Assessment Scheme:

- Mid-Term Exam – 20%
- Class Discussion and Reflection Notes – 10%
- Individual Assignment (Sustainability Audit) – 20%
- Group Presentation (Business Sustainability Strategy) – 20%
- End-Term Exam – 30%

Textbooks:

1. Willard, B. (2012). *The New Sustainability Advantage: Seven Business Case Benefits of a Triple Bottom Line*. New Society Publishers.
2. Epstein, M. J., & Bhovac, A. R. (2014). *Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental and Economic Impacts*. Greenleaf Publishing.

Reference Books:

- TCFD Guidelines – www.fsb-tcf.org
- SEBI BRSR Framework – www.sebi.gov.in
- Integrated Reporting <IR> Framework – www.integratedreporting.org
- Big Four ESG Thought Leadership Reports (PwC, EY, KPMG, Deloitte)

Catalogue prepared by	Dr. Sunil M Rashinkar
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: ESG5114	Course Title: Circular Economy and Waste Management Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				

Course Description	This course introduces the principles of circular economy and sustainable waste management systems in the context of business and society. It challenges the traditional linear model of “take-make-dispose” and encourages regenerative approaches where materials and resources are kept in use for as long as possible. The course emphasizes sustainable design, responsible production and consumption, reverse logistics, and policy instruments to build circular business models that reduce environmental impact and generate economic value.			
Course Objective	• To understand the foundational concepts and benefits of circular economy systems. • To explore strategies for waste prevention, resource efficiency, and closed-loop design. • To examine global practices, policies, and technologies in waste management. • To evaluate business models that promote material circularity and zero-waste operations.			
Course Out Comes	By the end of the course, students will be able to: • CO1 (Understand – RBT Level 2): Explain the key principles of circular economy and sustainable waste management. • CO2 (Apply – RBT Level 3): Apply circular strategies to evaluate business processes, products, and value chains. • CO3 (Analyze – RBT Level 4): Analyze the environmental and economic impacts of linear versus circular business systems. • CO4 (Evaluate – RBT Level 5): Evaluate organizational and policy approaches for implementing zero-waste and circular economy models.			
Course Content:				
Module 1	Foundations of Circular Economy and Resource Thinking			12 Sessions
Foundations of Circular Economy and Resource Thinking – This module introduces the core concepts of the circular economy, including restorative design, cradle-to-cradle thinking, and biological and technical nutrient cycles. Students will explore how this model contrasts with traditional linear economies and why circular systems are essential for long-term sustainability and resource security in business and policy contexts.				
Module 2	Circular Business Models and Industrial Applications			12 Sessions
Circular Business Models and Industrial Applications – Students will study different types of circular business models such as product-as-a-service, remanufacturing, recycling, and sharing platforms. Case studies will include companies from fashion, electronics, packaging, and				

manufacturing that have transitioned to circular models. The module also covers enabling factors such as life cycle design, digital tracking, and supply chain integration.				
Module 3	Waste Management Systems and Technologies			12 Sessions
Waste Management Systems and Technologies- This module focuses on the types of waste (municipal, industrial, electronic, plastic, hazardous), waste segregation systems, collection and processing methods, and innovations in waste-to-energy, composting, and recycling. Emphasis will be given to the 5Rs (Refuse, Reduce, Reuse, Repurpose, Recycle) and the role of Extended Producer Responsibility (EPR).				
Module 4	Policy, Regulation, and Metrics for Circularity			09 Sessions
Policy, Regulation, and Metrics for Circularity– Students will explore international and Indian regulations, including the EU Circular Economy Action Plan, India's Plastic Waste Management Rules, and E-Waste guidelines. The module also introduces tools for measuring circularity and waste performance such as Material Circularity Indicator (MCI), Zero Waste Hierarchy, and ESG-linked waste metrics used by sustainability rating agencies.				
Assessment Scheme: Mid-Term Examination – 20% Individual Reflection (Circular Case Audit) – 10% Assignment (Waste Audit and Reduction Plan) – 20% Group Project (Circular Strategy for a Business Sector) – 20% End-Term Examination – 30%				
Textbooks: - Webster, K. (2015). The Circular Economy: A Wealth of Flows. Ellen MacArthur Foundation Publishing. - Stahel, W. R. (2019). The Circular Economy: A User's Guide. Routledge.				
Reference Books: - Ellen MacArthur Foundation Reports – www.ellenmacarthurfoundation.org - UN Environment Programme (UNEP) Reports on Waste and Resource Management - Indian Ministry of Environment, Forest and Climate Change – Waste Management Rules - Accenture Strategy. (2015). Waste to Wealth: Creating Advantage in a Circular Economy				
Project Work: Student teams will select a real-world product or process and conduct a lifecycle waste audit. Based on the findings, they will propose a circular business model and design an intervention strategy, including stakeholder roles, technology options, and policy support. Final submission will include a concept note and presentation.				
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Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code: ESG5115	Course Title: Green Finance and Sustainable Investments Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course introduces students to the rapidly evolving field of green finance and sustainable investments. It examines how financial instruments, investment decisions, and capital flows can be aligned with environmental, social, and governance (ESG) objectives. Students will gain an understanding of ESG risk assessment, sustainability-linked financial products, and the role of institutional investors in promoting responsible investment practices.				
Course Objective	- To understand the principles, drivers, and frameworks of green finance. - To explore the integration of ESG factors into investment analysis and portfolio management. - To examine green financial instruments, impact investing, and blended finance models. - To evaluate regulatory and voluntary initiatives supporting sustainable capital markets.				
Course Out Comes	By the end of the course, students will be able to: CO1 (Understand – RBT Level 2): Explain the concepts, instruments, and policies that underpin green finance and ESG investing. CO2 (Apply – RBT Level 3): Apply ESG screening and analysis techniques to evaluate sustainable investment opportunities. CO3 (Analyze – RBT Level 4): Analyze the financial and non-financial performance of sustainability-linked financial products and portfolios. CO4 (Evaluate – RBT Level 5): Evaluate the role of financial institutions, regulators, and investors in advancing sustainable finance.				
Course Content:					
Module 1	Foundations of Green Finance and ESG Investing				12 Sessions

Foundations of Green Finance and ESG Investing — This module introduces the principles and evolution of green finance, including its role in enabling climate mitigation and sustainability goals. Students will examine the rationale for incorporating ESG considerations into investment and lending decisions, and understand how environmental and social risks impact financial performance and long-term value creation.				
Module 2	Sustainable Financial Instruments and Products			12 Sessions
Sustainable Financial Instruments and Products - Students will explore various sustainable financial products such as green bonds, sustainability-linked loans, climate funds, social impact bonds, and carbon credits. The module discusses the structure, certification, and reporting requirements of these instruments along with real-world issuance case studies from both public and private sectors.				
Module 3	ESG Integration, Risk Assessment, and Portfolio Strategy			12 Sessions
ESG Integration, Risk Assessment, and Portfolio Strategy - This module focuses on methods for integrating ESG factors into portfolio construction and risk management. It covers ESG ratings, exclusionary and positive screening, thematic investing, and shareholder engagement. Students will also study approaches to measuring impact, including use of sustainability KPIs and ESG benchmarking.				
Module 4	Regulatory Landscape and Institutional Frameworks			09 Sessions
Regulatory Landscape and Institutional Frameworks - The final module addresses global and national policies, regulations, and market initiatives that govern green finance. Topics include the EU Taxonomy, SEBI's ESG guidelines, SDG-linked investments, and the role of multilateral development banks and international networks like PRI, UNEP FI, and GFANZ in scaling sustainable finance.				
Assessment Scheme: • Mid-Term Examination – 20% • Class Participation and Case Reviews – 10% • Individual Assignment (ESG Fund Analysis) – 20% • Group Project (Green Finance Proposal/Instrument Design) – 20% • End-Term Examination – 30%				
Textbooks: 1. Inderst, G., Kaminker, C., & Stewart, F. (2012). <i>Defining and Measuring Green Investments: OECD Working Paper</i>. OECD. 2. Weber, O. (2018). <i>Green Banking and Sustainable Finance: Principles and Practice</i>. Palgrave Macmillan.				
Reference Books: • Climate Bonds Initiative Reports – www.climatebonds.net • Principles for Responsible Investment (PRI) – www.unpri.org				

- SEBI ESG Guidelines and Framework
- UN Environment Programme Finance Initiative (UNEP FI) Resources
- McKinsey & BCG Reports on ESG Investing

Project Work:

Students will work in teams to conceptualize a green financial product (such as a green bond or ESG investment portfolio) tailored to a specific industry or development challenge. The project will involve a market needs analysis, structuring the financial instrument, defining ESG impact metrics, and simulating investor communications through a pitch presentation.

Catalogue prepared by	Dr. Uma P Jaidev
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code: ESG5116	Course Title: Sustainability and Consumer Behaviour Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course explores how sustainability concerns influence consumer attitudes, preferences, and behaviors in the marketplace. It delves into the psychological, social, cultural, and contextual drivers of green consumption and examines how businesses can promote ethical, sustainable, and responsible consumer choices through branding, communication, and innovation.				
Course Objective	• To understand the relationship between sustainability and consumer behavior. • To examine the psychological and social factors that shape sustainable consumption. • To analyze strategies used by businesses to promote eco-friendly behaviors. • To evaluate the effectiveness of sustainability marketing and nudging techniques.				
Course Out Comes	By the end of the course, students will be able to: • CO1 (Understand – RBT Level 2): Explain key theories and models related to sustainable consumer behavior and decision-making.				

	• CO2 (Apply – RBT Level 3): Apply behavioral insights to design sustainability-oriented marketing interventions. • CO3 (Analyze – RBT Level 4): Analyze consumer resistance, motivations, and trade-offs in adopting sustainable products and lifestyles. • CO4 (Evaluate – RBT Level 5): Evaluate corporate strategies aimed at influencing and sustaining pro-environmental consumer behavior.			
Course Content:				
Module 1	Foundations of Sustainable Consumption			12 Sessions
Foundations of Sustainable Consumption — This module introduces the concepts of sustainable consumption and production, drawing from environmental psychology, behavioral economics, and consumer ethics. It explores the environmental and social impacts of consumption patterns and the emergence of conscious consumerism and responsible buying behavior.				
Module 2	Drivers and Barriers to Green Consumer Behaviour			12 Sessions
Drivers and Barriers to Green Consumer Behaviour - Students will examine internal factors such as values, beliefs, attitudes, habits, emotions, and knowledge, as well as external factors including culture, social norms, pricing, accessibility, and product labelling. The module highlights the attitude-behavior gap and how marketers can address this disconnect using credible messaging and trust-building.				
Module 3	Sustainable Branding, Communication, and Innovation			12 Sessions
Sustainable Branding, Communication, and Innovation - This module focuses on how companies use branding, storytelling, ecolabels, certifications, influencer marketing, and green design to position sustainable products. It also covers ethical advertising, product transparency, and how innovation can drive behavioral change in consumption patterns across sectors like food, fashion, transport, and technology.				
Module 4	Nudging, Public Policy, and Behavioural Change Models			09 Sessions
Nudging, Public Policy, and Behavioural Change Models - The final module explores behavioral interventions such as nudging, defaults, and social proof to promote sustainable choices. Students will evaluate policy frameworks and business strategies aimed at habit formation and behavioral transformation, including campaigns by governments, NGOs, and corporations aimed at sustainable lifestyle adoption.				
Assessment Scheme: • Mid-Term Examination – 20% • Class Participation & Case Discussions – 10% • Individual Reflection (Green Consumer Profile Analysis) – 20% • Group Project (Behavioral Intervention Campaign Design) – 20%				

End-Term Examination – 30%	
Textbooks: - Peattie, K., & Peattie, S. (2009). <i>Social Marketing for Sustainability</i>. Routledge. - White, K., Habib, R., & Hardisty, D. J. (2019). <i>How to SHIFT Consumer Behaviors to be More Sustainable: A Literature Review and Guiding Framework</i>. Journal of Marketing.	
Reference Books: - Solomon, M. R. (2020). <i>Consumer Behavior: Buying, Having, and Being</i>. Pearson. - Thaler, R., & Sunstein, C. (2008). <i>Nudge: Improving Decisions About Health, Wealth, and Happiness</i>. Penguin. - UN Environment Programme Reports on Sustainable Lifestyles - Harvard Business Review Articles on Sustainability Marketing and Behavioural Strategy	
Project Work: In small groups, students will develop a behavioral change campaign aimed at promoting a sustainable consumer habit (e.g., reducing single-use plastic, promoting plant-based diets, or sustainable commuting). The project will include campaign messaging, delivery platform design, expected outcomes, and a simulation of behavior tracking using nudge theory.	
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Course Code: ESG5117	Course Title: Sustainable Real Estate and Urban Planning Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course introduces students to sustainable real estate development and urban planning practices that address the environmental, economic, and social dimensions of urban growth. It focuses on the principles of green buildings, smart cities, sustainable land use, and infrastructure design that promotes low carbon, resource-efficient, and inclusive urban environments. Students will explore frameworks, certifications, and policy tools shaping future-ready urban systems.				

Course Objective	• To understand sustainable development principles in the context of real estate and urban planning. • To examine tools and strategies used in green building and eco-urban design. • To evaluate the role of policy, planning, and stakeholder engagement in sustainable urban ecosystems. • To explore emerging trends such as smart cities, transit-oriented development, and climate-resilient infrastructure.			
Course Out Comes	By the end of the course, students will be able to: • CO1 (Understand – RBT Level 2): Describe key principles, standards, and challenges related to sustainable urban development and green real estate. • CO2 (Apply – RBT Level 3): Apply sustainability criteria and planning tools in evaluating real estate projects and urban infrastructure. • CO3 (Analyze – RBT Level 4): Analyze how integrated planning and policy frameworks impact urban sustainability and resilience. • CO4 (Evaluate – RBT Level 5): Evaluate sustainable building certifications, planning models, and city-level initiatives through case studies.			
Course Content:				
Module 1	Principles of Sustainable Urbanism and Real Estate Development			12 Sessions
Principles of Sustainable Urbanism and Real Estate Development -- This module introduces the foundational concepts of sustainable urban development, including compact cities, mixed-use zoning, and low-impact development. It covers urban sprawl, ecological footprints, and land-use planning, establishing the link between urban form and sustainability performance in real estate.				
Module 2	Green Buildings, Energy-Efficient Design, and Certifications			12 Sessions
Green Buildings, Energy-Efficient Design, and Certifications - Students will explore the design principles and construction practices that reduce the environmental impact of buildings. The module covers energy and water efficiency, green materials, indoor environmental quality, and waste minimization. LEED, IGBC, GRIHA, and EDGE certifications are examined for both residential and commercial real estate projects.				

Module 3	Smart Cities, Infrastructure, and Climate-Resilient Planning			12 Ses sio ns
Smart Cities, Infrastructure, and Climate-Resilient Planning - This module discusses the use of technology and planning to create smart and climate-resilient urban systems. Topics include digital infrastructure, sustainable mobility (e.g., TOD), renewable energy integration, green open spaces, and water-sensitive urban design. It also addresses urban vulnerability to climate risks such as flooding and heat stress.				
Module 4	Governance, Policy, and Stakeholder Engagement in Urban Sustainability			09 Ses sio ns
Governance, Policy, and Stakeholder Engagement in Urban Sustainability - The final module focuses on institutional frameworks, municipal policies, and stakeholder processes involved in sustainable planning. It highlights the roles of local governments, real estate developers, communities, and public-private partnerships in shaping inclusive and livable urban areas. Case studies from India and around the world are used to illustrate best practices and failures.				
Assessment Scheme: • Mid-Term Examination – 20% • Participation and Case Study Discussion – 10% • Individual Assignment (Green Building Assessment) – 20% • Group Project (Urban Planning Strategy Proposal) – 20% • End-Term Examination – 30%				
Textbooks: • Lehmann, S. (2016). Sustainable Urbanism: Strategies for Green, Resilient, and Inclusive Cities. Routledge. • Kibert, C. J. (2016). Sustainable Construction: Green Building Design and Delivery. Wiley.				
Reference Books: • IGBC and GRIHA Manuals – www.igbc.in, www.grihaindia.org • World Bank Reports on Urban Sustainability • Smart Cities Mission (India) – smartcities.gov.in • UN-Habitat Reports on Urban Planning and Climate Resilience				
Project Work:				

Students will select a city or neighborhood (real or hypothetical) and design a sustainable real estate development or urban improvement plan. The proposal will include zoning strategy, green infrastructure elements, policy recommendations, and stakeholder engagement plans. A final group presentation and report will be submitted.	
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Course Code: ESG5118	Course Title: Sustainable Supply Chain Management Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course provides a comprehensive understanding of how supply chains can be redesigned to align with sustainability goals. It explores principles, strategies, and tools for embedding environmental and social responsibility across sourcing, production, logistics, and distribution networks. Through real-world examples, students will learn to develop sustainable supply chain strategies that enhance resilience, reduce environmental impact, and promote stakeholder value.				
Course Objective	- To understand the concepts and drivers of sustainable supply chain management. - To examine environmental and social considerations in procurement, production, and logistics. - To analyze frameworks and tools for supply chain sustainability assessment and reporting. - To evaluate ethical sourcing, supplier collaboration, and circular logistics models.				
Course Out Comes	By the end of the course, students will be able to: CO1 (Understand – RBT Level 2): Explain the principles and challenges of integrating sustainability into global supply chains.				

	• CO2 (Apply – RBT Level 3): Apply sustainability criteria and lifecycle thinking to procurement, operations, and logistics decisions. • CO3 (Analyze – RBT Level 4): Analyze supply chain sustainability performance using tools such as carbon footprinting and supplier scorecards. • CO4 (Evaluate – RBT Level 5): Evaluate strategies and partnerships that enhance environmental and social responsibility across supply chains.			
Course Content:				
Module 1	Introduction to Sustainable Supply Chains			12 Sessions
Introduction to Sustainable Supply Chains- This module introduces the evolution of supply chain management toward sustainability, explaining how traditional cost-efficiency models are being redefined by environmental and social performance. Key topics include lifecycle thinking, supply chain transparency, traceability, and the triple bottom line perspective applied to value chains.				
Module 2	Sustainable Sourcing and Supplier Engagement			12 Sessions
Sustainable Sourcing and Supplier Engagement- Students will explore strategies for ethical sourcing, green procurement, and fair trade practices. The module highlights supplier selection based on ESG criteria, audits, capacity building, and long-term partnerships. Special emphasis is placed on managing sustainability risks in global and tiered supplier networks.				
Module 3	Green Logistics, Circularity, and Technology			12 Sessions
Green Logistics, Circularity, and Technology- This module focuses on minimizing environmental impact across logistics, warehousing, packaging, and reverse flows. Topics include fuel-efficient transport, route optimization, closed-loop systems, reuse models, and circular supply chains. The role of digital technologies like blockchain, AI, and IoT in enabling transparency and efficiency is also examined.				
Module 4	Frameworks, Metrics, and Supply Chain Reporting			09 Sessions
Frameworks, Metrics, and Supply Chain Reporting- The final module introduces tools and frameworks for assessing and reporting on supply chain sustainability, such as GHG Protocol Scope 3 emissions, ISO 14001, SA8000, and supplier ESG scorecards. Case studies will demonstrate how leading companies publish supply chain disclosures and embed responsible sourcing in corporate sustainability reports.				
Assessment Scheme: • Mid-Term Examination – 20%				

• Participation & Case Analysis – 10% • Individual Assignment (Supplier ESG Evaluation) – 20% • Group Project (Design a Sustainable Supply Chain Strategy) – 20% • End-Term Examination – 30%	
Textbooks: • Sarkis, J. (2012). <i>Green Supply Chain Management: Product Life Cycle Approach</i>. Springer. • Walker, H., & Jones, N. (2016). <i>Sustainable Supply Chains: Models, Methods and Public Policy Implications</i>. Springer.	
Reference Books: • Harvard Business Review Articles on Responsible Sourcing and Green Logistics • McKinsey & Company Reports on Supply Chain Sustainability • UN Global Compact & CDP Supply Chain Reports • World Economic Forum (WEF) Insight Reports on Circular Value Chains	
Project Work: Students will form teams to analyze a company's current supply chain and redesign it to enhance sustainability. The project must address sourcing, production, distribution, and waste management, and should include supplier engagement strategy, risk mapping, sustainability metrics, and reporting elements. A final presentation and report will be submitted.	
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SPECIALIZATION TRACK

TRACK CORE - INTERNATIONAL BUSINESS AND TRADE

Course Code: IBT5111	Course Title: Global Trade Policies and Regulations Type of Course: Specialization Track Core	L	T	P	C
		3	1	0	4
Version No.	1.0				
Course Pre-requisites	Nil				

Anti-requisites	Nil			
Course Description	This course offers insights into the regulatory landscape governing global trade. It provides students with an understanding of multilateral trade agreements, WTO protocols, regional trade blocs, and national trade policies. Emphasis is placed on trade policy instruments, trade negotiations, non-tariff measures, and the impact of trade on domestic industries.			
Course Objective	• To understand the structure and functions of global trade institutions. • To evaluate the implications of trade policy tools and agreements. • To analyze the impact of protectionism, liberalization, and regulatory practices. • To explore trade dispute mechanisms and compliance processes.			
Course Out Comes	CO1: Interpret the framework and purpose of international trade agreements. CO2: Analyze trade policy instruments and their strategic use. CO3: Evaluate the influence of global and regional trade regulations on business decisions. CO4: Assess the implications of trade disputes and dispute resolution mechanisms.			
Course Content:				
Module 1	International Trade Frameworks			12 Sessions
WTO structure, functions, and principles - GATT and its transformation into WTO - Doha Development Agenda - Most Favoured Nation and National Treatment - Regional Trade Agreements (RTAs) - Trade facilitation and transparency - WTO and developing countries - India's trade policy evolution				
Module 2	Trade Policy Instruments and Measures			12 Sessions
Tariffs and tariff-rate quotas - Subsidies and countervailing duties - Anti-dumping and safeguard measures - Technical Barriers to Trade (TBTs) - Sanitary and Phytosanitary (SPS) measures - Export incentives and restrictions - Domestic content requirements - Rules of origin and trade remedies				
Module 3	Regionalism and Mega-Agreements			12 Sessions

NAFTA/USMCA, EU, ASEAN, MERCOSUR - CPTPP and RCEP - India and its trade engagements - Customs unions and common markets - Rules of cumulative origin - Overlapping agreements and spaghetti bowl effect - Trade diversion and creation - Impact on SMEs and MNCs				
Module 4	Trade Disputes, Compliance and Negotiations			09 Sessions
WTO Dispute Settlement Mechanism - Case studies in trade disputes - Role of Appellate Body - Non-compliance and retaliation - Trade diplomacy and negotiation strategies - India's WTO disputes - Global sanctions and embargoes - Multilateral vs bilateral dispute settlement				
Assessment Scheme: • Mid-term Exam: 20% • Trade Case Study Analysis: 25% • Quizzes & Class Engagement: 15% • End Term Exam: 40%				
Textbook: • Hoekman, B., & Kostecki, M. (2021). <i>The Political Economy of the World Trading System</i>. Oxford University Press.				
Reference Books: • Van den Bossche, P. (2018). <i>The Law and Policy of the World Trade Organization</i>. Cambridge University Press • WTO Annual Reports and Case Summaries				
Project Work: Prepare a country-specific trade policy brief evaluating its WTO compliance, regional trade agreement participation, and recommendations for negotiation strategies.				
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Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025			
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Course Code: IBT5112	Course Title: Export-Import Management Type of Course: Specialization Track Core	L	T	P	C
		3	1	0	4
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				

Course Description	This course equips students with the knowledge and skills required to manage cross-border trade operations. It provides a practical understanding of export-import documentation, procedures, INCOTERMS, logistics, financing mechanisms, risk management, and policy frameworks in India and abroad.			
Course Objective	• To understand the export-import ecosystem and compliance requirements. • To develop proficiency in documentation and shipping procedures. • To explore trade financing and payment instruments. • To analyze risk management tools and regulatory frameworks.			
Course Out Comes	CO1: Identify the processes and documentation involved in export-import operations. CO2: Apply INCOTERMS and logistics planning in trade scenarios. CO3: Evaluate financing and risk mitigation options. CO4: Navigate export-import policies and institutional support mechanisms.			
Course Content:				
Module 1	Fundamentals of Export-Import			12 Sess ions
Overview of international trade and trade terms - Indian foreign trade policy and FTP incentives - Role of DGFT, EPCs, SEZs, EOU schemes - Types of exports and imports - Registration and licensing procedures - Harmonized System (HS) codes - Import substitution and promotion - Export obligations and duty exemptions				
Module 2	Export-Import Documentation and Logistics			12 Sess ions
Commercial invoice, packing list, bill of lading, airway bill - Certificate of origin and inspection certificates - Letter of credit and documentary collections - Customs clearance process - EDI and ICEGATE system - Containerization and shipping lines - Role of freight forwarders and CHA - Application of INCOTERMS 2020				
Module 3	Trade Finance and Payment Mechanisms			12 Sess ions
Pre-shipment and post-shipment finance - EXIM Bank and ECGC support - Documentary credit mechanism and UCP 600 - Open account, advance payment, and collections - Bill discounting and forfaiting - Factoring and buyer's credit - Foreign exchange and hedging tools - Risk coverage through marine and transit insurance				

Module 4	Legal, Regulatory and Risk Management Aspects			09 Sessions
FEMA, Customs Act, and EXIM regulations - International commercial arbitration - Trade dispute resolution - Product and quality certifications - Sanctions and embargoes - Anti-money laundering in trade - Risk mapping and mitigation techniques - Ethical and environmental compliance in exports				
Assessment Scheme: • Documentation Assignment: 20% • Mid-term Practical Exam: 25% • Class Activities and Quizzes: 15% • End Term Exam: 40%				
Textbook: • Cherunilam, F. (2021). <i>International Trade and Export Management</i>. Himalaya Publishing				
Reference Books: • Kapoor, G.K. (2022). <i>Export-Import and Logistics Management</i>. Taxmann • Government FTP Handbook of Procedures (Latest)				
Project Work: Prepare a complete export plan for an Indian SME entering a new country, including documentation, financing, risk mitigation, and policy alignment.				
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TRACK ELECTIVE- INTERNATIONAL BUSINESS AND TRADE

Course Code: IBT5113	Course Title: International Business Strategy Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				

Course Description	This course provides an in-depth understanding of strategic decision-making in international business environments. It focuses on the formulation, implementation, and evaluation of strategies that multinational enterprises (MNEs) adopt to compete across borders. Emphasis is placed on entry strategies, competitive advantage, global integration vs local responsiveness, and the dynamic capabilities needed to navigate political, economic, and cultural complexities.			
Course Objective	• To develop strategic thinking for managing business operations across borders. • To explore frameworks for competitive advantage in global markets. • To understand entry modes, risk analysis, and strategy execution in international contexts. • To examine how firms adapt to cultural, regulatory, and technological environments.			
Course Out Comes	CO1: Evaluate strategic frameworks applicable to international business. CO2: Analyze entry strategies and organizational configurations of global firms. CO3: Formulate strategies for managing cross-border operations. CO4: Assess the dynamic interaction between competitive forces and global responsiveness.			
Course Content:				
Module 1	Foundations of International Strategy			12 Sessions
Strategic management process in an international context - Drivers and motives of internationalization - Industry analysis: Five Forces in global sectors - Resource-based and institution-based views - Core competencies and dynamic capabilities - Competitive advantage in international markets - Global value chains and comparative advantage - Strategy tripod and relevance to emerging markets				
Module 2	Market Entry and Expansion Strategies			12 Sessions
Exporting, licensing, and franchising - Joint ventures, mergers and acquisitions - Greenfield and brownfield investments - Strategic alliances and consortia - Evaluation of entry modes and risk-return trade-offs - Timing strategies: first mover vs late entrant - Entry barriers and institutional voids - Country selection and location attractiveness				
Module 3	Global Integration vs Local Responsiveness			12 Sessions
Transnational, global, international, and multidomestic strategies - Integration-responsiveness (IR) framework - Centralization vs decentralization - Role of headquarters and subsidiaries -				

Standardization vs adaptation decisions - Global branding and marketing strategies - Structuring global operations and reporting lines - Strategic agility in a dynamic global environment				
Module 4	Strategic Challenges in the Global Arena			09 Sessions
Political risk and regulatory complexities - Cultural diversity and cross-cultural negotiation - Technology and digital transformation in strategy - Sustainability and ESG in international strategy - Strategic responses to global crises (pandemics, wars, trade wars) - Leadership and governance in MNEs - Reverse innovation and bottom-of-the-pyramid strategies - Strategic renewal and reconfiguration in turbulent environments				
Assessment Scheme: • Mid-term Case Analysis: 25% • Participation & Quizzes: 15% • Group Project on Strategy Formulation: 30% • End Term Exam: 30%				
Textbook: • Peng, M. W. (2021). <i>Global Strategy</i>. Cengage Learning				
Reference Books: • Ghemawat, P. (2018). <i>Redefining Global Strategy</i>. Harvard Business Press - Hill, C. & Hult, G. (2022). <i>International Business: Competing in the Global Marketplace</i>. McGraw-Hill - Bartlett, C., & Beamish, P. (2019). <i>Transnational Management</i>. Cambridge University Press				
Project/ Assignment: Develop a full strategic plan for an Indian firm planning global expansion, including target market selection, entry mode, IR trade-offs, and contingency plans for risk.				
Catalogue prepared by	Dr. Uma P Jaidev			
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Course Code: OPS5114	Course Title: Global Supply Chain Integration and optimization Type of Course: Specialization Track Elective Theory only	L-T- P- C	2	1	0	3
Version No.						

	2.0			
Course Pre-requisites	Students are expected to know: 7. Production and Operations Management 8. Supply Chain and Logistics Concepts .			
Anti-requisites	NIL			
Course Description	Information and Communication Technologies have transformed the world of business and altered the ways and means of production and distribution. Companies have to decide on what to manufacture, what to outsource, where to produce and how to manage a supply chain that usually involves production in multiple countries. It is not uncommon for a company to create different business processes – retail channels, marketing plans, localized product and service offerings, and manufacturing and logistics operations – for different markets. On the other hand, as different outsourced providers that specialize in specific operational functions are developed, companies can also leverage these providers, which are often geographically dispersed, to support global markets. This course will study the design and management of global supply chains, with a particular focus on the issues listed above. Students will explore the interrelationships between global supply chains, logistics operations, society, and the environment.			
Course Outcomes	On successful completion of this course, the students shall be able to: 1.Explain Outline the role of global supply chain management in business 2.Comprehend Explain various supply chain strategies and planning processes 3.Apply their knowledge in problem solving and building the Global supply chain model. 4.Illustrate various developments related to Hinterland logistics and global supply chain.			
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PROBLEM SOLVING Methodologies			
Course Content				
Module 1	Introduction,	Experiential Learning	Lecture and Case Study	8 Sessions
Introduction to supply chain, role of global supply chain management, the integrated value supply chain, leveraging the supply chain, supply chain for competitive advantage, activity mix and segmentation in business, global supply chain and the technology. Supply chain strategy and planning, levels of supply chain in business, supply chain strategy elements and drivers, Strategy methodology for business, Strategic Supply Chain Planning Processes , Strategic Integration of Supply Chain Processes, The “Victory” (Winning Strategy) Model [8 Hrs, Blooms Level – Knowledge].				
Module 2	Customer Service:	Experiential Learning	Lecture and Discussion	12 Sessions
Understanding Customer Expectations and Perceptions, Building Customer Relationships Service Delivery Performance. Demand Management, Demand Forecasting, The Bullwhip Effect. The				

Principles of Inventory Management, Inventory Classification, Just-In-Time Inventory Principles, Vendor Managed Inventory. Blooms Level – Comprehension].				
Module 3	Global Supply Chain Management:	Experiential Learning	Lecture and Projects	12 Sessions
Introduction, The Impact of the Free Trade Movement on Global Supply Chain Management. Global Market Penetration Strategy of Multinational Firms, Strategic Alliances among, Foreign Trade Zones and Free Trade Zones, Import and Export Documentation, Incoterms and International Payments , Countertrade, Transfer Pricing, Cross-Cultural Negotiations. Recent Trends in Global Supply Chain Management				
Module 4	Introduction to Maritime Logistics	Experiential Learning	Lecture and Participate Learning	13 Sessions
: Background of logistics, shipping and ports, facilitation for trade, practice of international shipping, international trade research and non-tariff barriers, logistics and supply chain management.				
Books 1. Hokey Min – “The Essentials of Supply Chain Management New Business Concepts and Applications”, First Edition, 2015, Pearson, New York. 6. Maritime Logistics – Dong Wook Song and Photis M Panayides – A guide to contemporary shipping and port management, 2nd edition, The Chartered Institute of Logistics and Transport Kogen Page,				
References 6. 1. Paul A. Myerson - “Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design”, First Edition, 2015, Pearson, New York. 7. Ronald H Ballou – “Business Logistics Management: Planning, Organizing, and Controlling the Supply Chain”, Fifth Edition, 2007, Pearson, New York 8. The logic of Logistics- Theory, Algorithms and applications for LSCM-by David Simchi-Levi Xin Chen, Julien Bramel, Springer Series in OR, 2nd Edition, Springer. 9. Sunil Chopra, Peter Meindl, “Supply Chain Management, Strategy, Planning, and Operation”, Third Edition, 2007, Pearson Prentice Hall, Singapore. 10. https://presiuniv.knimbus.com/user#/home.				
Catalogue prepared by	Dr. Ramesh.M			
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:		L	T	P	C

IBT5115	Course Title: Foreign Direct Investment and Global Expansion Type of Course: Specialization Track Elective	2	1	0	3
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course examines the strategic, financial, legal, and operational aspects of foreign direct investment (FDI) and global expansion. Students will explore how firms assess market potential, choose FDI modes, manage host country risks, and structure international ventures.				
Course Objective	- To understand the drivers and theories of FDI. - To analyze market entry options and location choices. - To evaluate legal and policy frameworks governing FDI. - To develop strategic plans for international expansion.				
Course Out Comes	CO1: Identify types and motivations of FDI and global expansion strategies. CO2: Evaluate host country environments and FDI risks. CO3: Formulate strategic entry and structuring decisions for expansion. CO4: Understand policy frameworks and incentives related to FDI.				
Course Content:					
Module 1	FDI Theories and Strategic Rationale				12 Sessions
Types of FDI: horizontal, vertical, conglomerate - Dunning’s OLI framework - Internalization theory - FDI vs exporting/franchising - Push and pull factors - Strategic asset-seeking and market-seeking FDI - Role of MNCs in global investment flows - Global expansion lifecycle					
Module 2	Country Selection and Market Assessment				12 Sessions
Location attractiveness criteria - PESTLE and CAGE framework for country screening - Country risk profiling - Political and regulatory risk analysis - Institutional voids in emerging markets - Ease of Doing Business index - Entry barriers and investment climate - Role of bilateral and regional trade treaties					
Module 3	Structuring FDI and Expansion Models				12 Sessions
Greenfield vs acquisition - Joint ventures and cross-border partnerships - Licensing and franchising abroad - SPVs and tax-efficient structures - Funding international expansion - Control and governance mechanisms - Integration and post-investment management - Exit strategies					

Module 4	Regulatory and Incentive Frameworks			09 Sessions
FDI policies and restrictions - Sectoral caps and approvals (automatic vs government route) - Investment promotion agencies - SEZs and investment incentives - Bilateral Investment Treaties (BITs) - Dispute resolution mechanisms - Case laws on investor-state arbitration - India's evolving FDI policy				
Assessment Scheme: - Country Screening Report: 20% - Mid-term Exam: 20% - Case Study Analysis: 20% - End Term Exam: 40%				
Textbook: Root, F. R. (2018). <i>Entry Strategies for International Markets</i>. Jossey-Bass.				
Reference Books: - Dunning, J. (2019). <i>Multinational Enterprises and the Global Economy</i>. Edward Elgar - UNCTAD World Investment Reports - RBI and DPIIT FDI Circulars				
Project/ Assignment: Develop a complete FDI entry strategy for a firm entering a new international market, including rationale, structure, host country analysis, and regulatory mapping.				
Catalogue prepared by	Dr. Uma P Jaidev			
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: IBT5116	Course Title: Global Financial Markets Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				

Course Description	This course introduces students to the structure, instruments, institutions, and dynamics of global financial markets. It focuses on how currency, capital, equity, and derivative markets operate internationally, and how firms interact with them for investment and risk management.			
Course Objective	• To understand the architecture and evolution of global financial markets. • To analyze instruments and institutions across financial domains. • To assess risks and opportunities in global market participation. • To explore the implications of financial globalization.			
Course Out Comes	CO1: Describe the components and structure of global financial markets. CO2: Analyze cross-border investment and funding mechanisms. CO3: Evaluate currency, interest rate, and equity risk in international finance. CO4: Apply tools for financial decision-making in global contexts.			
Course Content:				
Module 1	Structure of Global Financial Markets			12 Ses sio ns
Overview of international financial markets - Global financial hubs and exchanges - Functions of capital, money, and foreign exchange markets - Role of IMF, World Bank, BIS - Market efficiency and regulation - Global interbank systems - LIBOR to SOFR transition - International market indices				
Module 2	Foreign Exchange and Derivatives Markets			12 Ses sio ns
Spot and forward markets - FX swaps and futures - Options and hedging strategies - Currency arbitrage and speculation - Interest rate parity and purchasing power parity - Exchange rate regimes - Central bank interventions - Currency crises and volatility				
Module 3	Capital and Equity Markets			12 Ses sio ns
Eurocurrency and Eurobond markets - Global bond markets and sovereign risk - International IPOs and equity listings - GDRs, ADRs, IDRs - Debt ratings and yield spreads - Cross-border M&A financing - Role of institutional investors - Impact of geopolitics on capital flows				
Module 4	Global Financial Integration and Risks			09 Ses sio ns

Financial globalization and capital mobility - Contagion and systemic risks - Basel norms and capital adequacy - Shadow banking and offshore markets - Regulatory arbitrage - ESG finance and green bonds - Crypto assets and digital finance - Financial innovation and disruption

Assessment Scheme:

- Global Market Review Report: 20%
- Mid-term Test: 20%
- Quizzes and Class Participation: 20%
- End Term Exam: 40%

Textbook:

- Madura, J. (2022). *International Financial Management*. Cengage.

Reference Books:

- Mishkin, F. (2021). *The Economics of Money, Banking, and Financial Markets*. Pearson
- BIS, IMF Financial Stability Reports
- World Bank Global Economic Prospects

Project/ Assignment:

Track and analyze a global financial instrument (currency, stock, or bond) over the semester and report its trends, influencing events, and implications for business.

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Course Code: IBT5117	Course Title: Risk Management in International Business Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course examines the wide spectrum of risks encountered in international business and how they can be effectively identified, assessed, mitigated, and managed. It covers political, economic, operational, financial, and legal risks with a focus on emerging markets and dynamic regulatory environments.				

Course Objective	- To identify various risks in international business environments. - To assess the impact of global risks on business strategy and operations. - To develop tools and techniques for risk analysis and mitigation. - To apply risk management frameworks in international business decision-making.			
Course Out Comes	CO1: Recognize and categorize different types of risks in global operations. CO2: Analyze country-specific and cross-border risk factors. CO3: Apply frameworks and tools to mitigate international business risks. CO4: Design a risk management strategy for multinational operations.			
Course Content:				
Module 1	Understanding International Business Risks			12 Sessions
Overview of risk in international business - Political and regulatory risks - Economic and currency risks - Legal and compliance risks - Cross-cultural and communication risks - Operational and supply chain risks - Strategic and reputational risks - Force majeure and unforeseen global disruptions				
Module 2	Country and Political Risk Assessment			12 Sessions
Political risk indicators and assessment tools - Government stability and policy risk - Nationalization and expropriation risks - Corruption perception and institutional strength - Sovereign credit ratings and risk scores - Regional instability and conflict zones - Role of global agencies and indices (World Bank, IMF, EIU) - Case studies of political risk failures				
Module 3	Financial and Operational Risk Mitigation			12 Sessions
Currency hedging and exchange rate management - Interest rate and inflation exposure - Supply chain risk audits - Insurance tools and risk transfer mechanisms - Contractual clauses and arbitration - Crisis management and contingency planning - Compliance with global financial regulations - Digital and cyber risk protection in international operations				
Module 4	Integrated Risk Management Frameworks			09 Sessions
Enterprise Risk Management (ERM) in global firms - ISO 31000 and COSO frameworks - Risk culture and governance - Risk mapping and scenario planning - Quantitative vs qualitative risk models - ESG risks in international business - Cross-border mergers and acquisitions risks - Building resilient international organizations				
Assessment Scheme:				

• Risk Audit Report: 25% • Mid-term Test: 20% • Class Exercises and Participation: 15% • End Term Exam: 40%	
Textbook: • Sadgrove, K. (2021). <i>The Complete Guide to Business Risk Management</i>. Routledge.	
Reference Books: • Miller, K. (2017). <i>International Political Risk Management</i>. World Bank Group • Doherty, N. (2020). <i>Integrated Risk Management</i>. McGraw-Hill • Reports from Aon, Marsh, and Control Risks	
Project/Assignment Prepare a country entry risk management plan for a company entering a volatile market, detailing key risks, mitigation tools, contingency strategies, and compliance protocols.	
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Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code: IBT5118	Course Title: Geopolitics and International Business Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	Nil				
Anti-requisites	Nil				
Course Description	This course explores the intersection of geopolitics and global business strategy. It focuses on how political, economic, and territorial dynamics among nations impact international business operations, investment decisions, and market access. Case studies include trade wars, energy politics, sanctions, and global alliances.				
Course Objective	• To understand the geopolitical environment affecting global business. • To analyze the influence of international political dynamics on markets.				

	- To evaluate geopolitical risk in business planning. - To formulate adaptive strategies for firms in geopolitically sensitive environments.			
Course Out Comes	CO1: Understand key geopolitical issues and their relevance to business. CO2: Analyze the impact of geopolitical events on global markets. CO3: Assess risks and opportunities from geopolitical trends. CO4: Formulate business responses and strategies to geopolitical disruptions.			
Course Content:				
Module 1	Foundations of Geopolitics and Global Power Structures			12 Sessions
Key concepts of geopolitics and international relations - Geography and natural resources as strategic assets - Historical evolution of global power dynamics - Geostrategic theories (Mackinder, Spykman, Mahan) - Role of global institutions (UN, WTO, NATO) - Great power competition and global order - The G7, G20, and BRICS influence - Political geography and territorial disputes				
Module 2	Geopolitical Risks and International Business			12 Sessions
Sanctions, trade restrictions, and embargoes - Bilateral tensions and trade wars - Access to critical raw materials and energy security - Impact on global supply chains and logistics - Technology restrictions and digital sovereignty - Geopolitical hotspots and conflict zones - Country-specific risk ratings and assessments - Business continuity under geopolitical strain				
Module 3	Sectoral Impacts and Case Studies			12 Sessions
Geopolitics of oil, gas, and critical minerals - Defense, aerospace, and strategic industries - Food security and agri-commodities - Pharmaceuticals and health security - Infrastructure diplomacy (Belt and Road Initiative, B3W) - South China Sea and Indo-Pacific strategies - India's strategic alignments (QUAD, SCO, I2U2) - Case studies: US-China trade war, Russia-Ukraine, Brexit				
Module 4	Business Strategy in a Geopolitical World			09 Sessions
Strategic forecasting and scenario analysis - Stakeholder engagement and diplomacy - Lobbying and advocacy in host countries - Localization vs diversification of operations - Navigating extraterritorial laws (e.g., US OFAC, EU GDPR) - Sovereign risk insurance and legal safeguards - Corporate diplomacy and public affairs - Resilient strategy building for geopolitical turbulence				
Assessment Scheme: - Geopolitical Scenario Brief: 20% - Mid-term Quiz: 20%				

- Class Participation and Simulations: 20% - End Term Exam: 40%	
Textbook: Bremmer, I. (2022). <i>The Power of Crisis: How Three Threats—and Our Response—Will Change the World</i>. Simon & Schuster.	
Reference Books: - Khanna, P. (2016). <i>Connectography: Mapping the Future of Global Civilization</i>. Random House - Mearsheimer, J. (2019). <i>The Tragedy of Great Power Politics</i>. W. W. Norton - Geopolitical Risk Briefs (Stratfor, Eurasia Group, CSIS)	
Project/ Assignment: Prepare a geopolitical impact analysis for a multinational firm operating across three regions, highlighting emerging risks and strategic mitigation responses.	
Catalogue prepared by	Dr. Uma P Jaidev
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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SPECIALIZATION TRACK

TRACK CORE - METAVERSE, WEB 3.0 AND VIRTUAL BUSINESS

Course Code: MWV5111	Course Title: Immersive Technologies in Business Type of Course: Specialization Track Core	L	T	P	C
		3	1	0	4
Version No.	1.0				
Course Pre-requisites	Digital Marketing, Fundamentals of Information Systems				
Anti-requisites	Nil				
Course Description	This course offers a comprehensive overview of immersive technologies like Virtual Reality (VR), Augmented Reality (AR), Mixed Reality (MR), and Extended Reality (XR), and their application in modern business contexts. It explores how these technologies are revolutionizing customer experience, operations, training, and branding across industries. Students will develop				

	critical skills in evaluating, designing, and proposing immersive solutions to real-world business problems.			
Course Objective	This course is designed to enhance EMPLOYABILITY SKILLS through PARTICIPATIVE and IMMERSIVE LEARNING methods.			
Course Out Comes	By the end of the course, students will be able to: 1. Understand the technological foundations of immersive environments. 2. Evaluate the business potential of AR/VR/XR across sectors. 3. Design prototypes and pitch immersive solutions for customer engagement and training. 4. Critically assess ethical, legal, and implementation challenges of immersive tech in business.			
Course Content:				
Module 1	Introduction to Immersive Technologies	Assessment 1	Quiz	15 Sessions
Topics: - Evolution of immersive technologies: AR, VR, MR, XR - Hardware and software overview: HoloLens, Oculus, ARKit, Unreal Engine - Key terminologies and frameworks (spatial computing, presence, latency) - Case Study: IKEA Place App – Augmented Product Experience - Experiential Learning: Role play – retail walkthrough using AR demo				
Module 2	Immersive Customer Experience & Marketing	Assessment 2	Class Assignment	15 Sessions
Topics: - AR/VR in retail, tourism, luxury, real estate, education - Gamification and storytelling in immersive branding - Designing customer journeys in metaverse environments - Case Study: Nike and Roblox – Virtual Showroom - Tools: Spark AR Studio, Unity				
Module 3	Training, Operations, and Business Productivity	Assessment 3	Case Analysis	15 Sessions
Topics: - VR in workforce training, simulation, and onboarding - Operational efficiencies using digital twins and spatial computing - Industry applications: aviation, manufacturing, healthcare				

- Case Study: Walmart VR training; Boeing digital twins - Experiential Learning: Simulated VR interface navigation				
Module 4	Strategy, Ethics, and the Future of Immersive Business	Assessment 4	Mini Project	15 Sessions
Topics: - Strategic adoption frameworks for immersive tech - Legal, ethical, and data privacy concerns in virtual spaces - Future trends: AI in XR, haptic feedback, brain-computer interfaces - Capstone simulation: Pitch an immersive business solution to a startup panel				
Targeted Application & Tools that can be used: - Unity, Unreal Engine, Adobe Aero - Statista, Gartner, PwC Emerging Tech Reports - Canva, Figma for VR storyboarding - Platforms: Spatial.io, Horizon Workrooms, Mozilla Hubs				
Project work/Assignment: Capstone Project (Team-Based) - Identify an industry-specific challenge - Design a prototype immersive solution (conceptual) - Deliver a 3-minute virtual pitch to a simulated investor board				
Textbooks: 1. Extended Reality in Business Author: Tim Cortinovis Publisher: Springer Year: 2022 ISBN: 978-3031095065 2. Augmented Human: How Technology Is Shaping the New Reality Author: Helen Papagiannis Publisher: O'Reilly Media Year: 2017 ISBN: 978-1491928325				

Web Resources:

- "The Future of Immersive Experiences" – McKinsey & Company
- "Immersive Technologies and Business Transformation" – Deloitte Insights
- "XR for Business" – Harvard Business Review
- "The Ethics of Augmented and Virtual Reality" – MIT Technology Review
- "How the Metaverse Is Shaping the Future of Work" – Forbes

References:

- The Infinite Retina – Irena Cronin & Robert Scoble
- The Spatial Web – Gabriel René and Dan Mapes
- The Business Value of XR – PwC Global Report
- Metaverse and XR in Business – World Economic Forum Whitepaper (2023)

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Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code: MWV5112	Course Title: Business Models in the Metaverse Type of Course: Specialization Track Core	L	T	P	C
		3	1	0	4
Version No.	1.0				
Course Pre-requisites	Digital Marketing Business Model Innovation Introduction to Web 3.0				
Anti-requisites	Nil				
Course Description	This course explores the emerging landscape of the Metaverse and its impact on traditional and disruptive business models. It introduces students to the underlying technologies, platforms, and virtual economies driving the metaverse ecosystem. Students will gain insight into decentralized platforms, token-based economies, and strategies for brand engagement, customer acquisition, and value creation in immersive digital environments.				
Course Objective	This course is designed to improve the learners' EMPLOYABILITY SKILLS by using PARTICIPATIVE LEARNING techniques.				

Course Out Comes	By the end of the course, students will be able to: 1. Understand foundational technologies and frameworks of the metaverse. 2. Analyze various metaverse-based business models and revenue streams. 3. Evaluate the viability and scalability of token economies and digital assets. 4. Design and propose a metaverse-based business concept aligned with real-world value creation.			
Course Content:				
Module 1	Foundations of the Metaverse Economy	Assessment 1	Quiz	15 Sessions
Topics: - What is the Metaverse? Definitions, layers, and infrastructure - Enabling technologies: blockchain, VR/AR, AI, IoT - Types of metaverses: Open vs. closed platforms - Key players: Meta, Decentraland, Sandbox, Roblox, NVIDIA Omniverse - Case Study: Decentraland's virtual real estate model				
Module 2	Digital Assets, NFTs, and Token Economies	Assessment 2	Assignment	15 Sessions
Topics: - Tokenomics and cryptocurrency fundamentals - NFTs and smart contracts in business transactions - Valuation, ownership, and intellectual property in digital assets - Case Study: Bored Ape Yacht Club as a commercial brand - Experiential Learning: NFT design and launch simulation				
Module 3	Business Strategy and Revenue Models in the Metaverse	Assessment 3	Case Analysis	15 Sessions
Topics: - Direct-to-avatar commerce, subscriptions, freemium models - Gamification and virtual product placement - Brand storytelling, experiential marketing, and community building - Case Study: Gucci Vault and Nike's metaverse play - Tools: Roblox Studio, Unity, OpenSea				
Module 4	Sustainability, Ethics, and Future of Metaverse Business	Assessment 4	Mini Project	15 Sessions
Topics: - Environmental and psychological impacts of digital worlds - Legal, regulatory, and compliance issues in metaverse operations				

- Inclusivity, equity, and cultural sensitivity in avatar design and space
- Capstone: Design a viable metaverse business model and pitch to a panel

Targeted Application & Tools that can be used:

- Roblox Studio, Unity, OpenSea, Sandbox, Decentraland
- Tokenomics simulators, Metamask wallet
- CoinMarketCap, DappRadar
- Discord, Spatial, Unreal Engine

Project work/Assignment:

Capstone Project (Team-Based)

- Identify a gap in the metaverse economy
- Design a sustainable and scalable business model
- Prepare a go-to-market strategy and pitch to an expert panel

Textbooks:

1. The Metaverse Handbook: Innovating for the Internet's Next Tectonic Shift
Author: QuHarrison Terry & Scott Keeney
Publisher: Wiley
Year: 2022
ISBN: 978-1119877219
2. Navigating the Metaverse: A Guide to Limitless Possibilities in a Web 3.0 World
Authors: Cathy Hackl, Dirk Lueth, and Tommaso Di Bartolo
Publisher: Wiley
Year: 2022
ISBN: 978-1119877219

Web Resources:

- "The Metaverse: What It Is, Where to Find it, and Who Will Build It" – Matthew Ball
- "The Business of the Metaverse" – McKinsey & Company
- "NFTs and the Creator Economy" – Harvard Business Review
- "Future of Metaverse Economies" – World Economic Forum
- "Metaverse and Consumer Behavior" – Accenture Technology Vision

References:

- The Infinite Retina – Irena Cronin & Robert Scoble
- The Spatial Web – Gabriel René
- Metaverse: How it Will Revolutionize Everything – Matthew Ball
- McKinsey Report on Value Creation in the Metaverse (2023)
- World Economic Forum – Metaverse Governance Toolkit

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TRACK ELECTIVE - METAVERSE, WEB 3.0 AND VIRTUAL BUSINESS

Course Code: MWV5113	Course Title: NFTs and Digital Ownership Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	Introduction to Blockchain Business Models in the Metaverse				
Anti-requisites	Nil				
Course Description	This course introduces students to the concept of Non-Fungible Tokens (NFTs) and their role in establishing digital ownership. It explores the underlying blockchain technology, market mechanisms, intellectual property concerns, and the applications of NFTs across art, music, gaming, real estate, and enterprise use cases. Students will engage in the design, evaluation, and strategic deployment of NFTs for value creation.				
Course Objective	This course is designed to build practical and strategic understanding of NFT ecosystems using PARTICIPATIVE LEARNING approaches.				

Course Out Comes	By the end of the course, students will be able to: 1. Understand the foundational technology and economic logic behind NFTs. 2. Analyze real-world applications of NFTs in various sectors. 3. Design NFT-based offerings aligned with brand or user needs. 4. Critically evaluate challenges related to IP, legality, sustainability, and ethics.			
Course Content:				
Module 1	Introduction to NFTs and Digital Scarcity	Assessment 1	Quiz	15 Sessions
Topics: - What makes an asset non-fungible? - Blockchain and smart contracts for NFT - NFT standards: ERC-721, ERC-1155 - Case Study: NBA Top Shot - Experiential Learning: Create your own NFT using OpenSea				
Module 2	Applications and Use Cases of NFTs	Assessment 2	Assignment	15 Sessions
Topics: - NFTs in art, music, fashion, gaming, virtual real estate - Brand building and fan engagement through NFTs - Enterprise use: patents, certifications, digital identity - Case Study: Adidas Originals NFT Drop - Group discussion: Risks vs. opportunities				
Module 3	Legal, Ethical, and Business Perspectives	Assessment 3	Case Analysis	15 Sessions
Topics: - IP ownership, licensing, and royalties - NFT scams, speculation, and environmental impact - Regulatory landscape globally - Future of programmable NFTs and dynamic assets - Capstone Discussion: Ethics and equity in digital ownership				

Targeted Application & Tools that can be used:

- OpenSea, Rarible, Mintable for NFT creation
- MetaMask, Trust Wallet for digital wallets
- Etherscan, IPFS for verification and storage
- Ethereum, Polygon, Solana blockchain platforms

Project work/Assignment:

Capstone Project (Team-Based)

- Identify a brand or creator economy challenge
- Design a full NFT drop strategy (concept, minting, marketing)
- Pitch your NFT value proposition and ownership mechanism

Textbooks:

1. The NFT Handbook: How to Create, Sell and Buy Non-Fungible Tokens

Authors: Matt Fortnow & QuHarrison Terry

Publisher: Wiley

Year: 2021

ISBN: 978-1119838388

2. NFTs for Beginners: The Ultimate Guide

Author: Dr. Gavin Wood

Publisher: Independently Published

Year: 2022

ISBN: 979-8837890033

Web Resources:

- "NFTs, explained" – The Verge
- "The Rise of NFTs" – Harvard Business Review
- "How NFTs are Changing Art" – MoMA Learning
- "NFT Trends and Legalities" – Deloitte Insights
- "Web3 and the Future of Digital Ownership" – Andreessen Horowitz (a16z)

References:

- NFTs Are a Dangerous Trap – MIT Technology Review
- OpenSea Blog and NFT Market Reports
- World Economic Forum – NFT and Digital Asset Governance Toolkit
- The Creator Economy Report – SignalFire

**Catalogue
prepared by**

Dr. Uma P Jaidev

Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code: MWV5114	Course Title: Blockchain Technologies and Digital Assets in Finance Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	- Corporate Finance - Introduction to Blockchain - Financial Markets and Instruments				
Anti-requisites	Nil				
Course Description	This course explores the impact of blockchain technologies and tokenized assets on modern finance. It examines how decentralized systems are reshaping traditional banking, investment models, asset management, and regulatory structures. Students will gain hands-on experience in evaluating crypto-assets, DeFi applications, and central bank digital currencies (CBDCs) while critically understanding risks and opportunities.				
Course Objective	To provide students with foundational and applied knowledge of blockchain use cases in the financial sector using experiential and participative methods.				
Course Out Comes	- By the end of the course, students will be able to: - Understand the architecture and protocols of blockchain technologies relevant to finance. - Evaluate the design and operation of crypto-assets and DeFi ecosystems. - Analyze the implications of digital assets on risk, compliance, and monetary policy. - Propose use cases for tokenization and blockchain applications in financial services.				
Course Content:					
Module 1	Blockchain Fundamentals and Financial Infrastructure	Assessment 1	Quiz	15 Sessions	
Topics: - Distributed ledgers, consensus mechanisms, and smart contracts - Blockchain architecture: public, private, consortium - Crypto-wallets, hashing, mining, and security protocols - Case Study: Ethereum and smart contracts in financial operations					

Module 2	Crypto-assets, Tokenization, and Marketplaces	Assessment 2	Assignment	15 Sessions
Topics: • Bitcoin, Ethereum, and altcoins: value and volatility • Stablecoins, security tokens, and utility tokens • Asset tokenization (real estate, stocks, commodities) • Case Study: Tokenization of art and fractional ownership on blockchain				
Module 3	Decentralized Finance (DeFi) and Digital Asset Innovation	Assessment 3	Case Analysis	15 Sessions
Topics: • Lending, staking, yield farming, DEXs • DAOs and governance tokens • Liquidity pools and smart contract auditing • Case Study: Aave, Uniswap, and Compound in DeFi				
Targeted Application & Tools that can be used: • CoinMarketCap, CoinGecko • Metamask, Trust Wallet • DeFi dashboards: Zapper, Dune Analytics • Simulated trading platforms and tokenization sandboxes				
Project Work / Assignment: Capstone Project (Team-Based) • Select a financial asset or service • Design a blockchain-based solution (tokenization, DeFi, or smart contract) • Simulate value proposition, risk, and scalability analysis				
Textbooks: 1. Blockchain and the Law: The Rule of Code <i>Primavera De Filippi & Aaron Wright</i> Harvard University Press, 2018 ISBN: 978-0674976429 2. The Basics of Bitcoins and Blockchains <i>Antony Lewis</i> Mango Media, 2019 ISBN: 978-1642501186				

Web Resources:

- Blockchain in Financial Services” – World Economic Forum
- “Crypto, DeFi, and the Future of Finance” – Harvard Business Review
- “How Blockchain Is Changing Finance” – MIT Sloan
- “Guide to Tokenization” – ConsenSys
- “Central Bank Digital Currency Tracker” – Atlantic Council

References:

- *DeFi and the Future of Finance* – Campbell R. Harvey, Ashwin Ramachandran
- BIS Reports on CBDCs
- Deloitte Insights: Blockchain in Banking
- CoinDesk and Decrypt for real-time market trends

Catalogue prepared by	Dr. Uma P Jaidev
Recommended by the Board of Studies on	BOS NO: 18 th held on 6 th June 2025
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Course Code: MWV5115	Course Title: Marketing and Branding in the Metaverse Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	• Principles of Marketing • Digital Marketing • Consumer Behaviour				
Anti-requisites	Nil				
Course Description	This course introduces students to the strategic and creative aspects of marketing and branding within metaverse environments. As businesses expand their presence into immersive digital spaces, this course explores the unique challenges and opportunities of brand storytelling, consumer interaction, product placement, community building, and experience design in virtual worlds. Students will apply emerging frameworks to develop immersive brand strategies and marketing campaigns for the metaverse.				
Course Objective	To equip students with critical and applied skills in designing marketing strategies for immersive, interactive, and decentralized metaverse platforms using participatory learning.				

Course Out Comes	1. Understand consumer behavior and interaction in metaverse ecosystems. 2. Design marketing strategies and immersive brand experiences for virtual worlds. 3. Evaluate the impact of AR/VR, NFTs, and gamification on branding outcomes. 4. Create a metaverse-native marketing campaign aligned with platform capabilities and user communities.			
Course Content:				
Module 1	Foundations of Metaverse Marketing	Assessment 1	Quiz	15 Sessions
Topics: • Overview of the metaverse from a branding lens • Digital identity, avatars, and virtual ownership • Consumer behavior in immersive environments • Case Study: Balenciaga in Fortnite – Brand immersion and storytelling				
Module 2	Brand Experience Design and Virtual Engagement	Assessment 2	Class Assignment	15 Sessions
Topics: • Brand activation in 3D and immersive spaces • Gamified storytelling, events, and virtual merchandise • Metaverse brand ambassadors and creator collaborations • Case Study: Coca-Cola NFT launch and Decentraland activation				
Module 3	Campaign Strategy and Metrics for Virtual Spaces	Assessment 3	Case Analysis	15 Sessions
• KPIs in the metaverse: engagement, dwell time, NFT ownership • Monetization models: wearables, sponsorships, virtual showrooms • Community management and loyalty in decentralized environments • Tools: Meta Spark, Unity, Roblox Studio, Spatial.io				
Targeted Application & Tools that can be used: • Roblox Studio, Horizon Worlds, Decentraland • Meta Spark Studio, Lens Studio				

• NFT platforms (OpenSea), Discord • Analytics dashboards for engagement metrics	
Project Work / Assignment: Capstone Project (Team-Based) • Select a brand or fictional startup • Design a metaverse brand activation or virtual marketing campaign • Simulate experience design and performance metrics • Pitch to a jury representing the brand board	
Textbooks: 1. Marketing 5.0: Technology for Humanity <i>Philip Kotler, Hermawan Kartajaya, Iwan Setiawan</i> Wiley, 2021 ISBN: 978-1119668510 2. Extended Reality Marketing: Using AR, VR, and the Metaverse to Engage Consumers <i>John Buzzell & Lucas Wilson</i> Kogan Page, 2023 ISBN: 978-1398611542	
Web Resources: • “Marketing in the Metaverse” – Harvard Business Review • “How Brands Are Navigating the Metaverse” – McKinsey & Company • “The Future of Brand Experiences” – Wunderman Thompson Intelligence • “Gamification and Branding in AR/VR” – Forrester Research • “Digital Fashion and Virtual Brand Commerce” – Vogue Business References: • Metaverse and Marketing – Accenture Technology Vision • The Future of Branding – Deloitte Digital • Meta and Snap Business Insights Reports • The Drum & AdAge Reports on Virtual Advertising Trends	
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Course Code: MWV5116	Course Title: Cybersecurity and Data Privacy in Web 3.0		L	T	P	C
			2	1	0	3
Version No.	1.0					
Course Pre-requisites	- Information Security Fundamentals - Blockchain Basics - Legal Aspects of Business					
Anti-requisites	Nil					
Course Description	This course explores cybersecurity frameworks and data privacy concerns in decentralized digital ecosystems such as Web 3.0 and the metaverse. As control shifts from centralized platforms to user-owned networks, new vulnerabilities and compliance issues emerge. This course covers protocols, identity management, governance, ethical dilemmas, and regulatory frameworks to help future leaders manage risk and build secure, privacy-first digital environments.					
Course Objective	To equip students with knowledge and tools to evaluate, mitigate, and manage risks related to cybersecurity and personal data in Web 3.0 ecosystems through experiential and analytical learning.					
Course Out Comes	- Understand cybersecurity principles and threats unique to decentralized networks. - Analyze data ownership, anonymity, and consent mechanisms in Web 3.0. - Apply frameworks for security and compliance in blockchain-based environments. - Evaluate emerging privacy technologies, legal issues, and governance practices.					
Course Content:						
Module 1	Cybersecurity in Decentralized Networks	Assessment 1	Quiz	15 Sessions		
Topics: - Threat vectors in Web 3.0 and smart contracts - Identity theft, phishing, and Sybil attacks - Blockchain security: 51% attacks, cryptographic integrity - Case Study: The DAO Hack – Ethereum 2016						
Module 2	Data Ownership, Consent, and Privacy Technologies	Assessment 2	Class Assignment	15 Sessions		

Topics: • Data sovereignty and decentralized identity (DID) • Zero-knowledge proofs and homomorphic encryption • Personal data vaults and selective disclosure • Case Study: Brave browser and user-controlled data economy				
Module 3	Legal Frameworks and Governance Models	Assessment 3	Case Analysis	15 Sessions
• GDPR, India's Digital Personal Data Protection Act, and global norms • DAO governance and policy enforcement challenges • Content moderation, IP theft, and cultural harm in metaverse spaces • Capstone Discussion: Balancing security, privacy, and transparency in Web 3.0				
Targeted Application & Tools that can be used: • MetaMask, Civic, uPort • Zero-Knowledge Proof simulators • Chainalysis, Elliptic (blockchain forensics) • Brave, Blockstack, IPFS				
Project Work / Assignment: Capstone Project (Team-Based) • Identify a Web 3.0 platform or use case • Assess its cybersecurity and data privacy vulnerabilities • Propose a multi-layered solution (tech + legal + governance)				
Textbooks: 1. Blockchain and Web 3.0: Security, Privacy, and Trust Challenges <i>Editors: Mohamed Abdel-Basset et al.</i> Springer, 2022 ISBN: 978-3031132746 2. Cybersecurity and Privacy in the Internet of Things <i>Editors: Fei Hu</i> CRC Press, 2021 ISBN: 978-0367331579				

Web Resources:

- “Blockchain and Data Privacy” – World Economic Forum
- “Web3 Security Primer” – ConsenSys
- “Cybersecurity Risks in Decentralized Finance” – MIT Sloan
- “Understanding Decentralized Identity” – Sovrin Foundation
- “Digital Privacy & Governance in the Metaverse” – Electronic Frontier Foundation

References:

- NIST Cybersecurity Framework
- ISO/IEC 27001 for Web 3.0 Adaptation
- Web3 Foundation Governance Papers
- Data Governance in Decentralized Systems – IEEE Xplore
- Chainalysis Blog and Security Reports

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Course Code: MWV5117	Course Title: Decentralized Finance (DeFi) and Tokenomics Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	• Blockchain Fundamentals • Corporate Finance • Digital Asset Markets				
Anti-requisites	Nil				
Course Description	This course delves into the emerging world of Decentralized Finance (DeFi) and the economic principles of tokens (tokenomics). It examines how decentralized protocols, smart contracts, and automated systems are transforming lending, investing, trading, and governance. Students will gain practical and analytical skills to assess DeFi platforms, design token models, and critically evaluate risks, incentives, and scalability.				

Course Objective	To equip students with a robust understanding of decentralized finance mechanisms and token-based economic systems using participative, simulation-based learning.			
Course Outcomes	1. Explain the foundational architecture and functions of DeFi protocols. 2. Analyze tokenomics, including supply models, incentives, and governance. 3. Evaluate the risks, regulation, and sustainability of DeFi platforms. 4. Design a basic DeFi solution with an integrated token model.			
Course Content:				
Module 1	Fundamentals of DeFi Ecosystem	Assessment 1	Quiz	15 Sessions
Topics: • Evolution of DeFi: Principles and architecture • Key components: smart contracts, liquidity pools, DAOs • DeFi vs. Traditional Finance • Case Study: Uniswap – AMMs and permissionless trading				
Module 2	Token Design and Economic Models	Assessment 2	Class Assignment	15 Sessions
Topics: • Token classifications: utility, governance, security, stablecoins • Monetary policies: inflationary vs. deflationary tokens • Incentive design: staking, farming, airdrops • Case Study: MakerDAO – Collateralized stablecoin model (DAI)				
Module 3	Risk, Regulation, and Innovation in DeFi	Assessment 3	Case Analysis	15 Sessions
• Smart contract vulnerabilities and rug pulls • Regulatory grey zones and compliance challenges • DeFi insurance, synthetic assets, and derivatives • Future of DeFi: cross-chain, real-world asset integration • Capstone Discussion: Is DeFi ready for mass adoption?				

Targeted Application & Tools that can be used:

- Metamask, Aave, Compound
- DeFi dashboards: Zapper, DeBank
- Token launch platforms: CoinTool, TokenMint
- Simulation tools: Tokenomics calculators, Uniswap V3 demo

Project Work / Assignment:**Capstone Project (Team-Based)**

- Select a financial function (e.g., lending, insurance)
- Design a DeFi solution with a native token
- Define token supply logic, incentive structure, and governance
- Simulate performance, risk, and user adoption

Textbooks:

1. **DeFi and the Future of Finance**
Campbell R. Harvey, Ashwin Ramachandran, Joey Santoro
Wiley, 2021
ISBN: 978-1119836018
2. **Token Economy: How Blockchains and Smart Contracts Revolutionize the Economy**
Shermin Voshmgir
Token Kitchen, 2021 (2nd Ed.)
ISBN: 978-3982103816

Web Resources:

- “The DeFi Primer” – ConsenSys
- “DeFi and the Future of Finance” – Harvard Business Review
- “Yield Farming and Liquidity Mining” – a16z Crypto
- “The Rise of Tokenomics” – CoinDesk
- “Open Finance Stack” – Messari

References:

- World Economic Forum Report on DeFi
- Crypto Risk Management Frameworks – Chainalysis
- The Regulatory Landscape of DeFi – IMF Working Paper
- Aave, Synthetix, Curve – Protocol whitepapers
- Glassnode, Token Terminal – On-chain analytics

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Course Code: MWV5118	Course Title: Ethics and Governance in the Digital Economy Type of Course: Specialization Track Elective	L	T	P	C
		2	1	0	3
Version No.	1.0				
Course Pre-requisites	• Business Ethics • Legal and Regulatory Environment • Introduction to Blockchain and Web 3.0				
Anti-requisites	Nil				
Course Description	This course examines ethical dilemmas, regulatory gaps, and governance models within the evolving digital economy, especially in decentralized platforms like Web 3.0, the metaverse, and AI-powered ecosystems. It equips students with tools to analyze fairness, accountability, transparency, and				

	digital rights across emerging technologies. It emphasizes the societal impacts and responsibilities of business leaders in a digital-first world.			
Course Objective	To develop ethical reasoning and governance design capabilities in the context of Web 3.0, digital platforms, and metaverse ecosystems using participatory learning strategies.			
Course Out Comes	1. Identify ethical issues in digital ecosystems and decentralized business models. 2. Analyze frameworks for governance, compliance, and accountability in digital platforms. 3. Critically assess power, equity, inclusion, and environmental sustainability in virtual economies. 4. Design responsible governance protocols for a decentralized digital initiative.			
Course Content:				
Module 1	Digital Ethics and Emerging Technology	Assessment 1	Quiz	15 Sessions
Topics: • Ethical theories in digital decision-making • Data ethics, algorithmic bias, surveillance capitalism • Environmental footprint of NFTs, blockchain, and AI • Case Study: Cambridge Analytica and Meta's ethical fallout				
Module 2	Governance in Decentralized Platforms	Assessment 2	Class Assignment	15 Sessions
Topics: • DAO governance models and community participation • Smart contract accountability and dispute resolution • On-chain and off-chain governance mechanisms • Case Study: MakerDAO and decentralized voting				
Module 3	Risk, Regulation, and Innovation in DeFi	Assessment 3	Case Analysis	15 Sessions
• Content moderation in the metaverse • Global frameworks: GDPR, DSA, and India's Digital Personal Data Protection Act • Ethics of immersive advertising and virtual labor • Capstone Discussion: Should avatars have rights?				

Targeted Application & Tools that can be used: • DAOStack, Aragon for governance modeling • Decentralized ID tools (e.g., uPort, Civic) • Regulatory simulators (GDPR Sandbox) • Ethical AI toolkits (OECD AI, AI Now Institute resources)	
Project Work / Assignment: Capstone Project (Team-Based) • Select a real-world or hypothetical Web 3.0 project • Identify key ethical risks and governance gaps • Design a responsible governance framework • Present policy, compliance, and stakeholder alignment strategy	
Textbooks: 1. Ethics for the Digital Age <i>Michael J. Quinn</i> Pearson, 2020 (5th Edition) ISBN: 978-0136681404 2. Decentralized Governance in Blockchain <i>Rik Wuts & Shermin Voshmgir</i> Token Kitchen, 2022 ISBN: 978-3982103854	
Web Resources: • “Ethics in the Metaverse” – World Economic Forum • “Blockchain Governance 101” – ConsenSys • “AI, Ethics and Society” – Oxford Internet Institute • “Human Rights in the Digital Age” – UN Digital Rights Reports • “DAO Governance Case Studies” – Harvard Berkman Klein Center References: • OECD Guidelines on Digital Governance • Stanford Encyclopedia of Philosophy – Ethics in Technology • Internet Governance Forum Reports • Responsible AI and Decentralized Tech – Mozilla Foundation • Blockchain and Ethics Research – IEEE Spectrum	
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