



Curating a responsible digital world

School of Digital Humanities and Liberal Arts (SoDiHLA)

MBA Curriculum 2023 (Draft)

Master of Business Administration (MBA)

2023 Admission

Program Summary

The Master's program in Business Administration, which is the world's flagship management qualification that creates professionals who become business leaders, has never seemed more relevant than now as technology creates ever new possibilities in business, innovation, and entrepreneurship. The 2-year, campus-based MBA program of Digital University Kerala (DUK) will draw on the institution's two decades of experience in digital technologies and management. On-campus immersive experience and peer learning are the most vital aspects of an MBA program, augmented by online components, not only for their richness and diversity but also for equipping students with the digital platform skills necessary for success in the digital era. Building on a strong foundational substrate of management concepts, the DUK's MBA program will offer a range of electives in functional areas as well as in application domains like business analytics, digital governance, technology management, information security management, and digital transformation. The program will emphasise the development of cognitive capacities for systems thinking, creativity, empathy, leadership, cultural agility, emotional intelligence, dynamic decision making, and the ability to drive transformation.

Program Educational Objectives (PEOs):

The educational objectives of the MBA program at DUK will be:

PEO1: To nurture socially responsible, globally competent talent capable of developing innovative and sustainable solutions for the digital world.

PEO2: To enable graduates to pursue higher education, research, professional certifications, and independent lifelong learning in areas related to management

PEO3: To enable graduates to solve complex business and societal problems, in advisory and executive capacities, through collaboration, communication, critical thinking, and creativity

Program Specific Outcomes (PSOs):

MBA Program will be able:

PSO1: To inculcate the practice of sustainability, social inclusion, and ethical application of

technology-based solutions.

PSO2: To impart multidisciplinary knowledge through simulated problems, case analysis, community studies, and internships.

PSO3: To develop a mindset for change and enabling the students to leverage the power of digital technologies

Program Outcomes (POs):

The graduates of the MBA program will be able to:

PO1: Apply knowledge of management theories and practices to solve business problems

PO2: Foster Analytical and critical thinking abilities for data-driven decision making

PO3: Develop Value-based leadership capability

PO4: Analyse and address global economic, legal, and ethical aspects of business

PO5: Provide leadership in the achievement of organisational goals, contributing effectively to a team environment

Program Structure

The credit distribution for MBA Program is as follows

Program courses		University courses		Internship	Additional credits beyond mandatory course work and internship		
Program Core (Mandatory)	Program electives (Mandatory)	University Core (Mandatory)	Open electives (Mandatory)	Internship (Mandatory)	Activities (Mandatory)	Activities (Optional)	Additional courses (Optional)
16 credits	15 credits	5 credits	15 credits	15 credits	5 credits	5 credits	4 credits

The definition of credit is calculated based on the classroom or contact hours. 1 credit in a course is defined as 15 hours of interaction between student and instructor OR it is considered equivalent to 30 hours of classroom or laboratory or field activity.

Total credit: Program Core (PC) 16 credits + Program Electives (PE) 15 credits + University Core (UC) 5 credits + Open Electives (OE) 15 credits + Internship/project 15 credits + Activity credits 5 = 71 mandatory. Optional addition: activities 5 + courses 4 = 9.

Minimum of 71 credits for total course. Maximum a program allows students to take 80 credits to be included in the program.

University Core and activities		
Type of Course	Title of the Course	Credits
University Core	Digital Access for Community Empowerment	5
Activities	Leadership Mindset	5
Total Credits		10

List of Courses- Program Core, Open electives and Program Electives

Category	Nos	Courses	Credit	Level	Open Course	Program Elective	Semester
Program Core (8nos) (S1 &S2) All courses 2 credits each 16 credits	1	Organisational Behaviour	2	300	✓		S1
	2	Accounting for Managers	2	300	✓		S1
	3	Marketing Management	2	300	✓		S1
	4	Human Resource Management	2	300	✓		S2
	5	Operations Management	2	300	✓		S1
	6	Managerial Economics	2	300	✓		S1
	7	Strategic Management	2	300	✓		S1
	8	Corporate Finance	2	300	✓		S2
Electives (63 nos)	9	Performance Management	3	300	✓	✓	S2
	10	Training and Development	3	300	✓	✓	S2

S1, S2, S3 Courses can be for 2 or 3 credits From which PE and OE to be selected for 15 credits each Students are free to fulfil the 15 OE credits from one or more of the schools in the university including the home school.	11	Interpersonal and Group processes	3	300	✓	✓	S3
	12	Strategic HRM	3	300		✓	S3
	13	Leadership and Change Management	3	300	✓		S3
	14	Supply Chain Management	3	300		✓	S3
	15	Project Management	3	300	✓	✓	S2
	16	Security Analysis and Investment Management / Portfolio Management	3	300		✓	S2
	17	International Finance Management	3	300		✓	S2
	18	Financial Derivative	3	300		✓	S3
	19	Financial Risk Management	3	300		✓	S3
	20	Public Finance Management	3	300		✓	S3
	21	Fintech and Financial Blockchain	3	300	✓	✓	S3
	22	Financial Services Management	3	300		✓	S3
	23	Consumer Behaviour	3	300	✓	✓	S2
	24	Integrated Marketing Communication	3	300	✓	✓	S2
	25	Product Management	3	300	✓	✓	S2
	26	Sales Force Management	3	300	✓	✓	S3
	27	Brand Management	3	300	✓	✓	S3
	28	Services Management	3	300	✓	✓	S3
	29	Retailing Management	3	300	✓	✓	S3

30	Social Media Marketing	3	300	✓	✓	S3
31	Data as a strategic asset	3	300	✓		S2
32	Culture and people in Digital Transformation	3	300	✓		S2
33	Leveraging AI and Analytics for Digital Transformation	3	300	✓		S2
34	Managing eBusiness	3	300	✓	✓	S3
35	Information Security Management	3	300	✓		S3
36	Business Process Reengineering	3	300	✓	✓	S3
37	System Analysis and Design	3	300	✓		S3
38	Management Information Systems	3	300	✓	✓	S2
39	IT Project management	3	300	✓	✓	S3
40	Digital Healthcare	3	300	✓		S3
41	Entrepreneurship	3	300	✓	✓	S3
42	Strategic Analysis	3	300		✓	S3
43	Strategic Leadership	3	300		✓	S2
44	Data Science for Business	3	400	✓	✓	S2
45	Business Analytics for Decision making	3	400		✓	S2
46	Big Data Analytics	3	400		✓	S2
47	Forecasting methods for management	3	400		✓	S2
48	Digital Government architecture	3	300	✓		S3

49	Cybersecurity and Data Governance	3	300	✓		S4
50	Technology services and infrastructure management	3	300	✓		S3
51	Digital Strategy and Leadership	3	300	✓		S4
52	Technology, Innovation and New product management	3	300	✓		S3
53	Managing Intellectual Property	3	300	✓		S2
54	Strategies for Digital Transformation	3	300	✓		S2
55	Governance, Risk and Compliance	3	300	✓		S3
56	Cyber-law and regulations	3	300	✓		S4
57	Data protection and privacy	3	300	✓		S2
58	Cyber Analytics	3	300	✓		S3
59	Cyber-security Audit	3	300	✓		S2
60	Soft Skills and Communication	3	400	✓		S2
61	Transformational Leadership	3	300	✓		S2
62	Information Management	2	100	✓		S1
63	Data Analysis for Decisions	2	200	✓		S1
64	Legal environment of Business	2	300	✓		S3
65	Decision Analysis	3	300	✓		S2
66	Integrated Simulation	2	400		✓	S3
67	Lifelong Learning and Critical Thinking	3	300	✓		S2

	68	Professional Ethics and Values	3	300	✓		S3
	69	IR 4.0	2	400	✓		S1
	70	Sustainability in the digital era	2	400	✓		S3

- Course names are subject to changes.
- A few additional open electives may be offered later in addition to the ones listed.
- Program electives and open electives are offered subject to availability of resources and minimum students enrollment number for each course.
- SWAYAM courses under Management can be included as Program Elective or Open Elective.

Program planning for MBA 2023 admission course

The semester wise limits for the courses are

Semester	University Core	Program Core (maximum)	Program/Open Elective courses	Capstone Project/thesis
<i>Semester 1 (Range 15-18 credits)</i>	University core 0-5 credits Activities 0-5 credits	PC 0-16 credits	PE+OE 0-15 credits	0 credits
<i>Semester 2 (Range 15-18 credits)</i>	University core 0-5 credits Activities 0-5 credits	PC 0-16 credits	PE+OE 0-15 credits	0-3 credits
<i>Semester 3 (Range 15-18 credits)</i>	Activities 0-5 credits	0 credits	PE+OE 0-15 credits	0-15 credits
<i>Semester 4 (Range 15-18 credits)</i>	Activities 0-5 credits	0 credits	PE+OE 0-9 credits	Internship 15 Credits

*The students are allowed to take a maximum of 20 Credits in a semester

Internship - Semester 4			
Type of Course	Title of the Course	Credits	Level

Internship	Internship	15	400
Total Credits		15	

During the 4th semester, the students are required to work on a summer internship in an organisation for a full semester. The internship will be evaluated by the organisation and by the faculty based on a case study report that the interns prepare. A satisfactory rating on the evaluation is mandatory to complete the requirements for awarding the degree. The evaluation will be conducted at the end of the fourth semester.

Semester wise break up of courses for 4 semesters

Semester 1			
Type of Course	Title of the Course	Credits	Level
University Core and Activities: DACE		5*	
Program Core 1	Organisational Behaviour	2	300
Program Core 2	Accounting for Managers	2	300
Program Core 3	Marketing Management	2	300
Program Core 4	Managerial Economics	2	300
Program Core 5	Operations Management	2	300
Program Core 6	Strategic Management	2	300
Open Elective 1	IR 4.0	2	400
Open Elective 2	Information Management	2	100
Total Credits- UC+PC+OE		5*+12	

Semester 2			
Type of Course	Title of the Course	Credits	Level
University Core - Activities			
Program Core 7	Human Resource Management	2	300
Program Core 8	Corporate Finance	2	300

Open Electives			
Program Electives			
Total Credits:		4+15*	

*Activities will happen in all Semesters

Semester 3			
Type of Course	Title of the Course	Credits	Level
University Core - Activities			
Open Electives			
Program Electives			
Total Credits		15	

Semester 4			
Type of Course	Title of the Course	Credits	Level
University Core - Activities		5*	
Internships	Internships	15	400
Total Credits		20	

*Students will be provided with a platter of open electives and program electives where they can opt for courses in their areas of interest. Semesters 1 and 2 will focus on Program Core courses; Program Electives and Open Electives will be provided in semesters 1, 2 and 3. Elective courses will be offered subject to the availability of faculty and the required minimum enrollment. SWAYAM courses under Management can be included as Program Elective or Open Elective



SYLLABUS (Program Core 1-8)

Course Title	Organisational Behaviour
Course Code	Program Core 1
Credits	2

Course Description: This course is designed to provide students with an understanding of interpersonal and group behaviour in organizations and its management to enhance the quality of the human resources. Topics include individual and group behaviours, Motivation Concepts, Job satisfaction, Communication, Leadership, Performance management and work design methods.

Course Learning Outcomes: Upon successful completion of the course, the student will be able to:

CLO 1: Understand the interpersonal and group behaviour in the context of an organisation
 CLO 2: Understand how behaviour in organisations is managed
 CLO 3: Know the ways in which individual factors impact the behaviour
 CLO4: Identify the interpersonal causes of behaviour

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	1	3	2	3	3	3	1
CLO2	3	1	3	2	3	1	3	3
CLO3	3	2	3	1	2	2	1	2
CLO4	2	2	3	1	2	2	1	2

Syllabus

Introduction to Management, managerial roles and skills, Evolution of management discipline, Behaviour, organisation, and the manager- Key to understanding human behaviour – Disciplines contributing to understanding human behaviour – Organisational Behaviour – Historical Background, Organisations as Open Systems, Challenges faced by modern-day managers.

Understanding individual differences and behaviour in organisations- Personality , Personality and Organisations , Social Perception - Attributions - Job Satisfaction - organisational citizenship behaviour, emotions at work, values.

Understanding individual and group behaviour in organisations- Motivation, motivational techniques, Learning in organisations, Performance management through goal setting, feedback and reward systems, stress, Work teams, Groups, Self -managed teams, Power and organisations, Group versus individual decision-making

Understanding organisation's influence on behaviour-Work Design – Approaches to job design,, Organisational structures, Organisational culture, Managing change, Conflicts in organisations, Organisation Development, Techniques for OD interventions.

Text book(s)

Robbins, Stephen P, Judge Timothy A, Vohra Neharika, “Organizational Behaviour”, (16th ed.), Pearson, 2017.

Nelson Debra L, Quick James Campbell, Khandelwal Preetam, ‘ORGB’ (7th ed.) – CENGAGE learning, 2013, (A South Asian perspective).

Luthans, Fred, “Organizational Behaviour” (12th ed.), McGraw Hill, 2014.

Reference Book (s):

Greenberg, Jerald, Baron Robert A, “Behaviour in Organisations”, (10th ed.), PH1, 2016.

Pareek, Udai “Understanding Organisational Behaviour”, (3rd ed.), Oxford, 2013.

Slocum, John W, Hellriegel Don “Fundamentals of Organisational Behaviour” (13th ed.), Cengage, 2012.

Schermerhorn Jr, James G, Hunt Richard N, Osborn, Organisational Behaviour, (12th ed.), 2015.

Class Specific Policies

Plagiarism policy: All student submissions shall be checked using Turnitin. In case, the similarity score is higher than 20%, such submissions will be marked fail. Although 20% is the maximum limit for similarity index on Turnitin, the final decision on aspects of plagiarism in assignments and reports will be made by the concerned faculty or faculty committee as the case may be.

Class attendance: There will be 10% weightage given for class attendance in the internal formative assessment. It is required that students attend 70% of the lectures to be eligible for writing the final exam.

Cheating: Cheating in any form during exams will result in automatic failure of the course. All cases of cheating will be referred to the school disciplinary committee and relevant university policy regarding this will apply.

Lecture recording: All lectures delivered online shall be recorded and provided to the students



Course Title	Accounting for Managers
Course Code	Program Core 2
Credits	2

Course Description: The course covers the concepts of accounting principles, financial accounting standards and financial reporting practices, aids in interpreting financial statements with managerial implications of decisions based on cost accounting concepts. The course also includes the preparation of financial statements and basic cost statements.

Course Learning Outcomes: Upon successful completion of the course, the student will be able to:

- CLO1: Explain accounting principles, financial accounting standards, and financial reporting practices
- CLO2: Interpret financial statements and annual reports
- CLO3: Describe the managerial implications of decisions based on cost accounting concepts
- CLO4: Prepare financial statements and basic cost statements

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	2	3	2	2	1	1	1
CLO2	3	3	2	2	2	1	2	1
CLO3	3	3	3	2	2	2	1	1
CLO4	3	3	3	2	3	2	1	2

Syllabus

Financial Accounting: Accounting Concepts and Conventions, Generally Accepted Accounting Principles - (GAAP). Balance sheet, Profit and Loss Account, Accounting Records
 Cash Flow Statement, Financial Statement Analysis, Cash Flow Statement Analysis, Funds flow statement analysis, Difference between Cash flow and Funds flow. Fixed Assets and Methods of Depreciation
 Inventory Valuation, Manufacturing A/c, Trading A/c, Accounting Standards, Creative Accounting and Good Governance. Financial ratio analysis and interpretation - uses and limitations.
 Basics of Cost and Management Accounting, treatment of overheads, unit costing (cost sheet), joint product, byproduct, job order and contract costing, process costing, cost finance reconciliation, target costing, marginal Costing, cost volume profit analysis and decision making, variance analysis, relevant cost and differential cost, budgetary controls, standard costing, activity based costing, application of costing concepts in service and trading businesses

Text book(s)

Maheshwari SN & Maheshwari SK, "A Textbook of Accounting for Management", Vikas Publishing House Pvt Ltd, (4th ed.), New Delhi, 2018.
 Anthony, Robert N, Hawkins David F, & Merchant, Kenneth A, "Accounting - text and cases", TMH Publishing Company, (3rd ed.), New Delhi - 2010.
 Mukherjee Amitabha & Hanif Mohamed, "Financial Accounting", (2nd ed.), TMH, New Delhi, 2003.

Reference Book:

Lynch Richard M & Williamson Robert W, "Accounting for Management", Planning & control, TMH, 2008.
 Bhattacharya Ashish K., "Cost Accounting for Business Managers", Elsevier, 2008.
 Horngren, Surdem, Stratton, Burgstahler, Schatzberg, "Introduction to Management Accounting", PHI Learning, 2008.

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Cheating: Cheating in any form during exams will result in automatic failure of the course. All cases of cheating will be referred to the school disciplinary committee and relevant university policy regarding this will apply.

Lecture recording: All lectures delivered online shall be recorded and provided to the students



Course Title	Marketing Management
Course Code	Program Core 3
Credits	2

Course Description: The course looks into the central and strategic role of marketing focusing on external forces, marketing mix, marketing plans and strategies for the success of an enterprise.

Course Learning Outcomes: Upon successful completion of the course, the student will be able to:

- | |
|--|
| <p>CLO 1: Describe the central and strategic role of marketing for the success of an enterprise</p> <p>CLO 2: Describe the interplay of external forces and strategic decisions as well as their influence on customer behavior</p> <p>CLO 3: Apply the concept of the marketing mix to decision making process</p> <p>CLO 4: Develop marketing plans and strategies at a beginner's level</p> |
|--|

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
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CLO1	3	1	3	2	3	2	1	2
CLO2	2	2	3	2	3	2	1	2
CLO3	3	3	3	2	3	2	1	2
CLO4	3	2	3	2	2	3	3	1

Syllabus

Understanding Marketing Management: Marketing, core marketing concepts, shifts in marketing concepts, marketing mix.

Marketing strategies and plans: value chain, marketing information and forecasting, strategic planning, market research process. Customers: consumer markets, business markets, global markets, CRM.

Marketing Implementation: Product, product mix, product life cycle, new product development, 7 Ps of services marketing.

Value: creating value, pricing strategies, communicating value: integrated marketing communications, digital communications, personal communications; delivering value; integrated marketing channels, retailing, wholesaling and logistics.

Text book(s)

Philip Kotler and Kevin Lane Keller, “Marketing Management 15e”, Pearson India Education Services Pvt. Ltd (2016)

Additional reference

Hermawan Kartajaya, Iwan Setiawan, Philip Kotler, “Marketing 5.0: Technology for Humanity”, Wiley (2021)

Seth Godin, “This is Marketing: You Can’t Be Seen Until You Learn To See”, Portfolio Penguin (2018)

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Cheating: Cheating in any form during exams will result in automatic failure of the course. All cases of cheating will be referred to the school disciplinary committee and relevant university policy regarding this will apply.

Lecture recording: All lectures delivered online shall be recorded and provided to the students



Course Title	Managerial Economics
Course Code	Program Core 4
Credits	2

Course Description: The course gives an overview of the concepts of economics and describe the best possible use of available resources under different managerial situations with its application tools for managerial decision making.

Course Learning Outcomes: Upon successful completion of the course, the student will be able to:

- | |
|--|
| <p>CLO1: Understand the concept of managerial economics and relate with the market characteristics</p> <p>CLO 2: Describe the best possible use of available resources under different managerial situations</p> <p>CLO 3: Apply microeconomic concepts, theories, and tools to managerial decision making</p> <p>CLO 4: Analyse decision options relating to production based on the merits and limitations</p> |
|--|

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
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CLO1	3	1	2	2	2	2	1	1
CLO2	2	1	2	2	3	2	1	3
CLO3	3	2	3	2	2	2	1	2
CLO4	3	3	3	2	2	2	1	1

Syllabus

Introduction to Managerial Economics - nature and Scope - basic concepts of Economics – Opportunity cost, Discounting, Marginal Analysis, Utility theory, Time Perspective, Consumer Equilibrium. Law of Demand – Demand Determinants - Demand and Supply – Market equilibrium – Elasticity of demand and supply – Production Function – Economies vs Diseconomies of scale – Cost function – Relation between Production and cost function.

Market Structure and pricing - Perfect and imperfect market – Different market structures – Firm’s Equilibrium– Market efficiency – Pricing under different market structure (Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition)

Factor market – Land, Labour and capital – Demand and supply – Determination of factor price – Interaction of Product and Factor market – General equilibrium and efficiency of competitive markets.

Text book(s)

Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri, Anindya Sen, “Economics 20e” (2019)
Keat Paul, K Young Philip, Erfle Steve, College Dickinson, Banerjee Sreejatha, “Managerial Economics 7e (2017)

Reference Book (s):

Craig H. Petersen, W. Chris Lewis, and Sudhir K. Jain, “Managerial Economics”, Pearson, Ninth impression 2012.
Gregory Mankiw N, “Principles of Economics”, (6th ed.), Cengage Learning, New Delhi, Reprint 2013.
Richard Lipsey and Alee Charystal, “Economics”, (12th ed.), Oxford University Press, New Delhi, 2011.

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Class attendance: There is no weightage given for class attendance in the assessment. It is required that students attend 70% of the lectures to be eligible for writing the final exam.

Cheating: Cheating in any form during exams will result in automatic failure of the course. All cases of cheating will be referred to the school disciplinary committee and relevant university policy regarding this will apply.

Lecture recording: All lectures delivered online shall be recorded and provided to the students

Course Title	Operations Management
Course Code	Program Core 5
Credits	2

Course Description: The course provides conceptual, analytical, and practical insights into effective operations management in all organizations. The course aids in identifying innovative practices, tools, and techniques applicable in the context of operations in global dynamic organizations.

Course Learning Outcomes: Upon successful completion of the course, the student will be able to:

CLO1: Articulate important aspects of business operations including strategy, capacity, productivity, Supply Chain, and World-class Manufacturing.

CLO2: Devise a deep understanding of quality in operations

CLO3: Apply operational concepts and theories for decision making

CLO4: Appraise operational plans based on analysis of relevant data

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	2	3	2	3	2	2	3

CLO2	3	2	3	2	3	2	1	2
CLO3	3	3	3	2	3	2	3	2
CLO4	3	3	2	1	3	2	1	1

Syllabus

Introduction to Operations Management- Systems Concept, Operations strategy, Processes and Process selection, Materials Management, Inventory Management..

Productivity, Capacity and Utilisation, Demand Forecasting, Supply Chain Management, World Class Manufacturing, Technology Management.

Management of Quality and Quality Control- JIT and Lean Operations, Business Process Modelling, Project Management, Management of Waiting lines, Case Discussions.

Operational Decision Making- Location Planning and Analysis, Layout planning, Managerial application of break-even analysis, Aggregate Planning and Master Scheduling, MRP and ERP.

Text book(s)

Stevenson, William J. Operations Management. 14th Edition, McGraw Hill, 2021.

Richard B. Chase,, Ravi Shankar, F. Robert Jacobs. Operations and Supply Chain Management McGraw Hill Education; Fifteenth edition, July 2018.

Jay Heizer, Barry Render, Chuck Munson, Amit Sachin. Operations Management, 12th Edition, Pearson 2017.

B. Mahadevan,. Operations Management: Theory and Practice. Pearson Education India, 2015.

Reference Books:

Jay Heizer and Barry Render and Chuck Munson. Principles Of Operations Management Sustainability And Supply Chain Management, 10th Edition, Pearson Education, 2016.

Bozarth, Cecil. Introduction to Operations and Supply Chain Management (3/e). Pearson, 2011.

Adam, Everette E and Ronald J Ebert. Production and Operations Management: Concepts, Models, and Behavior. PHI, 2013.

Class Specific Policies

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Cheating: Cheating in any form during exams will result in automatic failure of the course. All cases of cheating will be referred to the school disciplinary committee and relevant university policy regarding this will apply.

Lecture recording: All lectures delivered online shall be recorded and provided to the students

Course Title	Strategic Management
Course Code	Program Core 6
Credit	2

Course Description: The course emphasises the value and process of strategic management. In addition to familiarise students with concepts of Strategic Management, students are expected to integrate and apply their prior learning to strategic decision making in organisations. The Strategic Management course is designed to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

- CLO1: Demonstrate an appreciation of areas which are fundamental to the development of successful strategy
- CLO2: Outline and critique the major perspectives on the conduct of strategy
- CLO3: Demonstrate an understanding of, and ability to assess the complexities of strategic decision making
- CLO4: Integrate strategic thinking into the holistic management of an organisation

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	2	3	3	3	3	2	2
CLO2	3	3	3	2	3	2	2	2
CLO3	3	2	3	2	2	3	2	3
CLO4	2	2	3	2	3	3	3	3

Syllabus

Purpose of strategy; Strategy statements; Corporate, business and functional strategies; macro environment analysis, industry and sector analysis, Resources and capabilities; Business Strategy and Models, Corporate Strategy, Diversification, International drivers and potential, Choosing a global strategy, Mergers, Acquisitions and Alliances, Horizontal Integration, Vertical Integration, Types of diversification

Evaluating Strategies, Strategy Development: Deliberate, Emergent and Implications, organising and strategy, Strategic Change

Text Books:

- 1.“Exploring Strategy”, Gerry Johnson, Richard Whittington, Kevan Scholes, Duncan Angwin, Patric Regner, 11th ed., UK: Pearson, 2017
- 2.“Strategic Management Concepts: A competitive advantage approach”, Fred R. David, Forest R David and Purva Kansal, 16th ed., UK: Pearson, 2019
- 3.“Strategic Management: An Integrated Approach”, Charles W. L. Hill, Melissa A. Schilling and Gareth R. Jones, (12th ed.), Cengage Learning, India, 2017

References:

- 1.“Crafting & Executing Strategy”, Arthur A Thompson, A. J. Strickland, and John E. Gamble, ‘, (21st ed.), Tata McGraw-Hill, 2019
- 2.“Concepts in Strategic Management and Business Policy: Toward Global Sustainability”. Thomas L. Wheelmen and J. David Hunger, , (14th ed.), Pearson Education, 2016.

3. “Strategic Management”, John A Pearce, Richard Robinson, Amita Mital, (12th ed.), Tata McGraw-Hill, 2016

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Course Title	Human Resource Management
Course Code	Program Core 7
Credits	2

Course Description: The course aids in gaining an understanding of managing human resources in an organisation. Further, the course helps understand various functions under Human Resources Management and its interlinking with various stakeholders and line managers to achieve the organisational goals.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO 1: Understand human resources management function and trends.

CLO 2: Gain knowledge on various sub-functions of Human resources management

CLO 3: Identify the role of HR professionals in creating a productive team of employees and maintain it to achieve organisational goals.

CLO 4: Develop the ability to implement HR functions in an organisation

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	3	3	2	3	3	2	2

CLO2	3	2	2	2	3	3	2	2
CLO3	3	3	3	2	3	3	2	2
CLO4	3	3	2	2	3	2	2	2

Syllabus

Introduction to Human Resources Management- Overview, role, current functions, and new trends, Managing Global human resources, International staffing, Cultural and legal factors.

Talent Acquisition, Development, and Learning: Strategies and practices for attracting, selecting, and retaining top talent. Managing human resources in small and entrepreneurial firms. Employee engagement and well-being, Remote work, and flexible schedules.

Employee Development - Approaches to employee training, career development, and performance management. Employee benefits and compensation, Labour Relations, Employment Law, Diversity, Equity, and Inclusion.

Approaches to organisational design, change management and culture, Digital Transformation in HRM, HR Analytics and data-driven decision-making, Artificial Intelligence and HR.

Text book(s)

Dessler, G., & Varrkey, B. (2005). *Human Resource Management, 16e*. Pearson Education India.

Sherman, A. W., & Bohlander, G. W. (2000). *Managing human resources, 12e*. South-Western educational publishing.

Edwards, M. R., & Edwards, K. (2019). *Predictive HR analytics: Mastering the HR metric*. Kogan Page Publishers.

Reference Books:

Yeung, A., & Ulrich, D. (2019). *Reinventing the organization: How companies can deliver radically greater value in fast-changing markets*. Harvard Business Press.

Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). *HR from the outside in: Six competencies for the future of human resources*. McGraw Hill Professional.

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Course Title	Corporate Finance
Course Code	Program Core 8
Credits	2

Course Description: The Course describes the different types of corporate markets and their characteristics to determine the optimal capital structure for a business. The course also aids analysing the valuation of different types of corporate finance along with the risk associated with capital structure

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO 1: Describe the different types of corporate markets and their characteristics
 CLO 2: Apply the concepts of corporate finance to determine the optimal capital structure for a business
 CLO 3: Analyse the valuation of different types of corporate finance
 CLO 4: Analyse the risk associated with capital structure

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	2	3	2	2	2	1	1
CLO2	3	3	2	2	3	2	1	1
CLO3	3	2	3	2	2	1	1	1
CLO4	2	3	3	3	3	2	2	1

Syllabus

Corporate markets - time value of money, equity and fixed income markets, derivatives markets, risk

and return, cost of capital

Financing and capital structure - debt versus equity, financing, capital structure, working capital management

Valuation - bonds, convertible securities, equity valuation, corporate valuation for M&A

Risk management aspects and Techniques

Text book(s)

Michael Taillard, Corporate Finance For Dummies, 2nd edition (21 March 2022)

Richard A. Brealey, Stewart C. Myers, Franklin Allen, Principles of Corporate Finance, McGraw Hill Education; Twelfth edition (18 October 2018)

Stephen A. Ross, Randolph W Westerfield, Jeffrey Jaffe, Bradford D. Jordan, Ram Kumar Kakani, Corporate Finance, McGraw Hill Education; Eleventh edition (27 July 2017)

Reference Books:

Principles of Corporate Finance' by Richard, Stewart, Franklin, and Pitabas

Teaching Plan and Syllabus

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Syllabus- Program Electives and Open Electives

Course Title	IR 4.0 Management
Course Code	Open elective
Credits	2 credits, 400 level

Course Description: The course is divided into 3 modules. In the introductory module (3 sessions, the overview, design forces and implications of IR4.0 will be discussed. The technology module would discuss in detail the various technologies and philosophies that drive IR4.0 and the final module (3 sessions) would discuss on managerial challenges and brings about a framework for adoption of IR 4.0 business leadership.

World is at the cusp of a major disruption. Akin to the revolutionary changes brought in 1990's through the seamless sharing the data across various computers across the world, popularly known as *internet*, the rapid convergence of digital, physical and biological world, enabled by a host of technologies and changes in the culture, is ushering in another wave of massive transformation in all walks of human life. This *Fourth Industrial Revolution (IR 4.0)* has already brought in disruptive changes in various business organisations and is expected to accelerate due to the turbulence brought in by the pandemic. As IR4.0 is expected to mature fast in next 5-10 years, it is necessary for organisations, individuals and societies to reinvent themselves to harness these waves of changes effectively. As IR4.0 is driven by non-linear technologies, the need to acquire skills to manage exponential growth is paramount for leaders of tomorrow. This workshop course on IR4.0 Management is primer to introduce this new world of abundance and examine how astute managers can leap frog their enterprises by leveraging on various design forces of the new era.

Course Learning Outcomes: Upon successful completion of the course, the student will be able to:

CLO 1: Discuss nuances of Industry 4.0 and the potential disruptions it is bringing in various walks of life;
 CLO 2: Provide skills to manage various exponential technologies and external forces that drive IR4.0 and
 CLO 3: Enable the participants to design, develop and manage their enterprises effectively in this emerging world by harnessing opportunities and negating the constraints

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	2	3	3	3	2	3	2
CLO2	3	3	2	2	3	2	2	2
CLO3	3	2	3	2	2	1	2	2

Syllabus

Industry 4.0: Evolution, Perspectives, Opportunities and Challenges

Session 1: Introduction to Industry 4.0. Reading: The new Industrial Revolution is here. Are you ready? YouTube: *Humans Need Not Apply* <https://www.youtube.com/watch?v=7Pq-S557XQU>

Session 2 : Drivers of Disruption

Reading : i) Chapter 1-2, Ref 1;ii) Five Building blocks of Cyber-Physical Value Chains* YouTube: Industry 4.0 explained <https://www.youtube.com/watch?v=qptpm4B6afY>

Session 3 : Opportunities and Challenges of IR4.0 Reading : i) Chapter 2-4 Ref 2 ii) Fourth Industrial Revolution is Here : Are you ready?* YouTube: Challenges to IR 4.0 <https://www.youtube.com/watch?v=mFJ91lwFUVs>

Exponential Technologies

Session 4: AI, IOT, Robotics & Smart Factories. Reading : A brief History of Artificial Intelligence*. Case : Intel : AI and Industry 4.0 Strategy

YouTube : (for case preparation)

i)

https://www.youtube.com/watch?v=vehXkgG3YcU&list=PLXAoLgwZtKcivKvOY_MMMib

ii)

https://www.youtube.com/watch?v=rvj1CTD4gYM&index=1&list=PLXAoLgwZtKcivKvOY_MMMib

Session 5: Digital Transformation and Blockchains

Reading: i) An Introduction to Blockchain ii) Beyond Bitcoins : What Blockchain and distributed ledgers mean for firms iii) The truth about blockchains

Case : Snapper Future tech : Land Records and registration using Blockchain

Youtube: <https://www.youtube.com/watch?v=8o9QxMxTp8>

Session 6 :Fuel for disruption : Big Data and Analytics

Reading : i) Introductory Note on Big Data, Analytics and path from Insights to Value Competing on Analytics iii) Big Data : Management Revolution ii)

Simulation : Strategic Decision Making

Session 7 : Other exponential technologies : Synthetic biology and Quantum computing

Reading : i) Chapter 2.3 ref 3; ii) Are you ready for Quantum computing revolution iii)

<https://cosmosmagazine.com/biology/life-2-0-inside-the-synthetic-biology-revolution>

Youtube: <https://www.youtube.com/watch?v=dfYu-FVgSYE>

IR4.0 and Business Leadership

Session 8 : Managing Digital Disruption, Reading: i) Best Response to Digital Disruption, Case : XIAOMI : Designing an ecosystem for IoT

Session 9 : Leadership in the World of Disruption

Reading: i) Consulting on the Cusp of Disruption ii) Leadership 4.0: Digital Leaders in the Age of Industry 4.0, Session 10 : Integrative Case, Case : Digital Transformation at GE: Shifting minds for Agility

Text book(s)

Alp Ustundag, Emre Cevikcan, Industry 4.0: Managing The Digital Transformation, Springer.

Narendra Jadhav, New-Age Technology and Industrial Revolution 4.0: Hardcover – 5 August 2019

James R. Reagan , Madhusudan Singh Management 4.0: Cases and Methods for the 4th Industrial Revolution (Blockchain Technologies), Springer.

Reference Book (s):

Klaus Schwab (2017) The Fourth Industrial Revolution, Penguin Books

Diamandis,P.H and Kotler, S (2014) Abundance- the future is better than you think, Free Press

Klaus Schwab (2018) Shaping the Future of the Fourth Industrial Revolution, Penguin Books

Other readings & case will be available in Moodle Classroom

Class Specific Policies

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Lecture recording: All lectures delivered online shall be recorded and provided to the students

Grading

This course will be graded on the basis of class participation (20 percent), presentations (20 percent), off-class feedbacks (20 percent) and a final quiz (40 percent). Class participation is measured by the quality of discussion on cases and reading materials and the performance in the simulation. The presentations will be based on the whitepaper/ cases and off-class feedback is the peer-to-peer feedback given in the platform to be created for this course on various submissions and discussions. Final quiz will be an integrative one to reflect on the work done during the workshop

Course Title	Sustainability and Business
Course Code	Open elective
Credits	2, 400 level

Course Description: The course helps in understanding sustainability practices and their application especially to address sustainability challenges in various aspects of life and operations. The course helps in identifying the role of innovation in creating sustainable products, services, or processes.

Course Learning Outcomes: Upon successful completion of the course, the student will be able to:

CLO 1: Understand sustainability practices across the economic, social, environmental, and political spheres in the long run
 CLO 2: Apply sustainability principles to various aspects of life and operations.
 CLO 3: Apply concepts of sustainable development to address sustainability challenges in a global context.
 CLO4: Demonstrate the role of innovation in creating sustainable products, services, or processes.

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	2	3	3	3	3	2	2
CLO2	3	3	3	2	3	2	2	2
CLO3	3	2	3	2	2	3	2	3
CLO4	2	2	3	2	3	3	3	3

Module wise Syllabus

Principles of Sustainability - the balance of environmental protection, social equity and economic

stability - global warming, waste management, depletion of natural resources - Initiatives for a sustainable world, Sustainable Development Goals, Zero emissions

Interaction between environment and business - influence on corporate strategy, green design - infrastructure, built environment, interiors, energy, transportation

Sustainable supply chains and logistics, sustainable operations, sustainable business

Social enterprise and innovation

Text book(s)

Christopher Wright and Daniel Nyberg, “Climate Change, Capitalism, and Corporations: Processes of Creative Self-Destruction”

Harvard Business Review Press, “Climate Change”

Ramanan Raghavendran, “In Our Hands: Getting to a Sustainable Planet with Behavioural Change”

Bill McKibben, “Falter: Has the Human Game Begun to Play Itself Out?”

Naomi Klein, “This Changes Everything

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Course Title	Decision Analysis
Course Code	Program Elective
Credits	3

Course Description: The essential focus of this course is to build an understanding of problem-solving and decision-making processes. The course provides a multiple perspective approach to the framing and solving of problems, and critically examines alternative approaches to managerial decision-making, allowing participants to develop insights and understanding about the nature of problem-solving and decision-making. The course intent to build critical thinking and reasoning skills to formulate a problem effectively. The aim of the course is to provide students with an introduction to a range of relevant tools and techniques that will allow for the development of competencies to improve their problem solving and decision-making processes within the larger context of an organisation

Course Learning Outcomes: On successful completion of the course, the student will be able to:

- CLO 1: Understanding ways in which decisions are and can be made incorporating risk, uncertainty, ambiguity, preferences, judgment on decision-makers and decision-making
- CLO 2: Critically analyse business problems using formal and informal methods to handle data and interpretation
- CLO 3: Understanding the role of intuition and analysis in decision-making to evaluate business situations
- CLO 4: Developing ability to work with a range of tools supporting development of robust strategies and balanced decisions

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	3	2	1	2	3	1	1
CLO2	3	3	2		2	2		1
CLO3	2	3	2	1	2	2		1

CLO4	2	3	2	1	1	1	3	2
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Syllabus

Multiple perspectives on Decision Making; Problem Structuring Methods ; Modelling and Decision Analysis; Decision Making under Uncertainty and Risk, Decision Trees(1-5)

Optimisation and Linear Programming. Spreadsheet Modelling for advanced Decision Making(6-15)

Introduction to Business Analytics; Probability Distributions Sampling and Sampling Distributions; Hypothesis Testing(16-20)

Regression Analysis, Time series Forecasting. Monte Carlo Simulation; Queuing Systems(21-30)

Textbooks and references

Cliff T Ragsdale (2021) Spreadsheet Modelling and Decision Analysis , 8th Edn. Cengage Learning

Richard Levein et al. (2019) Statistics for Management 8th Edn. Pearson

Rooper Stine and Dean Foster (2020) Statistics for Business Decision making and Analysis 3rd Edn Pearson

Holcomb Zealure, Fundamentals of Descriptive Statistics, Routledge, 2016

Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, New Delhi, 2012

Michael Carter, Camille C. Price, Ghaith Rabadi, Operations Research: A practical introduction, CRC Press 2018

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Course Title	Fundamentals of Business Data Analysis
Course Code	Program Elective
Credits	3

Course Description: This course will introduce business statistics, or the application of statistics in the workplace. The course explore basic probability concepts, including measuring and modeling uncertainty, and use various data distributions, along with the Linear Regression Model, to analyze and inform business decisions.

Course Learning Outcomes: Upon successful completion of the course, the student will be able to:

CLO 1: Develop ability to deal with numerical and quantitative issues in business Conduct basic statistical analysis of data.
 CLO 2: Understand sampling techniques and interpret statistical significance, including p-values
 CLO 3: Interpret a variety of hypothesis tests to aid decision making in a business context.
 CLO4: Interpret Correlation and Regression models to analyse the underlying relationships between the variables through hypothesis testing.

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	2	2	2	2	3	2	2
CLO2	3	2	2	2	2	2	2	3
CLO3	3	2	2	2	1	3	1	2
CLO4	3	2	2	2	2	1	1	2

Module wise Syllabus

Introduction, data collection and presenting data in tables; Numerical descriptive measures and basic probability
 Sampling and sampling distributions; Confidence interval estimation; One sample tests and hypothesis testing; Two sample tests means; Two sample tests proportions and variance
 ANOVA; Chi-Square tests
 Simple linear regression; Multiple regression basics

Text book(s)

Business Statistics- JK Sharma

Levin, R. and Rubin, D. (2017). Statistics for Management. 8th ed. New Delhi: Pearson.

Keller, G. (2009). Statistics for Management, Indian Edition, New Delhi: Cengage Learning.

Introductory Business Statistics- Alexander Bradley Holmes, Barbara Illowsky, Susan Dean

Business Statistics- G. V. Shenoy, Uma K. Srivastava, S. C. Sharma

S.P. Gupta, Statistical Methods, Sultan Chand & Sons

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Course Title	Integrated simulation
Course Code	Program Elective
Credit	2 (400 level course)

Course Description: A major limitation of case pedagogy is its inability to bring into play the time dimension of decision making. The ability to respond to changes in the environment and the outcomes of earlier decisions cannot be adequately incorporated in the case pedagogy. The objective of this course is to give students hands-on experience of strategy formulation, execution and mid-course correction as the environment and the outcomes of earlier decisions change from iteration to iteration as they play the game. They learn to appreciate the path dependence of the outcomes of strategic decisions for an organization.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO1: Strategic Thinking: increase the participants awareness of the complexity of operating an international company from a strategic and general management perspective.

CLO2: Cross functional decision making: develop capabilities in identifying & analysing key environmental and organizational variables that may influence an organization's performance within and across national markets, and how these variables may influence the organization.

CLO3: Financial Acumen : enhance fact based analytical decision making and crystallize the financial implications of business decisions by linking the decisions to cash flows and bottom line performance.

CLO4: Customer Centricity: drive positioning and customer centricity to sync market offerings to customer expectations

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	3	3	3	2	3	3	2
CLO2	3	3	2	3	3	3	2	2
CLO3	3	3	2	3	2	3	2	2
CLO4	3	2	2	3	2	1	1	1

Module wise Syllabus

Course introduction, Understanding the business scenario, key variables and linkages between different functions in an organisation

Horizons of Growth: Creating long, mid- and short-term strategy

Theory of Business: Creating sound and economic business assumptions / Demand Forecasting

An Overview Strategy Frameworks: Distinguish and discuss the various strategy frameworks

Pricing Techniques: Avoidance of Price war and Strategy Reorientation

Text Books and References:

Caselets and documentation provided as part of Cesim Business Simulations

Course Title	Supply Chain and Logistics Management
Course Code	Program Elective
Credit	3

Course Description: The course helps students to learn to apply strategies and make strategic decisions to design and manage effective logistics and supply chain systems providing the knowledge and application of supply chain management skills to reduce cost, build partnerships with suppliers and contribute to the company's success.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO1: Formulate a framework for a viable and sustainable supply chain
CLO2: Demonstrate knowledge, skills and techniques to improve the logistics and supply chain operations
CLO3: Develop analytical skills using advancements in information technology to implement the concepts of logistics and supply chain system to aid decision making.
CLO4: Develop logistics management strategy in line with the corporate strategic objectives

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	3	3	3	2	2	3	1
CLO2	3	3	2	3	2	2	2	2
CLO3	3	3	2	2	1	2	2	1
CLO4	3	3	2	2	1	2	2	1

Syllabus

Concepts of Supply Chain Management and Logistics; Drivers of Supply Chain Management and Logistics relationships. Agile SCM, Green SCM; Value chain- Functions – Supply chain effectiveness- Outsourcing - 3PLs and 4PLs – Supply chain relationships- Customer services, Integrated supply chain.

Supply chain Mapping; Supply Chain Performance; Supplier relationship management; Strategic decision in supply chain, Supply Chain Strategies, Cycle View, Push & Pull View. Achievement of strategic fit through different steps, Obstacles to achieving Strategic Fit.

Logistics Management- Components of Logistics Management- Competitive Advantages of Logistics. Logistics Network- Integrated Logistics system, Economics of Logistics, Cost associated With Logistics, third Party Logistics, Materials handling, packaging and transportation systems. Warehousing Information System (WIS)

International Logistics and Supply Chain Management. Forces of Global Supply Chain-Global market force, Technology force, Risk of Global Supply Chain, Distribution Management for Global Supply Chain, Requirements for Global Strategy implementation

Text Books and References:

Sunil Chopra and Peter Meindl, Supply Chain Management Strategy, Planning and Operation, Pearson Education

David Simchi Levi and Philip Kaminsky, Designing & Managing The Supply Chain, McGraw Hill Education (India) Private Limited

Bowersox, D.J., Closs, D.J., Cooper, M.B., & Bowersox, J.C. (2013). Supply Chain Logistics Management. (4 th ed.), McGraw Hill/Irwin.

G. Raghuram and N. Rangaraj, Logistics & Supply Chain Management – Cases & Concepts , Laxmi Publications

Donald. J. Bowersox and David J. Closs, Logistical Management: The Integrated Supply Chain , McGraw Hill Education India Private Limited

References

Douglas M. Lambert, Supply Chain Management: Processes, Partnerships, Performance.

Martin Christopher, Logistics and Supply Chain Management, Financial Times/ Prentice Hall

Sarika Kulkarni, Ashok Sharma Supply Chain Management – Creating Linkages for Faster Business Turnaround, Tata McGraw-Hill Publishing Company Ltd, Latest Edition

Bozarth, Cecil. Introduction to Operations and Supply Chain Management, Pearson

Finch, Byron J. Operations Now: Supply Chain Profitability and Performance. McGraw Hill

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Course Title	Project Management
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Course Code	Open Elective
Credit	3

Course Description:

The course covers the nature of projects, project management tools, techniques and organisational and leadership aspects in project management. The course will cover project management principles in general, project scope, organisational, leadership, interpersonal and political aspects of project management, and tools and techniques to support planning, scheduling, risk management, budgeting, monitoring and other theoretical and technical aspects of project management.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO1: Demonstrate a solid understanding of project management principles and concepts.
 CLO2: Articulate the key role, responsibilities, and skills required of a successful project manager.
 CLO3: Ability to determine when and under which circumstances to apply specific project management techniques.
 CLO4: Anticipate and manage some of the common situations and challenges that project managers face.

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	2	3	3	3	3	2	2
CLO2	3	3	3	2	3	2	2	2
CLO3	3	2	3	2	2	3	2	3
CLO4	2	2	3	2	3	3	3	3

Syllabus

INTRODUCTION TO PROJECT MANAGEMENT: What is a project?; Need and importance of Projects; Project Life cycles; Project Success, the organizational context of projects; Projects and organizational strategy- Organizational Structure and Organizational Culture. Project stakeholder management

PROJECT SELECTION: Approaches to project screening and selection, financial models, project portfolio management. **PROJECT LEADERSHIP:** Leadership and the project manager, project champions, team building, conflict and negotiation

PROJECT SCOPE MANAGEMENT: Importance of scope management; Work Breakdown Structure (WBS), Responsibility Assignment Matrix, scope control. **PROJECT RISK MANAGEMENT:** Project risks, Risk Breakdown Structure, risk mitigation, Contingency reserves, risk control. **PROJECT COST ESTIMATION and BUDGETING:** Cost Management, Cost estimation Creating a project budget, Developing budget contingencies.

PROJECT SCHEDULING: Developing a network, Duration estimation, Constructing the critical path, crashing, loading and leveling resources **PROJECT MONITORING & CONTROL:** Project S Cureve, Milestone Analysis, Tracking Gantt Chart, Earned Value Management **PROJECT CLOSEOUT AND TERMINATION:** Types of project termination, Shutting down the project, Preparing the final project report, project benefits realization

Text Books:

“Project Management: Achieving Competitive Advantage”, Jeffrey K. Pinto, 5th ed., New York: Pearson, 2019

“Project Management- A managerial approach”, Jack R. Meredith and Samuel J Mantel Jr., 11th ed., Wiley, 2021

“Project Management: A Systems Approach to Planning, Scheduling, and Controlling”, Harold Kerzner, (13th ed.), Wiley, 2022

References:

“Project Management: The Managerial Process”, Clifford Gray, Erik W. Larson and Rohit Joshi, (8th ed.), McGraw-Hill, 2021.

“Project Management”, Harvey Maylor, (4th ed.), Pearson Education, 2017

“HBR Guide to Project Management”, Harvard Business Review, 2013

Class Specific Policies

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Class attendance: There will be 10% weightage given for class attendance in the formative assessment. It is required that students attend 70% of the lectures to be eligible for writing the final exam.

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Lecture recording: All lectures delivered online shall be recorded and provided to the students



Course Title	Entrepreneurship
Course Code	Open Elective
Credit	3

Course Description: The course equips the student to have thorough understanding on entrepreneurship and innovations in business settings thereby creating entrepreneurial opportunities and the creation of new industries, infrastructure and ways of doing business.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO1: Develop the spirit of Entrepreneurship and Innovation in a developing economy

CLO2: Develop expertise in Business Plan Preparation and DPR

CLO3: Analyse the realities, operations and management of MSMEs in the country

CLO4: Identifying the role of innovation in Entrepreneurship

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	3	3	3	3	3	3	3
CLO2	2	2	3	2	2	3	3	2
CLO3	3	3	2	2	2	3	1	1
CLO4	3	2	2	3	2	3	1	1

Syllabus

Fundamentals and Overview of Entrepreneurship, Entrepreneurial Traits and competencies, Ethics and Social responsibility. Opportunities for Entrepreneurs in India and abroad. Start-up India, Stand up India

Ideation and decision process. Incubation, Business plan preparation, DPR preparation; Managing Finance and Growth

Starting an MSME unit: Factors affecting production process, Production planning, Marketing and channel selection, control, product mix, DIN, TIN, PAN, GST Monitoring and evaluation of enterprise, Reasons for failures, Sickness in Small Scale Industries. Effective management of the enterprise.

Innovation and Entrepreneurship. .Successful Entrepreneurs from the contemporary Indian business world. Success stories of great Indian Tycoons who have contributed to build the nation

Text Books and References:

Robert D.Hisrich, Mathew J Manimala, Michael P. Peters and Dean A. Shephered, Entrepreneurship, McGraw Hill, 11th edition 2020

Khanka SS, Entrepreneurial Development, S. Chand & Company

Charanthimath, Entrepreneurship development small business enterprises, Pearson

Bellon Whittington, Competing through Innovation , Prentice Hall, 2006

References

R. Gopal and Pradip Manjrekar, Entrepreneurship and Innovation Management, Excel Publishers

Peter F. Drucker, Entrepreneurship and Innovation, Harper Business

Gita Piramal, Business Legends, Penguin Books

Class Specific Policies

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Lecture recording: All lectures delivered online shall be recorded and provided to the students



Course Title	Technology, Innovation and new product development
Course Code	Open elective

Credit	3
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Course Description: The course prepares students to function as effective innovation and new product managers that would clearly distinguish themselves from the competition. On completion of the course, the student will understand innovation and adopt various approaches for new product development and apply new product development methods to business problems/cases.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO1: Acquire practical, real world experience in the application of the concepts, strategies, process, tools and techniques.

CLO2: Learn to develop and implement a new product or service to an existing and potential target market.

CLO3: Gain insights into different innovation techniques

CLO4: Understand key aspects of commercialization of new products in the early phases of the product life cycle

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	3	2	1	2	3	2	2
CLO2	3	2	2	3	2	2	2	2
CLO3	3	2	3	2		2	2	1
CLO4	3	2	1	3	2		1	1

Syllabus

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Introduction and design thinking; Tools for brainstorming; Customer need analysis and factor analysis; Product life cycle, innovation diffusion and crossing the chasm; Disruptive innovation and the innovator's dilemma; Invention Vs Innovation – Diffusion of innovation Theory. Porter's Five Force analysis on technology.

Strategic Planning for New Product - Concept cycle - concept testing. Product testing - Test; marketing strategies - Launch cycle - Managing Growth and Maturity - Commercialization. Open innovation; User innovation; Crowdsourcing; Free innovation, Continuous innovation and creating a culture of innovation

Innovation in pricing model, Research and Development productivity paradox, Methods to improve R&D productivity. New technologies in R&D; Applications of AI in R&D; Concept of open innovation; Sustaining innovation vs disruptive innovation (case study).

Technology commercialization; First-mover advantage in different industries; Commercialization strategy (Ansoff Matrix) of a new product. Brand positioning of a new product; Customer journey illustration of a new product

Text Books and References:

Paul Trott, *Innovation Management and New Product Development*, Pearson
Crawford, Merle and Di Benedetto, Anthony. *New Products Management*. McGraw-Hill/Irwin.

Michael Z Brooke & William Ronald Mills, *New Product Development: Innovation in the MarketPlace*, Jaico Books

Ulrich, Karl and Eppinger, Steven (2012). *Product Design and Development* (5th Edition). McGraw-Hill Irwin.

Bettencourt, Lance (2010) *Service Innovation: How to Go from Customer Needs to Breakthrough Services*. McGraw-Hill Irwin.

References

Ulrich, K. and Eppinger, S.; *Product Design and Development*; McGraw Hill; ISBN: 978-0-07-802906-6

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Course Title	Management Information Systems
Course Code	Program Elective
Credit	3

Course Description: The course equips the students to develop a broader understanding of the management and

information technology systems. The students will have an understanding of systems thinking, and ability to analyse business situations from a systems perspective.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO1: Identify the role of information technology and decision support systems in business to solve business problems.

CLO2: Provide the theoretical models used in database management systems to answer business questions.

CLO3: Equip students understand the specific threats and vulnerabilities of computer systems

CLO4: Explore the fundamental principles of information systems and develop an understanding of the principles and techniques used.

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	3	3	2	3	3	2	1
CLO2	3	3	3	2	2	2	1	1
CLO3	3	3	2	3	2	2	1	2
CLO4	2	2	2	2	2	1	2	1

Syllabus

MIS concept, Role, Impact, Development process of MIS, Types, System analysis- System analysis of a new requirements - System Development Model

Database models , Characters of DBMS- data warehousing, data mining, data trends, Data Flow Diagram Data processing system

Security challenges in Enterprises; Security threats and vulnerability, Information Security; Wireless security challenges; Malwares-Cyber terrorism and Cyber crimes-Spoofing, phishing, sniffing, DOS attacks. Encryption and public key infrastructure, Firewalls, Intrusion Detection systems and antivirus software

MIS applications, DSS – GDSS - DSS applications in Enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E-Commerce, E-communication, BPR.

Text Books and References:

Laudon, Kenneth C and Jane P Laudon. Management Information Systems: Managing the Digital Firm. Pearson Education

O'Brien, James and George Marakas. Management Information Systems. McGraw Hill.

Rainer, R Kelly, Brad Prince and Hugh J Watson. Introduction to Information Systems, Wiley.

Behl, Ramesh. Information Technology for Management. Tata McGraw Hill Education, 2009.

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Course Title	Managing eBusiness
Course Code	Open Elective

Credit	3
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Course Description: This course focuses on the principles and practices of managing eBusinesses in the digital age. It explores the strategic and operational aspects of eBusiness management, including digital marketing, eCommerce, customer relationship management, and emerging trends. Students will gain practical skills and knowledge to effectively navigate the evolving eBusiness landscape.\

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO1: Develop a strategic plan for launching and managing an eBusiness.

CLO2: Develop effective social media marketing and content strategies.

CLO3: Understand the key elements of online payment systems and ensure security in eCommerce.

CLO4: Evaluate the role of AI and machine learning in optimizing eBusiness processes.

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	2	2	2	2	3	3	2
CLO2	3	2	2	2	3	2	2	2
CLO3	2	1	1	1	2	3	1	1
CLO4	2	1	2	1	1	1	1	1

Syllabus

Introduction to eBusiness Management

Understanding eBusiness: Definition and characteristics of eBusiness; Evolution and importance of eBusiness in modern organizations

eBusiness Models: Overview of different eBusiness models (e.g., B2C, B2B, C2C); Analysis of successful eBusiness models and case studies

Strategic Planning for eBusiness: Setting goals and objectives for eBusiness initiatives; Developing a strategic plan for eBusiness growth

Digital Marketing and Customer Acquisition

Digital Marketing Strategies: Overview of digital marketing channels (e.g., search engines, social media, email)

Developing an integrated digital marketing strategy

Search Engine Optimization (SEO) and Search Engine Marketing (SEM)

Techniques for improving website visibility in search engines; Implementing pay-per-click (PPC) advertising campaigns

Social Media Marketing: Leveraging social media platforms for brand awareness and customer engagement

Creating and managing social media marketing campaigns

eCommerce and Online Transactions

eCommerce Platforms and Technologies: Introduction to eCommerce platforms; Designing and managing an effective eCommerce website

Online Payment Systems and Security: Overview of online payment gateways and secure transactions; Addressing security concerns in online transactions

Logistics and Supply Chain Management in eCommerce: Managing order fulfillment and delivery processes; Integrating supply chain systems with eCommerce platforms

Customer Relationship Management and Emerging Trends

Customer Relationship Management (CRM): Understanding the importance of CRM in eBusiness; Implementing CRM strategies for customer retention and loyalty

Personalization and Customer Experience: Leveraging customer data for personalized experiences; Designing user-centric interfaces and interactions

Emerging Trends in eBusiness: Mobile commerce (mCommerce) and its implications; Artificial intelligence (AI) and machine learning in eBusiness; Blockchain technology and its potential applications

Text Books and References:

Chaffey, D., & Smith, P. R. (2017). eMarketing eXcellence: Planning and optimizing your digital marketing (5th ed.). Routledge.

Laudon, K. C., & Traver, C. G. (2020). E-commerce: Business, technology, society (16th ed.). Pearson.

Ryan, D. (2016). Understanding digital marketing: Marketing strategies for engaging the digital generation (4th ed.). Kogan Page.

Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing: Strategy, implementation and practice (7th ed.). Pearson.

Turban, E., Outland, J., King, D., Lee, J., Liang, T. P., & Turban, D. C. (2020). *Electronic commerce: A managerial and social networks perspective* (9th ed.). Springer.

O'Brien, J. A., & Marakas, G. M. (2018). *Management information systems* (11th ed.). McGraw-Hill Education.

Ward, J., & Peppard, J. (2016). *The strategic management of information systems: Building a digital strategy* (4th ed.). Wiley.

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Lecture recording: All lectures delivered online shall be recorded and provided to the students

Course Title	Strategic HRM
Course Code	Program Elective
Credit	3

Course Description: The course helps the students to get a good understanding of Strategic HRM and its impact on performance improvement. They will learn about different models of strategic HRM and various organisational strategies and functional strategies. They will learn to develop HR strategies, integrate them with Business strategies, and also to implement it to achieve the desired outcome in terms of organisational performance.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CL01: Develop a basic understanding of concepts of Strategy, HRM and Strategic HRM
 CL02: Gain knowledge on various models of Strategic HRM and impact of it on performance of the organisation
 CL03: Develop HR strategies in alignment with business objectives.
 CL04: Integrate HR strategies with business and implement it in the organisation to achieve improved performance.

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	3	3	3	3	3	3	3
CLO2	3	3	3	3	3	3	3	3
CLO3	3	3	2	2	2	2	2	2
CLO4	3	2	2	2	2	2	2	2

Syllabus

The Concept of HRM, Concept of strategy, strategy defined, formulation of strategy, Strategic Management, Concept of Strategic HRM- Strategic fit, Resource based strategic HRM. Intellectual capital, Human Capital, Social Capital, organisational Capital

Models of strategic HRM – The high-performance working model, The high commitment management model, The high involvement management model. The development and delivery of HR strategies.

The impact of HRM on Performance, Research on Strategic HRM and outcome on Performance, Conclusion from Research, New mandate for human resources- The strategic partner role, HR professionals as change agents.

Components of strategic HRM- Organisational HR strategies and Functional HR strategies, Organisational development, Strategies for knowledge management, commitment strategy, Organisational HR strategies in action Functional strategies – Resourcing strategy, Strategic human resources development, Strategies for managing performance, Rewards strategy, Employee relations strategy.

The practice of strategic HRM- Strategic HRM in action, The characteristic of HR strategy, overall content of HR strategy, Integrating Business and HR strategies Improving Business performance through strategic HRM – A practical approach to the development of HR strategies, Achieving integration, Implementing HR strategies

Text Books and References:

Handbook of Strategic HRM, Michael Armstrong, Angela Baron (2008), JAICO Publishing house.

References:

Strategic Human Resources Management, Charles R. Greer (2006), Second Edition , Pearson

Strategic Management of Human Resources, Jeffrey A. Mello (2011), 3rd edition , Cengage Learning

Class Specific Policies

Plagiarism policy: All student submissions shall be checked using Turnitin. In case, the similarity score is higher than 20%, such submissions will be marked fail. Although 20% is the maximum limit for similarity index on Turnitin, the final decision on aspects of plagiarism in assignments and reports will be made by the concerned faculty or faculty committee as the case may be.

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Course Title	Performance Management
Course Code	Program Elective
Credit	3

Course Description: The course helps the students to get a good understanding of a comprehensive performance management process that is linked to the business objectives and results in higher performance. They will get an understanding of how to link performance criteria with business objectives, how to set targets for individuals and groups, measure, evaluate and provide salary and benefits based on performance. They will be exposed to various methodologies of Performance appraisal, and how to counsel and help employees to improve their productivity. Also, basic concepts of pay for performance and how to develop an effective performance management system are also included.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CL01: Develop a basic understanding of Performance Management concepts.
 CL02: Gain knowledge on how to link business objectives with performance. Understand various types of performance appraisal methodologies.
 CL 03: Design a performance management system linked with business objectives.
 CL04: Appreciate and assess performance management system existing in various organisations. Apply the knowledge gained from various tools and methodologies to improve the system.

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	3	3	3	3	2	2	3
CLO2	3	3	3	2	2	3	3	2
CLO3	2	3	3	3	2	2	2	2
CLO4	3	2	2	2	1	2	1	1

Syllabus

Basics of Performance management systems, Importance of Performance Management, Overall process of Performance Management, Various steps in Performance Management - Planning, Managing, appraisal and Monitoring

Process of Performance Planning, Goal setting, how to link with business objectives, KRAs/KPAs/KPIs. Barriers to performance planning, Communication of performance expectation, Job description

Performance Managing, Objectives of Performance Managing, Performance appraisal, various methods, Advantages and disadvantages, Design of appraisal form. Objective evaluation of performance, Errors, and pitfalls in appraisal process. Performance Monitoring, Ongoing mentoring and coaching, Employee development plans, Performance counselling, Counselling skills, self-evaluation. Performance linked pay plans, Components of Reward Management system, Integrated model of reward Management system. Implementation of pay for performance plan. Role of HR professional in improving the performance of the organisation, Ethics in Performance management

Text Books and References:

Performance Management, 2008, Kohli A S and Deb T, Oxford University Press

Human resources Management by Gary Dessler and Biju Varkey (2020) 16th edition, Pearson

Performance Management, 2014, Kandula S R, Oxford University Press

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Lecture recording: All lectures delivered online shall be recorded and provided to the students

Course Title	Financial Services Management
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Course Code	Program Elective
Credit	3

Course Description: Financial markets have been increasingly influenced in recent times by financial innovations in terms of products and instruments, adoption of modern technologies, opening up of the market to the global economy, streaming of the regulatory framework and so on. Many innovative financial products are introduced to cater to the varied requirements of both corporate and individual customers.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO1: Understand the broad framework of the financial system and its constituents in changing financial scenarios.
 CLO2: Analyse the linkages and the regulatory mechanism under which a financial system operates
 CLO3: Explore various concepts and applications of the financial markets, financial intermediation and different financial services.

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	2	3	2	2	3	3	3
CLO2	3	2	2	2	3	3	2	2
CLO3	3	3	3	2	2	1	1	1

Syllabus

Financial services an overview: Financial systems- features -Constituents of Financial markets – Capital market. Equity and debt. Financial Institutions –Financial Services –Financial instruments

Mutual funds: Concept and role of Mutual funds, Evolution of mutual funds in India Types of mutual funds –fund structure and Constituents. Legal and regulatory framework. The offer document-Key information memorandum -Asset management company /Fund manager /Trustees/Sponsors /Custodian / Registrars.

Distribution Channels –sales practices –Accounting-valuation-Taxation, Measuring and evaluation of mutual fund performance. Credit card Business: Debit cards/ credit cards/smart cards. Charge card schemes . Concept, accounting and related issues. Payment settlement for cards processing and appraisal of cards.

Money markets/credit markets : Foreign Exchange markets - Securitisation. Factoring and forfeiting markets. Futures market- financial options and derivatives. Commodities market-Wealth Management for High-Net-worth Individuals: Investors financial planning – Basis for financial planning –strategies – asset allocation -Equity portfolio management – debt portfolio management. Investment policy –selecting right investment products –risks in fund investments. Developing a model portfolio

Infrastructure Financing: Sectors- financing options –concession approach. Structural financing. SPVs-GPVs- asset based securitization municipal bonds. Infrastructure financing issues in India – RBI guidelines – Types of financing in Banks-Appraisal factors. Budget allocation for infrastructure development. Housing Finance: Eligibility –schemes available –ceiling -additional finance.Take over in advance . Interest rate structure – repayment programme - disbursement- security norms. Processing of applications – insurance –deviation of the eligibility. Floating rate /fixed rate – switch over from floating to fixed rate. Rural housing and other schemes

Text Books and References:

Financial services and systems – Dr.S.Guruswamy

Financial Markets , Institutions and services – N.K.Gupta and Monica Chopra.

Financial Services – M.Y.Khan

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Course Title	International Finance Management
Course Code	Program Elective
Credit	3

Course Description: The course looks at various interactions between the financial markets of countries, such as foreign direct investment and foreign exchange rates. Also addresses Trade agreements among Countries and challenges faced.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO1: Develop an understanding of international trade environment especially, trade under regional, multiregional and global trade agreements and contracts
 CLO2: Develop an understanding of International Financial concepts and terms of the payments.
 CLO3: Explore recent challenges faced in the post pandemic scenario globally

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	2	3	2	3	2	2	1
CLO2	2	2	2	1	1	2	1	2
CLO3	2	3	2	1	1	2	1	1

Syllabus

International Finance an overview: Financial Management in a global context Introduction –The finance function; Responsibilities of Finance Managers- recent changes in Global financial markets- foreign exchange and political risks; Balance of payments

Accounting- Balance of payments accounts- valuation and timing –components of Balance of Payments-deficits and surplus in balance of payments –importance of balance of payments statistics.

International Monetary system,. Foreign Exchange -Determining exchange rates. Political risks

Globalisation and International trade: Sources, Channels and effects of Globalization, trends in International Trade, FDI, International Labour Migration, Globalization and Interdependence of countries, Impact of Globalization on Trade.

World Financial markets and Institutions: International Banking and money markets- International Banking services- reasons for international Banking-types of international banking offices – correspondent Banks-representative offices- subsidiaries and affiliate Banks-offshore banking centers-International Banking Facilities-International money market.

International trade agreements: North-North, North-South, South-South Trade agreements, GATT, WTO, International Debt crisis etc. Country risk analysis Why country risk analysis is important, political risk factors, financial risk factors, types of country risk assessment, techniques to assess country risk, measuring country risk, reducing exposure to host government takeovers Impact of an MNC's country risk analysis on its value

Methods of Payment in International Trade and Finance, Bank transfer (bank remittance), Cheque payments; Documentary collection, Letter of credit, Counter-trade, cash in advance, open account, Bonds, Guarantee

International Trade and Finance in the case of extreme events; Covid-19 and World trade, international trade issues and actions during the pandemic, impact of the pandemic on trade and development. Impact of BREXIT in Europe .

Text Books and References:

Grath, Anders. The Handbook of International Trade and Finance: The Complete Guide to Risk Management, International Payments and Currency, Bonds and Guarantees, Credit Insurance and Trade Finance, 2nd ed. Kogan Page Ltd., 2012

Tarsem Bhogal and Arun Trived. International Trade Finance: A Pragmatic Approach, Palgrave Macmillan, second edition, 2019

Paul R. Krugman, Maurice Obstfeld and March J. Melitz. International Finance Theory and Policy, Eleventh Edition, Pearson, 2018.

Paul R. Krugman, Maurice Obstfeld and March J. Melitz. International Trade Theory and Policy, Eleventh Edition, Pearson, 2018.

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Lecture recording: All lectures delivered online shall be recorded and provided to the students



Course Title	Social Media Marketing
Course Code	Open Elective
Credit	3

Course Description: Social media marketing has become an essential part of an organisation's marketing program. This course envisages providing an understanding of the social media environment, important players, components and processes.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO1: Develop an understanding of the dynamics of social media environment and players
 CLO2: Explore the strategic and tactical choices related to social media marketing.
 CLO3: Apply social media marketing concepts to real life situations

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	3	2	2	3	3	2	2
CLO2	3	2	2	2	2	1	2	1
CLO3	3	3	3	2	3	2	2	1

Syllabus

Foundations of Social Media Marketing - The Social Media Environment - Consumers - Networks - Group influences

Social Media Marketing Strategy - Tactical Planning - Execution

Zones of Social Media - Social Community, Social Publishing, Social Entertainment, Social Commerce

Social Media Data Management and Measurement - Social Media Analytics - Social Media Metrics

Text Books and References:

Tracy L. Tuten. 2021. Social Media Marketing (4th. ed.). SAGE.

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Course Title	Leveraging AI and Analytics for Digital Transformation
Course Code	Open Elective
Credit	3

Course Description: This course explores the transformative potential of artificial intelligence (AI) and analytics in driving digital transformation within organizations. Students will learn how to harness the power of AI and analytics to gain insights, make data-driven decisions, and create innovative strategies. The course will cover key concepts, tools, and techniques for leveraging AI and analytics in various business functions.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO1: Identify the stages and components of digital transformation and evaluate ethical implications and legal considerations in AI and analytics.

CLO2: Analyse financial data and assess risks using AI and analytics tools

CLO3: Handle and analyse large volumes of data using big data and cloud computing technologies.

CLO4: Develop strategies for managing change and fostering a data-driven culture within organisations

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	2	2	2	2	2	2	2
CLO2	3	3	2	2	2			2
CLO3	2	3	2	1	2	2	2	1
CLO4	3	2	3	2	3	3	2	2

Syllabus

Overview of AI and Analytics: Introduction to artificial intelligence and its applications; Understanding the role of analytics in digital transformation

Digital Transformation Framework: Exploring the components and stages of digital transformation; Identifying challenges and opportunities in digital transformation

Ethical and Legal Considerations: Ethical implications of AI and analytics in digital transformation; Legal frameworks and regulations related to AI and data privacy

AI and Analytics in Business Functions

Marketing and Customer Analytics: Leveraging AI and analytics for customer segmentation and targeting; Personalization and recommendation systems in marketing

Operations and Supply Chain Analytics: Applying AI and analytics to optimize supply chain operations; Predictive maintenance and demand forecasting

Finance and Risk Analytics: AI-based fraud detection and risk assessment; Financial forecasting and investment decision-making

AI and Analytics Tools and Techniques

Machine Learning and Predictive Analytics

Introduction to machine learning algorithms and techniques; Predictive modeling and data-driven decision-making

Natural Language Processing and Text Analytics

Understanding and processing human language with AI; Text mining and sentiment analysis for customer insights

Big Data and Cloud Computing

Handling large volumes of data for AI and analytics; Cloud-based platforms for scalable data storage and processing

Implementing AI and Analytics for Digital Transformation

Change Management and Organizational Culture: Strategies for managing change in the context of digital transformation; Creating a data-driven culture within organizations

Data Governance and Quality Management: Ensuring data integrity, security, and privacy, legal aspects; Establishing data governance frameworks and best practices

Emerging Trends and Future Directions: Exploring the latest advancements in AI and analytics; Implications of emerging technologies (e.g., IoT, edge computing, autonomous systems)

Text Books and References:

Marr, B. (2020). Artificial intelligence in practice: How 50 successful companies used AI and machine learning to solve problems. Wiley.

Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading digital: Turning technology into business transformation. Harvard Business Review Press.

- Davenport, T. H., & Harris, J. G. (2017). *Competing on analytics: Updated, with a new introduction*. Harvard Business Review Press.
- Brynjolfsson, E., & McAfee, A. (2017). *Machine, platform, crowd: Harnessing our digital future*. W. W. Norton & Company.
- Provost, F., & Fawcett, T. (2013). *Data science for business: What you need to know about data mining and data-analytic thinking*. O'Reilly Media.
- Marler, R. T., & Arora, S. (2017). *Big data analytics: Turning big data into big money*. Wiley.
- McAfee, A., & Brynjolfsson, E. (2017). *Machine, platform, crowd: Harnessing our digital future*.

Class Specific Policies

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Lecture recording: All lectures delivered online shall be recorded and provided to the students

Course Title	Data Modelling for Business Analytics
Course Code	Program Elective (Business Analytics)
Credit	3 (400 level course)

Course Description: The course is designed to provide students with a comprehensive understanding of data modelling techniques for business analytics. The course will cover concepts and methods used to design and implement data models for various types of business data. Students will learn about tools like Excel and Power BI and techniques like Data Visualization, Hypothesis Test and Predictive Modelling. The primary focus for this course will be to make the students effectively use data modelling techniques to take data driven decisions.

Course Learning Outcomes: On successful completion of the course, the student be able to:

CLO1: Comprehensive understanding of how to use Excel as a tool for analytics to analyse business data and understanding the use of Excel formulas and Pivot tables
 CLO 2: Applying statistical concepts and techniques to business problems using descriptive statistics, inferential statistics, hypothesis testing and regression analysis.
 CLO 3: Utilise Power BI's visualisation features such as charts, maps, dashboard to effectively communicate data driven insights.
 CLO 4: Understand the fundamental concepts and techniques of predictive analysis and develop Predictive models in excel to interpret and analyse historical data,

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	3	2	3	3	3	2	2
CLO2	3	2	2	2	3	3	2	2
CLO3	3	2	3	2	2	2	2	2
CLO4	3	3	3	2	2	2	2	1

Syllabus

Key Excel functions and formula, Data wrangling using Pivot table, Data modelling using Power Pivot, Advance data filters, Data analytics tool pack, Data cleaning using power Query, Visualization and Dashboard designing in Excel

Use of measure of central tendency on business data, Handling outlier in data, handling missing value in data, Normal Data distribution, correlation vs Causation, Hypothesis testing - Z test, T-test and ANOVA, Correlation in data, Regression in data, Univariate and Bivariate Analysis

Introduction to Power BI desktop, Data connection in Power BI, filters - Visual level, Page level, report level, data cleaning in Power BI, MIS reports in Power BI, DAX expression and Dashboard in Power BI

Building Regression model in Excel, Interpreting Regression model, Feature selection in Regression model

Text Books and References:

Data Modelling Made Simple: A Practical Guide for Business and IT Professional – Steve Hoberman
 Data Analytics Made Accessible – Anil Maheshwari
 Business Analytics – U Dinesh Kumar
 Mastering Power BI – Chandraish Sinha
 Microsoft Power BI Cookbook – Greg Deckler
 Microsoft Excel 2019 : Data Analysis & Business Modelling – L Winston Wayne

Class Specific Policies

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Lecture recording: All lectures delivered online shall be recorded and provided to the students

Course Title	Business Analytics for Decision Making
Course Code	Program Elective (Business Analytics)
Credit	3 (400 level course)

Course Description: The course is designed to provide an understanding of how business analytics can be used to make effective business decisions. This course will cover tools like Tableau, SAS, Orange 3 and Excel. The participants will be able to collect, clean, analyze and interpret the data to make informed decisions that support business objectives. The course will cover case studies in the field of Marketing, Finance, HR, Banking and more.

Course Learning Outcomes: On successful completion of the course, the student be able to:

CLO 1: Comprehensive understanding of how to use predictive analytics in various verticals of industries and make data driven decisions.

CLO 2: Utilise Tableau to build various visualisations with the help of graphs and charts and to build dashboards and analyse the data.

CLO 3: Understanding the working of tools like SAS and Orange 3 and to leverage these tools for data analysis.

CLO 4: Develop and recommend strategies by understanding the different strategic frameworks and approaches used to analyse and evaluate business situations

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	3	3	2	2	3	3	23
CLO2	3	3	2	2	2	2	3	2
CLO3	3	2	2	3	3	2	2	2
CLO4	3	2	2	2	3	2	2	2

Syllabus

Introduction to Marketing Analytics, Customer lifetime value, Customer purchase analysis using RFM model, Market Basket analysis, Conjoint analysis, Introduction to HR analytics, Employee turnover and attrition factor analysis, Introduction to Financial analytic, fraud transaction detection, Credit worthiness

Introduction to Tableau interface, connecting data sources, charts and visuals, Basic and advance filters, Calculated field, parameters, set and groups, Data joins and blending, Story card and Dashboard in Tableau, Dynamic measure and Dynamic dimensions

Introduction to SAS, Data importing in SAS, Data analysis modules in SAS, Data query commands in SAS, Predictive models in SAS, Introduction to Orange 3, Importing data in orange, data modelling in Orange 3

Analysis of data to understand business need, Gap analysis, determining viable solutions, Risk Assessment, Introduction to CRM, SWOT, PEST and Porter's Five forces analysis

Text Books and References:

Business Analytics – U Dinesh Kumar

Microsoft Excel 2019 : Data Analysis & Business Modelling – L Winston Wayne

Tableau Strategies – Ann Jackson – O’Reilly

Mastering Tableau – David Baldwin Contemporary

Strategy Analysis – Robert M Grant.

Class Specific Policies

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Course Title	Advanced Business Analytics
Course Code	Program Elective (Business Analytics)
Credit	3 (400 level course)

Course Description: This is a comprehensive course that covers most recent and cutting-edge techniques in business analytics. The topics covered in this course are time series forecasting, Predictive model selection, Social Media Analytics, Packages and syntax in R, with techniques ranging from ARIMA, Moving Average, Handling Imbalance in data, Dimensionality Reduction, text analysis and more. This course will make the participants go from intermediate level to advanced level in business analytics.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO 1: Comprehensive understanding of how time series data is used in the industry and to analyse and forecast time-based data using various techniques.
CLO 2: Design and Develop predictive models and use techniques like forward selection for feature improvement.
CLO 3: Understanding the working of social media data and analysing the unstructured data which is in text form for performing sentiment analysis.
CLO 4: To learn the working and functionalities of R Programming language and to import, analyse and visualise data using various packages.

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	3	3	3	3	3	3	2
CLO2	3	2	3	3	2	2	2	2
CLO3	3	2	2	2	2	2	2	2
CLO4	3	3	3	2	2	2	2	2

Syllabus

Introduction to time series and forecasting, Time series forecasting using Moving Average, Naïve with seasonality and trend, Introduction to ARIMA forecasting, PDQ, ACF, PACF, Building ARIMA model

Handling Imbalance in data, Forward Feature selection, Backward feature elimination, Dimensionality Reduction, Multicollinearity, Advance regression - Lasso, Ridge

Introduction to Text analysis, social media API, Bag of words, Feature extraction from Text data, Sentiment analysis, Document term matrix

Introduction to R and R studio, Variables and operators in R, importing data in R, data wrangling using R - DPLYR

Text Books and References:

R Programming for Beginners – SandipRakshit

Data Science and Machine Learning with R – Reema Thareja

Time Series Analysis and its applications – Robert HShumway

Practical Time Series Analysis – Aileen Nielsen

Social Media Analytics – Ganis/ Kohirkar

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Lecture recording: All lectures delivered online shall be recorded and provided to the students

Course Title	Legal Environment of Business
Course Code	Open Elective
Credits	3

Course Description: The course would explain various ways of using legal provisions in business, framing contracts to apply legal provisions while creating organizations and making effective decisions.

Course Learning Outcomes: Upon successful completion of the course, the student will be able to:

CLO1: Explain ways of using legal provisions in business
 CLO2: Use legal provisions in framing contracts
 CLO3: Apply legal provisions while creating organizations
 CLO4: Apply legal provisions in making business decisions

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	1	3	1	3	3	1	1
CLO2	3	1	3	2	2	2	2	1
CLO3	3	2	3	2	3	2	1	1
CLO4	3	2	3	2	3	2	1	1

Module wise Syllabus

Indian Contract Act: Contracts - definition, formation, performance, breach and remedies - the Sale of Goods Act: Sales contract, transfer of title, risk of loss, guarantees and warranties, performance.
 Negotiable Instruments Act: Nature and requisites of negotiable instruments, Transfer, liability of parties, discharge of negotiable instruments, agency - nature, creation, types; and liability of principal and third party, rights and duties of principal, agents and third party, liabilities, termination of agency.
 Company Law: major principles – nature and types of companies, formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.
 Industrial law: Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act.
 Other acts: FEMA, IT Act, GST, Competition Act, Consumer Protection Act, Intellectual Property Act.

Text book(s)

N. D. Kapoor, “Elements of Mercantile Law”, (38th ed.), Sultan Chand and Company, India, 2020.
 P. K. Goel, “Business Law for Managers”, Bizantra Publishers, (3rd ed.), India, 2008.

Reference Book (s):

- P. P. S. Gogna, “Mercantile Law”, S. Chand & Co. Ltd., India, (4th ed.), 2008.
 Dr. Vinod, K. Singhania, “Direct Taxes Planning and Management”, (10th ed.), 2008.
 Akhileshwar Pathack, “Legal Aspects of Business”, (4th ed.), Tata McGraw Hill, 2007.
 Richard Stim, “Intellectual Property- Copy Rights, Trade Marks, and Patents”, (2nd ed.), Cengage Learning, 2008.
 V. S. Datey, Indirect Taxes Law and Practice Taxman Publication, 44th Edition, 2020.
 V. S. Datey, Principles of GST & Customs Law, Taxman Publication, 2018 Edition, 2018.

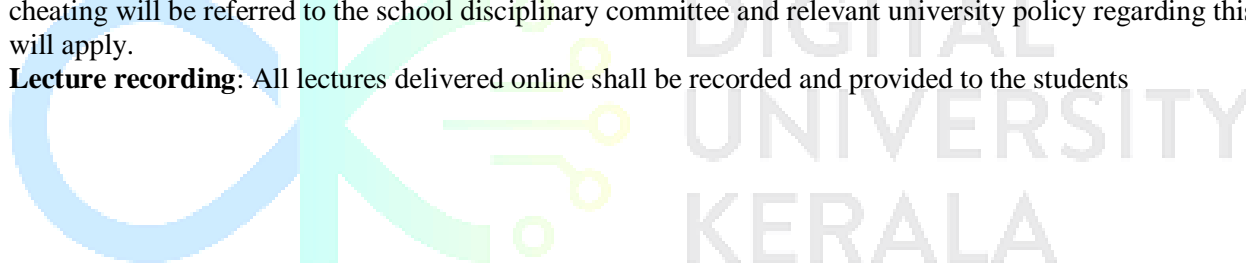
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Lecture recording: All lectures delivered online shall be recorded and provided to the students



Curating a responsible digital world

Course Title	Managerial Communication
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Course Code	Open Elective
Credits	3

Course Description: The course provides building overall effectiveness for clear, logical verbal and written communication to achieve desired objectives.

Course Learning Outcomes: On successful completion of the course, the student will be able to:

CLO1: Communicate verbally in clear, logical and persuasive language to achieve desired objectives
 CLO2: Communicate in writing in a coherent and focussed manner
 CLO3: Prepare business documents of professional standards in prescribed formats
 CLO4: Make presentations before an audience

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	2	2	3	2	3	2	2	2
CLO2	2	2	3	2	3	2	1	2
CLO3	3	2	3	2	3	2	1	2
CLO4	2	1	3	2	3	2	1	2

Module wise Syllabus

Oral Communication: Importance of managerial communication - planning communication - cognitive bias in communication - persuasion and pitch - elevator pitch - effective speaking, effective listening and feedback - presentations - conversations - communicating tough and difficult messages - crisis communication

Verbal and Non Verbal Communications- Personal Language and body language; Group Discussions, Meetings Seminars, Conferences, Art of facing Interviews.

Non-Verbal Communication: Characteristics, Interpersonal Communication, Cross-cultural Communication, Exercises.

Written Communication: Business writing - executive summary - email writing - Contents of a Formal Report, Memo, Circular, Tender, Notice Agenda, Minutes, etiquettes, ethics,

Text book(s)

P. D. Chaturvedi and, Mukesh Chaturvedi , Business Communication: Concepts, Cases, and Applications (Old Edition) 2nd Edition, Kindle Edition

Raymond Lesikar, Marie Flatley, Kathryn Rentz, Neerja Pande, Business Communication: Making Connections in a Digital World, McGraw Hill Education; 11th edition (1 July 2017)

Additional reference

Lesikar, Raymond V., John D Pettit, and Mary E Flatly Lesikar's, "Basic Business Communication", (13th ed.), Tata McGraw-Hill, New Delhi, 2015.

Noelle Stevenson, Business Communication (SIE): Connecting in a Digital World, 13th Edition, McGraw Hill Education, 2015.

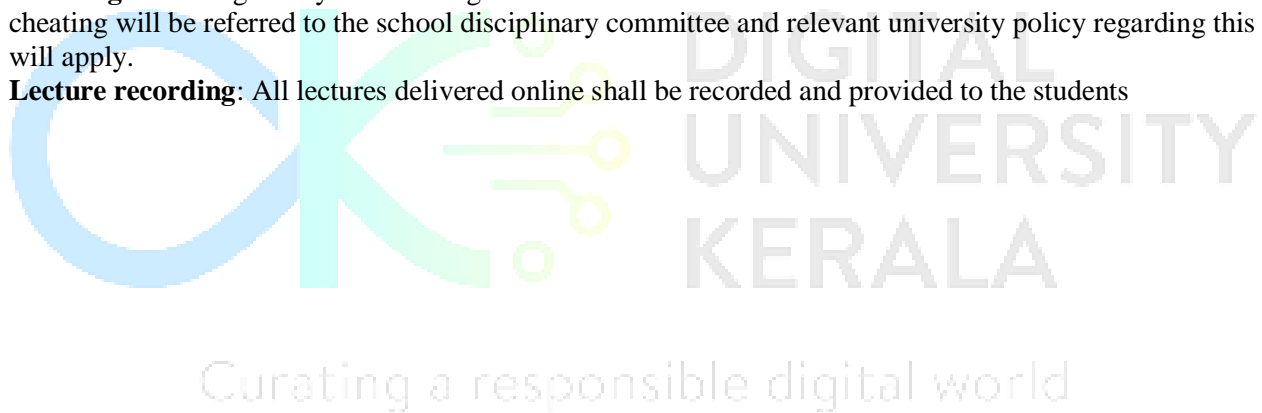
Class Specific Policies

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Lecture recording: All lectures delivered online shall be recorded and provided to the students



Course Title	Marketing Research
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Course Code	Open Elective
Credits	3

Course Description: The course provides an overview of the environment and helps to formulate marketing research problems, marketing research objectives to apply appropriate tools to various business situations and finally evaluate results of marketing research.

Course Learning Outcomes: Upon successful completion of the course, the student will be able to:

CLO1: Examine the environment and formulate marketing research problems
 CLO2: Describe marketing research objectives and approaches
 CLO3: Apply appropriate tools to identify a sample from the population
 CLO4: Apply marketing research to various business situations
 CLO5: Evaluate results of marketing research

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	2	3	3	3	2	1	2
CLO2	3	3	2	2	3	2	1	1
CLO3	3	2	3	2	2	1	1	1
CLO4	2	3	3	3	3	3	2	2

Syllabus

Marketing Research Process; MR problem and MR approach. Research designs - exploratory, descriptive, causal.
 Research methods - survey, observation, experimentation; Qualitative methods - interviews, focus groups; Measurement and scaling; Questionnaire and form design, types of questions
 Sampling - design, sampling techniques, sample size; Data collection, field work; Data preparation, descriptive statistics, hypothesis testing, Data analysis
 Report preparation and presentation.

Text book(s)

Naresh K. Malhotra, Satyabhushan Dash, 'Marketing Research: An Applied Orientation', (7th

ed.), Pearson Education, New Delhi, 2016.

Reference Book:

Rajendra Nargundkar, "Marketing Research: Text and cases 4e, McGraw Hill Education (India) Private Limited

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Lecture recording: All lectures delivered online shall be recorded and provided to the students



Course Title	Lifelong Learning and Critical Thinking
Course Code	Open elective
Credits	3

Course Description: The course develops skills appreciating the need for lifelong learning with value through effective leadership skills and using the power of critical thinking.

Course Learning Outcomes: Upon successful completion of the course, the student will be able to:

- CLO1: Understand the importance of academic culture and critical thinking
- CLO2: Develop a comprehensive understanding of leadership and team management
- CLO3: Understand the need for lifelong learning, identify types of argument, and better evaluate the strength of arguments
- CLO4: Apply critical thinking and argumentation to real-world problems and issues

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	3	3	3	3	3	2	3
CLO2	3	2	2	3	2	2		1
CLO3	2	2	3	2	2	1	1	1
CLO4	2	2	3	2	3	3		

Syllabus

Academic Culture, Critical Thinking, Being a critical thinker, habits for critical thinking, fallacies, reasoning, systems thinking,
 Dispositions for critical thinking, argument spheres, questioning in critical thinking, claims and evidence,
 Arguments, formal logic structures, Identifying biases and assumptions, premises and conclusions, using critical thinking to evaluate arguments
 Lifelong learning: learning to learn, developing complementary skills, finding value in criticism, giving and receiving feedback

Textbook(s)

- Linda Elder & Richard Paul, “Critical Thinking: Tools for Taking Charge of Your Learning and Your Life”, 2nd ed., Pearson FT Press
- George Lakoff and Mark Jognson (2003), “Metaphors We Live By”, University of Chicago Press
- HBR, “HBR’s 10 Must Reads on Lifelong Learning

Reference Book :

- Peter M. Senge, “The Fifth Discipline: The art and practice of the learning organisation: Second edition
- Thinknetic, “Critical Thinking & Socratic Questioning Mastery - 2 Books In 1: How To Get The Right Answers And Build Wise Arguments” M & M Limitless Online Inc. (18 February 2022)

Class Specific Policies

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Curating a responsible digital world

Course Title	Business Ethics
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Course Code	Open Elective
Credits	3

Course Description: The course comprehends the relationship between ethics, morals, and values in the workplace to promote ethical behavior in the workplace and business. The course also outlines detailed knowledge of Corporate Social Responsibility and its applications in business operations.

Course Learning Outcomes: Upon successful completion of the course, the student will be able to:

CLO 1: Comprehend the relationship between ethics, morals, and values in the workplace
 CLO 2: Promote ethical behavior in workplace and business
 CLO 3: Demonstrate detailed knowledge of Corporate Social Responsibility
 CLO 4: Apply CSR concepts in business operations

Outcome Mapping

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CLO1	3	1	3	3	3	3	1	
CLO2	3	2	3	2	3	2	1	1
CLO3	3	2	3	2	2	3	2	1
CLO4	3	3	3	2	3	3	2	2

Module wise Syllabus

Business Ethics: Values, Norms, Morals, Beliefs, Ethical theories. Ethical issues in the workplace, Employees and Business Ethics - employee relation;
 Issues in Workplace ethics: discrimination at workplace; Sexual and racial harassment; employee privacy. Ethics in social networks and business; towards Z management, learning from failures.
 Ethics in Functional areas in Business- Marketing, Finance, HR, Production, and Operations. Ethics in Data/Information, privacy, security, social media etiquettes. Case Discussion on ethical and Unethical businesses.
 Corporate Social Responsibility: Nature and significance; arguments for and against CSR; Shareholders and Business Ethics -Shareholders as stakeholders; CSR initiatives at corporates, Case analysis, and Discussions.

Text book(s)

Bernard Mees, The Rise of Business Ethics Routledge; 1st edition, 2021.

Pierre Massotte, Ethics in Social Networking and Business 1: Theory, Practice and current recommendations. ISTE Ltd 2017.

A Handbook on CORPORATE SOCIAL RESPONSIBILITY -A Condensed Guide for Corporate Directors

& Senior Executive, Institute of Directors, India, 2020.

Andreas Rasche, Mette Morsing, Jeremy Moon, Corporate Social Responsibility: Strategy, Communication, Governance, Cambridge University Press, 2017.

Reference Book (s):

Suhas Apte and Jagdish N. Sheth, The Sustainability Edge: How to Drive Top-Line Growth with Triple-Bottom-Line Thinking, Rotman-UTP Publishing; 1st edition, 2016.

Edmans A. Grow the Pie: How Great Companies Deliver Both Purpose and Profit, Cambridge University Press. 2020.

Ferrell O.C., Fraedrich, J., and Ferrell, L. Business Ethics: Ethical Decision Making & Cases, 12th Edition, 2019.

Class Specific Policies

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Lecture recording: All lectures delivered online shall be recorded and provided to the students