

Zagdu Singh Charitable Trust's (Regd.)

Thakur Institute of Management Studies and Research, Mumbai

An Autonomous Institute, approved by AICTE, Govt. of Maharashtra & Affiliated to University of Mumbai

Accredited with A+ Grade by NAAC in 2nd Cycle | MMS Program accredited by NBA | ISO 21001:2018

Curriculum introduced as per NEP guidelines

Master of Management Studies (MMS)

Semester I & II (Batch 2026-28)

About the Institute

Thakur Institute of Management Studies and Research (TIMSR) was established in the year 2002 by the Thakur Education Group under the aegis of Zagdu Singh Charitable Trust. It is an autonomous institute affiliated to the University of Mumbai and approved by the All India Council for Technical Education (AICTE) and Govt. of Maharashtra. The institute is accredited with A+ grade from the National Assessment and Accreditation Council (NAAC), and its MMS program is accredited by the National Board of Accreditation (NBA). TIMSR is also ISO 21001:2018 certified and listed in the UGC 2(f) list. Recognized for its excellence, the institute was awarded the "Best Management College in West India for Infrastructure 2023" by the Centre for Education Growth and Research (CEGR) and named one of India's Best B-Schools for 2025 by Career 360. The institute ranked 2nd in Mid-Day B-School Survey 2025.

Vision of the Institute

To be a globally connected management institute with focus on academic excellence, transformative research and innovation for sustainable impact.

Mission of the Institute

1. To establish a global network with organizations to integrate validated quality standards, enhancing academic and operational excellence.
2. To deliver outcome-driven management education through immersive pedagogy.
3. To enable a research-driven ecosystem that advances knowledge, promotes innovation, and provides solutions for business and society.
4. To develop value-driven leaders who create sustainable, entrepreneurial, and positive impact.

About the Program

Name of the Program: Master of Management Studies (MMS)

Duration : 2-years Full Time Master's Degree

Eligibility Criteria : As per the directives of the Competent Authority Maharashtra State Common Entrance Test (CET) Cell, Mumbai, Directorate of Technical Education, Government of Maharashtra

Preamble

The Master of Management Studies (MMS) program is a comprehensive two-year postgraduate degree designed to align with the National Education Policy (NEP) 2020, the AICTE Model Curriculum, and contemporary industry requirements. The program equips students with a strong foundation in core management areas such as Finance, Marketing, Human Resource, and Operations, while also integrating cutting-edge subjects like artificial intelligence in business, sustainable finance, digital marketing, and cybersecurity in operations. Emphasis is placed on multidisciplinary learning, experiential education, and skill-based development to ensure students are industry-ready and future-focused. Courses like Design Thinking, Power BI, Tableau, Advanced Excel, and domain-specific Analytics foster digital fluency and decision-making capabilities essential in today's data-driven world.

Aligned with NEP's emphasis on flexibility and holistic education, the program includes components such as field projects, innovation labs, summer internships, and MOOCs, allowing students to engage with real-world business challenges. The inclusion of Indian Knowledge System (IKS), Yoga, and Positive Psychology reflects a commitment to developing ethically grounded and emotionally resilient managers. AICTE's Outcome-Based Education (OBE) model is embedded through continuous assessment methods and the integration of contemporary tools and strategic frameworks. Graduates of the MMS program are expected to be strategic thinkers, digitally skilled professionals and socially responsible leaders who can thrive in a dynamic, global business environment. They will be equipped not only with

academic knowledge but also with practical insights, soft skills, and an innovation mindset necessary to lead and transform organizations in a rapidly evolving world. The MMS program thus serves as a platform for grooming future-ready leaders capable of navigating the challenges and opportunities of the 21st-century business landscape.

Graduate Attributes		
Management Knowledge	The Manager and Society	Design and Development of Solutions
Problem Analysis	Environment and Sustainability	Individual and Teamwork
Conduct Investigation of Complex Problems	Ethics	Project Management and Finance
Modern Tool Usage	Communication	Life Long Learning

Program Educational Objectives (PEOs)	
PEO 1	Demonstrate the ability to operate effectively in diverse international and multicultural business environments.
PEO 2	Apply advanced management knowledge and analytical skills to make informed decisions and drive organizational success.
PEO 3	Engage in continuous learning, conduct impactful research, and develop innovative solutions for complex business challenges.
PEO 4	Lead ethically and responsibly, fostering sustainable practices and creating positive impact for organizations and society.

Program Outcomes (POs) and Program Specific Outcomes (PSOs)	
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop value-based leadership ability.
PO4	Ability to analyse and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the attainment of organizational goals contributing effectively to team environment.
PSO1	Apply advanced knowledge and skills in core areas like Finance, Marketing, HR and Operations to create effective strategies that improve business performance and support long-term growth.
PSO2	Synthesize advanced business analysis to formulate innovative and sustainable business strategies across sectors and geographies.
PSO3	Demonstrate leadership, teamwork, and innovation to manage teams, drive change and improve business processes in a global and competitive environment.

Structure of the Program

The courses under the revised structure and curriculum fall under two categories Mandatory and Electives (choice for students within specializations) leading towards specialization. The electives component provide flexibility for adoption of new courses that nurture professional competencies. In addition to the above, the curriculum also provides hands on learning opportunities through OJT, Field Projects, internships and industry and society relevant research projects.

The Learning levels expected to be attained as per Bloom's Taxonomy: under curriculum are: L1: Remembering; L2: Understanding; L3: Applying; L4: Analysing; L5: Evaluating, and; L6: Creating.

Teachers are expected to impart knowledge along-with traditional teaching through new and innovative pedagogical approaches like Field Work, Workshops, Mentoring Sessions, Assignments, Quizzes, Live Projects, Case Studies, Presentations, Simulations, Industrial Visits, Use of statistical software and other data analysis and application tools, Inculcation of industry specific skills and training & development sessions through co-curricular activities.

The Formative Assessment and Summative Assessment to be in Ratio 50-50.

Duration of Session: Each session comprises 90 minutes of teaching–learning activities.

Assessment Structure

The assessment structure was divided in 2 ways i.e. Formative Assessment and Summative Assessment. In formative assessment, 3 concurrent evaluations were included whereas end semester examination is part of summative assessment.

All questions are application-based, designed to assess higher-order thinking skills as per Bloom's Taxonomy Levels 4 – 6 (Application, Analysis, Evaluation, and Creation).

Following are the tables highlighting assessment structure for 2 credit course and 3 credit course:

2 Credit Course / 50 Marks	
Component	Marks
Concurrent Evaluations (CCE) 1	5
Concurrent Evaluations (CCE) 2	15
Concurrent Evaluations (CCE) 3	5
Semester End Examination + Experiential /Applied Component	25 (20+5*)
Total	**50**

3 Credit Course / 100 Marks	
Component	Marks
Concurrent Evaluations (CCE) 1	10
Concurrent Evaluations (CCE) 2	30
Concurrent Evaluations (CCE) 3	10
Semester End Examination + Experiential /Applied Component	50 (40+10*)
Total	**100**

** The Application – oriented evaluation is a part of CCE 2. The practical element of the course that students will undertake during the semester, will be evaluated before the semester end examination.*

Structure of Question Paper

Structure of Question Paper (2 Credit)	Structure of Question Paper (3 Credit)
Duration: 60 minutes	Duration: 120 minutes
Total Marks: 20	Total Marks: 40
Attempt any TWO questions out of the Four.	Attempt any FOUR questions out of the Six.
Each question carries 10 marks.	Each question carries 10 marks.
• All questions are application-based, designed to assess higher-order thinking skills as per Bloom's Taxonomy Levels 4–6 (Application, Analysis, Evaluation, and Creation).	
• Questions are framed to assess integrated learning across all modules of the course.	

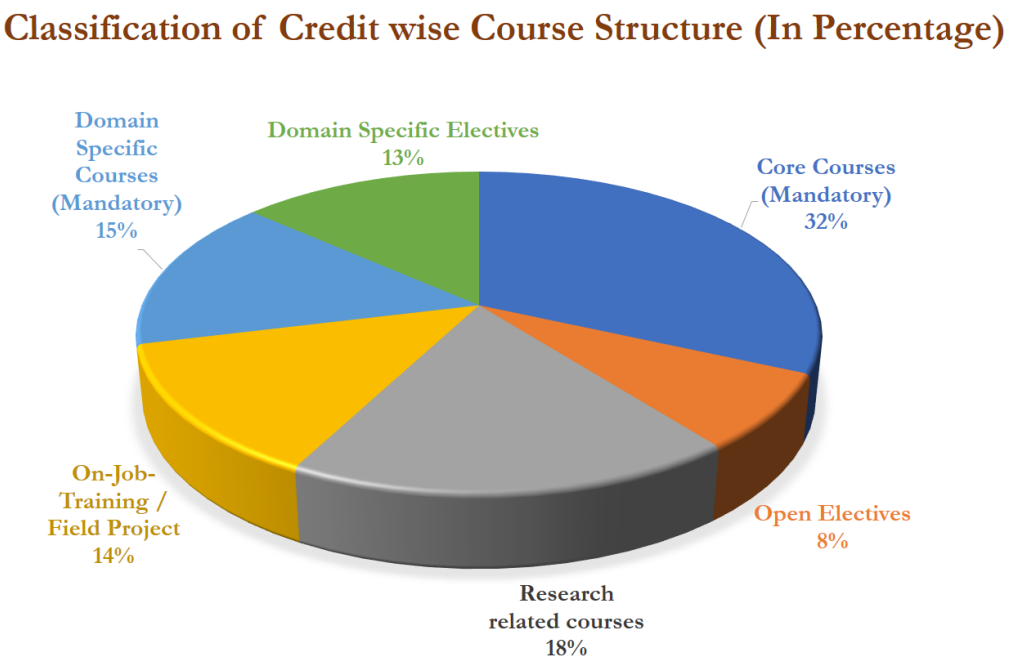
Classification of course structure:

a) Based on the Types of Courses

Type of Courses	Credit
Core Courses (Mandatory)	33
Open Electives	08
Research related courses	19
On-Job-Training / Field Project	14
Domain Specific Courses (Mandatory)	16
Domain Specific Electives	14
Total Credit in 2 Years Program	**104**

b) Semester-wise

Type of Courses	Credit
Semester I	26
Semester II	26
Semester III	26
Semester IV	26
Total Credit in 2 Years Program	**104**



Rationale for the L-T-P Scheme

The proposed Lecture – Tutorial - Practical (L-T-P) scheme has been designed considering the nature of management education, where conceptual understanding, critical thinking, case-based learning, experiential pedagogy and skill development are equally important. As per the AICTE Credit Framework, one hour of Lecture (L) or Tutorial (T) per week carries one credit, whereas two hours of Practical (P) per week carry one credit. Accordingly, theory-oriented courses emphasize lectures and tutorials, while analytics, software, simulation, field-based, and project-oriented courses include practical sessions to strengthen application-oriented learning. Tutorial hours are allocated to courses that require case analysis, group discussions, presentations, role plays, business simulations, problem-solving exercises, and reflective learning. Practical hours are assigned to courses involving software tools such as Advanced Excel, Power BI, Tableau, Financial Modelling, HR Analytics, Digital Marketing, ERP, research software and field-based experiential activities. This balanced L-T-P distribution supports Outcome-Based Education (OBE), enhances experiential learning, and aligns the curriculum with industry expectations and the National Education Policy (NEP) 2020.

Course Nature	**Credits**	**L-T-P**	**Justification**
Pure Theory / Conceptual Management Courses	2	**1-1-0**	These courses focus on conceptual understanding and managerial frameworks. Tutorial sessions provide opportunities for case discussions, presentations, debates and application of concepts without requiring laboratory work.
Theory with Quantitative or Software Applications	3	**2-0-2**	Theoretical concepts are complemented by practical sessions using analytical software, spreadsheets, statistical tools or simulations. Practical exposure enhances problem-solving and decision-making skills.
Pure Theory Courses	3	**2-1-0**	These courses require strong conceptual foundations along with tutorials for solving business cases, classroom discussions and collaborative learning activities.
Skill-Based / Technology-	2	**1-0-2**	Such courses require hands-on practice using business software, digital platforms, AI tools or simulations.

Enabled Courses			Practical sessions are therefore prioritized over tutorials.
Design Thinking / Innovation-Oriented Courses	2	**1-0-2**	These courses are workshop-based and emphasize ideation, prototyping, collaborative problem-solving and experiential learning rather than traditional classroom instruction.
Analytics / Financial Modelling / HR Analytics	2	**1-0-2**	Students learn concepts through lectures and develop analytical competencies through extensive software-based practical sessions using real datasets and business scenarios.
Field-Based Courses (Internship, Field Project)	2	**0-0-4**	Learning is achieved entirely through experiential engagement in organizations or field settings. Assessment is based on practical work, reports, presentations and mentor evaluation.
Innovation Lab / Seminar / Workshop	2	**0-0-4**	These courses emphasize experiential learning, innovation, teamwork, presentations and practical implementation, making dedicated practical hours most appropriate.
Summer Internship Project	8	**0-0-16**	The internship is a fully experiential learning component undertaken in industry. All credits are earned through practical engagement, project execution and evaluation by industry and faculty mentors.
Dissertation I & II	8	**0-0-16**	Dissertation courses involve independent research, data collection, analysis, report writing and viva-voce. Since learning is research-based, the entire credit allocation is practical in nature.

Curriculum Structure w. e. f. Academic Year 2026-27											
Master of Management Studies (Semester - I) (Batch 2026-28)											
Course Description			Page No.	Teaching Scheme		Evaluation Scheme					
						Formative		Summative		Total Marks	Duration of Exam (Hours)
Course Category	Course Code	Course Title		Hours / Semester	Credits	Internal Evaluation		Semester End			
						Min	Max	Min	Max		
Core Course (CC) (Mandatory)	MGM101	Principles of Management	*18*	30	2	13	25	13	25	50	01:00
	MGM102	Organizational Behaviour	*21*	30	2	13	25	13	25	50	01:00
	MGM103	Business Economics	*24*	45	3	25	50	25	50	100	02:00
	MGM104	Statistics for Business	*27*	45	3	25	50	25	50	100	02:00
	MGM105	Essentials of Marketing	*30*	45	3	25	50	25	50	100	02:00
	MGM106	Financial Accounting	*33*	45	3	25	50	25	50	100	02:00
	MGM107	Fundamentals of HRM	*36*	45	3	25	50	25	50	100	02:00
	MGM108	Operations Management	*39*	45	3	25	50	25	50	100	02:00
Open Electives (OE) (Any 2)	MGE101	Emerging Trends in Business	*42*	30	2	13	25	13	25	50	01:00
	MGE102	Business Communication	*45*	30	2	13	25	13	25	50	01:00
	MGE103	Information Technology for Managers	*48*	30	2	13	25	13	25	50	01:00
	MGE104	Yoga and Positive Psychology for Managing Career and Life	*51*	30	2	13	25	13	25	50	--

Curriculum Structure w. e. f. Academic Year 2026-27												
Master of Management Studies (Semester - II) (Batch 2026-28)												
Course Description			Page No.	Teaching Scheme		Evaluation Scheme						
						Formative		Summative		Total Marks	Duration of Exam (Hours)	
Course Category	Course Code	Course Title		Hours / Semester	Credits	Internal Evaluation		Semester End				
						Min	Max	Min	Max			
Core Course (CC) (Mandatory)	MGM201	Entrepreneurship Management	*54*	30	2	13	25	13	25	50	01:00	
	MGM202	Legal & Tax Aspect of Business	*57*	45	3	25	50	25	50	100	02:00	
Research Methodology	MGM203	Business Research Methods	*60*	45	3	25	50	25	50	100	02:00	
OJT / FP	MGM204	On-Job-Training	*63*	30	2	13	25	13	25	50	--	
Open Electives (OE) (Any 1)	MGE201	Advanced Excel for Business	*65*	30	2	13	25	13	25	50	01:00	
	MGE202	Design Thinking	*68*	30	2	13	25	13	25	50	01:00	
	MGE203	Indian Knowledge System: Management Perspectives	*71*	30	2	13	25	13	25	50	01:00	
Specialization: Finance												
Domain Specific Course (DSC) (Mandatory)	MFM201	Corporate Finance	*74*	45	3	25	50	25	50	100	02:00	
	MFM202	Analysis of Financial Statements	*77*	45	3	25	50	25	50	100	02:00	
Domain Specific Electives (DSE) (Any 4)	MFE201	Cost and Management Accounting	*80*	30	2	13	25	13	25	50	01:00	
	MFE202	Banking Services and Credit Analysis	*83*	30	2	13	25	13	25	50	01:00	

	MFE203	Financial Markets and Regulations	*86*	30	2	13	25	13	25	50	01:00
	MFE204	Fixed Income Securities	*89*	30	2	13	25	13	25	50	01:00
	MFE205	Behavioural Finance	*92*	30	2	13	25	13	25	50	01:00
	MFE206	Sustainable Finance and ESG Investing	*95*	30	2	13	25	13	25	50	01:00
Specialization: Marketing											
Domain Specific Course (DSC) (Mandatory)	MMM201	Product and Branding Strategy	*98*	45	3	25	50	25	50	100	02:00
	MMM202	Consumer Behaviour	*101*	45	3	25	50	25	50	100	02:00
Domain Specific Electives (DSE) (Any 4)	MME201	Digital Marketing	*104*	30	2	13	25	13	25	50	01:00
	MME202	Tech-Driven Marketing	*107*	30	2	13	25	13	25	50	01:00
	MME203	Retail & Distribution Management	*110*	30	2	13	25	13	25	50	01:00
	MME204	Sales Management & Personal Selling	*113*	30	2	13	25	13	25	50	01:00
	MME205	Ethical Marketing in the Digital Age	*116*	30	2	13	25	13	25	50	01:00
	MME206	Integrated Marketing Communications	*119*	30	2	13	25	13	25	50	01:00
Specialization: Human Resource											
Domain Specific Course (DSC) (Mandatory)	MHM201	Contemporary Talent Management	*122*	45	3	25	50	25	50	100	02:00
	MHM202	Learning and Development	*125*	45	3	25	50	25	50	100	02:00

Domain Specific Electives (DSE) (Any 4)	MHE201	Inclusive Workplace Cultures (Diversity, Equity, Inclusion & Belongingness)	*128*	30	2	13	25	13	25	50	01:00
	MHE202	Human Resource Development and Planning	*131*	30	2	13	25	13	25	50	01:00
	MHE203	Industrial Relations and Labour Legislations - I	*134*	30	2	13	25	13	25	50	01:00
	MHE204	Industrial Psychology	*137*	30	2	13	25	13	25	50	01:00
	MHE205	Leadership & Change Management	*140*	30	2	13	25	13	25	50	01:00
	MHE206	Employer Branding and Employee Value Proposition	*143*	30	2	13	25	13	25	50	01:00
Specialization: Operation											
Domain Specific Course (DSC) (Mandatory)	MOM201	Supply Chain Management and Design	*146*	45	3	25	50	25	50	100	02:00
	MOM202	Quantitative Models in Operations-I	*149*	45	3	25	50	25	50	100	02:00
Domain Specific Electives (DSE) (Any 4)	MOE201	Warehouse Management	*152*	30	2	13	25	13	25	50	01:00
	MOE202	Total Quality & Maintenance Management	*155*	30	2	13	25	13	25	50	01:00
	MOE203	Inventory Management	*158*	30	2	13	25	13	25	50	01:00
	MOE204	Logistics Management	*161*	30	2	13	25	13	25	50	01:00
	MOE205	Strategic Sourcing & Procurement Management	*164*	30	2	13	25	13	25	50	01:00
	MOE206	Operations Strategy	*167*	30	2	13	25	13	25	50	01:00
Exit option: Students who have successfully completed the first year shall be eligible for the award of a Postgraduate Diploma (PG Diploma) upon completion of an additional 4 credits of On-the-Job Training (OJT).											

Curriculum Structure w. e. f. Academic Year 2027-28										
Master of Management Studies (Semester - III) (Batch 2026-28)										
Course Description			Teaching Scheme		Evaluation Scheme					
Course Category	Course Code	Course Title	Hours / Semester	Credits	Formative		Summative		Total Marks	Duration of Exam (Hours)
					Internal Evaluation		Semester End			
					Min	Max	Min	Max		
Core Course (CC) (Mandatory)	MGM301	Strategic Management	30	2	13	25	13	25	50	01:00
	MGM302	International Business	30	2	13	25	13	25	50	01:00
OJT / FP	MGM304	Summer Internship Project	--	8	50	100	50	100	200	--
Open Electives (OE) (Any 1)	MGE301	Power BI and Tableau	30	2	13	25	13	25	50	01:00
	MGE302	AI in Business	30	2	13	25	13	25	50	01:00
Specialization: Finance										
Domain Specific Course (DSC) (Mandatory)	MFM301	Security Analysis and Portfolio Management	30	2	13	25	13	25	50	01:00
	MFM302	Corporate Valuation and Financial Modelling	30	2	13	25	13	25	50	01:00
	MFM303	Financial Analytics	30	2	13	25	13	25	50	01:00
Domain Specific Electives (DSE) (Any 3)	MFE301	Entrepreneurial Finance	30	2	13	25	13	25	50	01:00
	MFE302	Derivatives and Risk Management	30	2	13	25	13	25	50	01:00
	MFE303	Financial Planning and Wealth Management	30	2	13	25	13	25	50	01:00
	MFE304	Investment Banking	30	2	13	25	13	25	50	01:00

	MFE305	International Finance	30	2	13	25	13	25	50	01:00
	MFE306	Mergers and Acquisitions	30	2	13	25	13	25	50	01:00
Specialization: Marketing										
Domain Specific Course (DSC) (Mandatory)	MMM301	Marketing Research & Analytics	30	2	13	25	13	25	50	01:00
	MMM302	Marketing Strategy	30	2	13	25	13	25	50	01:00
	MMM303	Services Marketing	30	2	13	25	13	25	50	01:00
Domain Specific Electives (DSE) (Any 3)	MME301	Customer Relationship Management	30	2	13	25	13	25	50	01:00
	MME302	B2B Marketing	30	2	13	25	13	25	50	01:00
	MME303	Social Media Marketing	30	2	13	25	13	25	50	01:00
	MME304	Marketing of Financial Services	30	2	13	25	13	25	50	01:00
	MME305	Rural Marketing	30	2	13	25	13	25	50	01:00
	MME306	Sports and Entertainment Marketing	30	2	13	25	13	25	50	01:00
Specialization: Human Resource										
Domain Specific Course (DSC) (Mandatory)	MHM301	Performance Management Systems	30	2	13	25	13	25	50	01:00
	MHM302	Compensation and Reward Management	30	2	13	25	13	25	50	01:00
	MHM303	HR Analytics and Data-Driven Decision Making	30	2	13	25	13	25	50	01:00
Domain Specific Electives (DSE) (Any 3)	MHE301	HR Technology and Digital Transformation	30	2	13	25	13	25	50	01:00
	MHE302	Strategic Human Resource Management	30	2	13	25	13	25	50	01:00

	MHE303	Competency Mapping and Assessment Center	30	2	13	25	13	25	50	01:00
	MHE304	HR Audit and HR Scorecard	30	2	13	25	13	25	50	01:00
	MHE305	Industrial Relations and Labour Legislations- II	30	2	13	25	13	25	50	01:00
	MHE306	Managing Change and Organisational Development	30	2	13	25	13	25	50	01:00
Specialization: Operation										
Domain Specific Course (DSC) (Mandatory)	MOM301	Operations Analytics	30	2	13	25	13	25	50	01:00
	MOM302	Service Operations Management	30	2	13	25	13	25	50	01:00
	MOM303	Quantitative Models in Operations - II	30	2	13	25	13	25	50	01:00
Domain Specific Electives (DSE) (Any 3)	MOE301	Productivity Management	30	2	13	25	13	25	50	01:00
	MOE302	World Class Manufacturing	30	2	13	25	13	25	50	01:00
	MOE303	Benchmarking and Business process re-engineering	30	2	13	25	13	25	50	01:00
	MOE304	Enterprise Resource Planning	30	2	13	25	13	25	50	01:00
	MOE305	Integrated Operations Management	30	2	13	25	13	25	50	01:00
	MOE306	Cybersecurity in Services Operations	30	2	13	25	13	25	50	01:00

Curriculum Structure w. e. f. Academic Year 2027-28										
Master of Management Studies (Semester - IV) (Batch 2026-28)										
Course Description			Teaching Scheme		Evaluation Scheme					
Course Category	Course Code	Course Title	Hours / Semester	Credits	Formative		Summative		Total Marks	Duration of Exam (Hours)
					Internal Evaluation		Semester End			
					Min	Max	Min	Max		
Core Course (CC) (Mandatory)	MGM401	Business Environment & Sustainability	30	2	13	25	13	25	50	01:00
OJT / FP (Any 2)	MGE401	Innovation Lab	30	2	13	25	13	25	50	--
	MGE402	Field Project	30	2	13	25	13	25	50	--
	MGE403	Seminar / Workshop	30	2	13	25	13	25	50	--
	MGE404	MOOC	30	2	13	25	13	25	50	01:00
Research Project (Mandatory)	MGM402	Dissertation - I	--	8	50	100	50	100	200	--
	MGM403	Dissertation - II	--	8	50	100	50	100	200	--
Specialization: Finance										
Domain Specific Course (DSC) (Mandatory)	MFM401	Corporate Governance and Ethical Finance	30	2	13	25	13	25	50	01:00
	MFM402	Financial Strategies (Case Study Based)	30	2	13	25	13	25	50	01:00

Specialization: Marketing										
Domain Specific Course (DSC) (Mandatory)	MMM401	International Marketing	30	2	13	25	13	25	50	01:00
	MMM402	Marketing applications and practices	30	2	13	25	13	25	50	01:00
Specialization: Human Resource										
Domain Specific Course (DSC) (Mandatory)	MHM401	HR Compliance	30	2	13	25	13	25	50	01:00
	MHM402	Mergers and Acquisition - Case Study based approach	30	2	13	25	13	25	50	01:00
Specialization: Operations										
Domain Specific Course (DSC) (Mandatory)	MOM401	Project Management	30	2	13	25	13	25	50	01:00
	MOM402	Operations applications and Cases	30	2	13	25	13	25	50	01:00
On successful completion: Award of PG Degree – "Master of Management Studies"										

Name of Program	**MMS**				**Semester**	**I**
Name of Course	**Principles of Management**				**Course Code**	**MGM101**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	Principles of Management introduces students to management theories, practices, and global business environments. It explores the evolution of management, the changing role of managers, and develops critical evaluation skills to understand diverse managerial perspectives within dynamic corporate and societal contexts.					
Course Objectives	**1**	To provide a comprehensive understanding of the evolution of management thought and its relevance in contemporary organizational contexts.				
	2	To develop the ability to analyze and interpret the relationship between business, society, and the external environment through ethical, social, and global lenses.				
	3	To foster critical thinking and integrative decision-making by exploring diverse managerial perspectives and emerging trends in management.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Describe the evolution of management thought and foundational principles, and explain their relevance in modern organizational contexts.				
	CO 2	Apply core management functions such as planning, organizing, leading, and controlling in simulated or real-world business scenarios.				
	CO 3	Analyze the application and suitability of various management principles for different types of businesses and industries.				
	CO 4	Evaluate the effectiveness of main management functions across diverse business situations to determine best practices.				
	CO 5	Compare Indian and global management philosophies to draw culturally relevant managerial insights for effective decision-making.				
	CO 6	Develop integrated management plans that combine classical principles with emerging trends like sustainability to address contemporary business challenges.				

Prerequisites	Basic understanding of business concepts, introductory management principles, and strong analytical and communication skills.
e-Learning Tools used as Teaching Pedagogy	Collaborative tools for group work, interactive quizzes for engagement, discussion forums for peer learning, case study simulations for practical application, and video-based platforms for supplementary learning.

KSA Approach

Knowledge	Skills	Attitude
Fundamentals of Management Fundamentals of leadership Managerial Roles and Responsibility	Planning, Organizing, Directing, Controlling	Learning Adaptability Ethical and Responsible Thinking

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Evolution of Management Thought**	a. Introduction to Management: Definition, nature, scope, and significance b. Evolution of Management Thought: i. Classical Approaches (Scientific Management – Taylor, Administrative Theory – Fayol) ii. Bureaucratic Management – Max Weber iii. Behavioural Approaches – Hawthorne Studies, Human Relations Movement iv. Quantitative Approach v. Systems and Contingency Approaches vi. Modern Management Theories: TQM, Learning Organizations, Knowledge Management c. Comparison of Traditional vs. Contemporary Views d. Contribution of Indian Thinkers e. Western vs. Eastern Management Philosophies f. Global Management Gurus and their Contributions	5
2	**Functions and Roles of Management**	a. Management Functions: Planning, Organizing, Leading, Controlling, and Coordinating b. Managerial Roles – Henry Mintzberg's Managerial Roles c. Levels of Management: Top, Middle, First-line d. Management Skills – Technical, Human, Conceptual e. Decision-Making Process and Styles f. Challenges in Modern Management (VUCA environment, remote teams)	4
3	**Application of Management Principles**	a. Application of Management Principles in modern organizations b. Limitations and criticisms of classical principles c. Relevance of management principles in start-ups and dynamic business environments d. Cross-cultural Management Practices e. Impact of Globalization on Indian Management Practices	4

4	**Planning and Organizing Functions**	a. Nature, importance, and steps in planning b. Types of plans: Strategic, Tactical, Operational, Contingency c. Objectives and Goal Setting (SMART Goals) d. Principles of Organizing: Unity of Command, Span of Control, Authority & Responsibility e. Delegation vs. Decentralization f. Formal vs. Informal Organization	4
5	**Contemporary Issues and Future of Management**	a. Diversity, Equity & Inclusion (DEI) in the Workplace b. Sustainable Development Goals (SDGs) and the role of businesses c. Crisis Management and Business Continuity d. Future Trends: Gig Economy, Hybrid Work, Leadership 4.0	3

Required Textbook	1. Principles & Practice of Management - Chhabra T.N
	2. Principles of Management - 2nd Ed. - Vasishth Neeru
	3. Principles of Management : concept and cases - Viswanathan R
	4. Principles and practice of management – L M Prasad
Recommended Readings	1. Principles of Management - Peter F. Drucker
	2. Management: Tasks, Responsibilities, Practices - by Peter F. Drucker
Online Resources	1. Harvard Business Review (HBR) – hbr.org
	2. Coursera – coursera.org

Alignment of Course Outcomes (COs) with Units

Unit No.	Title of Unit	Relevant COs
1	Evolution of Management Thought	CO 1, CO 3, CO 5
2	Functions and Roles of Management	CO 2, CO 4
3	Application of Management Principles	CO 3, CO 4, CO 5
4	Planning and Organizing Functions	CO 2, CO 4, CO 6
5	Contemporary Issues and Future of Management	CO 6

TIMSR
THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**I**
Name of Course	**Organizational Behavior**				**Course Code**	**102**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Continuous Concurrent Evaluation – I					5
	Continuous Concurrent Evaluation – II					15
	Continuous Concurrent Evaluation – III					5
	Semester End Examination + Experiential/Applied Component*					25(20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course aims to enhance learners' self-awareness, foster the development of interpersonal skills, and equip them with the knowledge, skills, and attitudes necessary to effectively perform as responsible and engaged organizational citizens.					
Course Objectives	**1**	To develop learners' understanding of scientific approaches to assessing personality attributes, and to explore the formation of perception and attitude for improved social interactions.				
	2	To enhance learners' comprehension of team formation processes and effectiveness, enabling better collaboration and performance in organizational and social contexts.				
	3	To equip learners with essential knowledge and skills related to values, attitudes, and motives, fostering personal effectiveness and social success.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Describe key concepts of individual and group behavior in organizational settings.				
	CO 2	Explain the influence of personality, perception, attitudes and values on workplace behavior.				
	CO 3	Apply motivational theories and team-building techniques to enhance individual and team effectiveness.				
	CO 4	Analyze interpersonal relationships and leadership behaviors to manage organizational dynamics.				
	CO 5	Evaluate conflict resolution strategies, political behavior, and negotiation processes in teams.				
	CO 6	Design strategies for enhancing employee satisfaction, organizational commitment, and ethical behavior.				
Prerequisites	Basic understanding of human behavior, communication skills, and a willingness to participate in self-reflection and group activities.					

e-Learning Tools used as Teaching Pedagogy	Interactive Lectures, Case Study Analysis, Role Plays and Simulations, Videos, Psychometric tests, Assignments and Assessments

KSA Approach		
Knowledge	Skills	Attitude
Concepts of personality, perception, values, attitudes, and motivation Understanding of group behavior, team processes, and leadership styles Fundamentals of organizational politics, power, and negotiation processes	Communication, collaboration, and conflict resolution Application of motivational strategies and leadership techniques Ethical decision-making and problem-solving in organizational settings	Confidence in managing interpersonal and team dynamics Willingness to support others and maintain inclusiveness Commitment to organizational values and continuous self-improvement

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Organisational Behavior**	a. Meaning, Nature and scope of Organisational Behaviour, b. The contribution of other social sciences to OB studies c. Significance of OB study for Managers and Leaders	3
2	**Personality, Perception, and Motivation**	a. Personality Attributes, b. Models to measure personality, Big Five model and MBTI model, c. Perception, Perceptual Process d. Motivation, Need-based and Process theories of Motivation.	5
3	**Attitude, Values and Interpersonal Relationships**	a. Meaning of Attitude- Attitude formation model, b. Major job attitudes- job performance, job satisfaction, job commitment c. Meaning of Values- types of values and their impact on employee attitude and job performance d. Transactional Analysis and Johari window	5
4	**Group and Team Behaviour**	a. The meaning of group and team, b. The difference between groups and teams, Group properties c. Team formation process, significance of group decision-making process	5
5	**Leadership, Conflict and Negotiation**	a. Trait, Behavioural and Contingency Theories of leadership b. Types of conflict, Negotiation strategies and process	2

Required Textbook	1. Stephen Robbins- Organisational Behaviour
	2. T.V. Rao- Organisational Behaviour
	3. L.M. Prasad- Organisational Behaviour
	4. Luthans Fred- Organizational Behaviour

Recommended Readings	1. Mishra M.N- Organizational behaviour through indian philosophy		
	2. Khanka S.S- Organizational behaviour : text and cases		
	3. Bratton John callinan Militza- Work and organizational behaviour : understanding the workplace		
	4. Punnet Betty Jane- International perspectives on organizational behaviour and HRM		
Online Resources	1. https://www.mindtools.com/caiprxt/team-management		
	2. https://courses.lumenlearning.com/wm-organizationalbehavior/		
	3. https://www.verywellmind.com/		
	4. https://www.businessballs.com/		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Organisational Behavior	CO1
	2	Personality, Perception, and Motivation	CO2, CO3
	3	Attitude, Values and Interpersonal Relationships	CO2, CO4
	4	Group and Team Behaviour	CO3, CO4
	5	Leadership, Conflict and Negotiation	CO4, CO5, CO6

TIMSR
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Name of Program	**MMS**				**Semester**	**I**
Name of Course	**Business Economics**				**Course Code**	**MGM103**
Credit	3	**Required Lectures (In Hours)**			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	Business Economics applies economic theory and quantitative methods to analyze business enterprises and the factors contributing to their organizational structures and relationships with labor, capital, and markets. This course equips students with analytical tools to understand economic decision-making in firms and industries.					
Course Objectives	**1**	To introduce students to microeconomic and macroeconomic concepts relevant to business decision-making.				
	2	To develop the ability to analyze market mechanisms, cost structures, pricing strategies, and economic indicators.				
	3	To enable students to apply economic reasoning to real-world business problems and policy issues.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall and define key microeconomic and macroeconomic terms such as demand, elasticity, GDP, inflation, and market structures relevant to business economics.				
	CO 2	Explain the functioning of economic systems, the role of price mechanisms, and the impact of fiscal and monetary policies on business environments.				
	CO 3	Apply concepts of demand forecasting, production functions, and cost analysis to real-life business decision-making scenarios.				
	CO 4	Analyze different market structures and pricing strategies to determine competitive positioning and strategic responses in various industries.				
	CO 5	Evaluate the impact of macroeconomic indicators, government policies, and international trade dynamics on business performance and strategic planning.				
	CO 6	Design integrated business strategies that incorporate economic forecasting, cost management, and policy analysis for sustainable competitive advantage.				

Prerequisites	Basic understanding of economics at the undergraduate level
e-Learning Tools used as Teaching Pedagogy	Google classroom, Kahoot (Quiz)

KSA Approach		
Knowledge	**Skills**	**Attitude**
Economic Theory, Business Models, Market Forces, Macro Indicators	Analytical Thinking, Decision-Making using Economic Data Forecasting	Curiosity about economic trends Rational Thinking Policy Awareness

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Business Economics and Demand Analysis**	a. Nature and scope of Business Economics b. Basic economic problems and role of price mechanism c. Demand theory: individual and market demand d. Elasticity of demand: price, income, cross e. Demand forecasting methods	6
2	**Production and Cost Analysis**	a. Production function: short-run and long-run b. Law of Variable Proportions & Returns to Scale c. Isoquants and Isocosts d. Cost concepts: fixed, variable, average, marginal e. Economies and diseconomies of scale	6
3	**Market Structures and Pricing Practices**	a. Features and pricing under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly b. Price discrimination and cartels c. Pricing strategies: cost-plus pricing, marginal pricing, penetration pricing, skimming d. Game theory basics in oligopoly	6
4	**Macro-economic Environment of Business**	a. GDP, GNP, NNP – concepts and measurement b. Inflation, unemployment, business cycles c. Monetary and fiscal policy tools d. Investment, savings, and consumption behavior e. IS-LM framework (introductory)	6
5	**International Economics and Policy Impact**	a. Balance of Payments (BoP) and exchange rates b. Trade policies: tariffs, quotas, and subsidies c. Globalization and its impact on business d. WTO, IMF, and India's international trade scenario e. Current economic issues and government policies affecting business	6
Required Textbook		1. Managerial Economics by D. Salvatore	
		2. Business Economics by H. L. Ahuja	
		3. Managerial Economics by P.L. Mehta	

Recommended Readings	1. Principles of Economics by N. Gregory Mankiw		
	2. Indian Economy by Ramesh Singh (for macro context)		
	3. Articles from Economic and Political Weekly (EPW) and Harvard Business Review		
	4. Samuelson, Paul A. & Nordhaus, William D. – Economics		
Online Resources	1. NPTEL Courses		
	2. Coursera - Courses		
	3. World Bank Data & Development Indicators		
	4. RBI – Economic Indicators & Reports		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Business Economics and Demand Analysis	CO 1, CO 3
	2	Production and Cost Analysis	CO 3
	3	Market Structures and Pricing Practices	CO 2, CO 4
	4	Macro- economic Environment of Business	CO 2, CO 5
	5	International Economics and Policy Impact	CO 5, CO 6

THAKUR ZCT's
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Name of Program	**MMS**				**Semester**	**I**
Name of Course	**Statistics for Business**				**Course Code**	**MGM104**
Credit	**3**	**Required Lectures (In Hours)**			**45**	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course equips students with statistical tools necessary for analyzing data and making sound business decisions. It covers descriptive and inferential statistics, probability theory, hypothesis testing, and statistical software usage for business contexts. The course blends theory and practical applications for enhanced decision-making.					
Course Objectives	**1**	To understand the significance of statistical thinking in identifying patterns, trends, and relationships that influence strategic and operational business decisions.				
	2	To explore a variety of statistical techniques for summarizing data, identifying variation, and drawing insights from both descriptive and inferential methods.				
	3	To effectively apply statistical tools and models in real-life business scenarios, enhancing problem-solving capabilities and data-supported decision-making across functional areas.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall fundamental statistical terms, types of variables, and basic concepts such as measures of central tendency, variability, probability, and distributions.				
	CO 2	Explain the importance of statistics in business decision-making and interpret graphical data representations, probability distributions, and sampling concepts.				
	CO 3	Apply appropriate statistical methods and probability theories to solve business-related problems and compute estimations.				
	CO 4	Analyze business data using parametric and non-parametric statistical tools and identify relationships and patterns to support data-driven decisions.				

	CO 5	Evaluate statistical test outcomes to assess the validity and reliability of business insights and make informed decisions.
	CO 6	Create a comprehensive statistical report by integrating various analytical techniques, drawing insights from data, and providing evidence-based business recommendations.
Prerequisites	Basic understanding of mathematics, data formats, and logical reasoning	
e-Learning Tools used as Teaching Pedagogy	Videos, e-books, online quiz, etc.	

KSA Approach		
Knowledge	**Skills**	**Attitude**
Statistical Theories, Probability Concepts, Hypothesis Testing Methods	Data Interpretation. Statistical Computation. Decision-Making with Analytical Tools	Accuracy in Data Handling, Ethical Use of Statistics, Critical Thinking in Business Contexts

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Fundamentals of Statistics**	a. Introduction to Statistics b. Types of variables, Charts and Graphs c. Measures of Central Tendency and Variability d. Interquartile Range e. Kurtosis and Skewness	6
2	**Probability and Distributions**	a. Concepts of probability b. Permutations & Combinations c. Axioms and Rules of Probability d. Types and Theories of Probability e. Random Variables f. Expected Value g. Binomial, Poisson, and Normal Distributions	6
3	**Sampling and Estimation**	a. Sampling Distribution b. Types of Sampling c. Central Limit Theorem d. Point and Interval Estimation	6
4	**Hypothesis Testing**	a. Introduction to Hypothesis Testing b. Significance Level c. Margin of Error, Type I & II Errors d. Parametric Tests (Z-test, T-test, ANOVA, Correlation, Regression)	6
5	**Advanced Statistical Analysis**	a. Non-Parametric Tests (Chi-square, Spearman's, Mann-Whitney, Wilcoxon) b. Multivariate Analysis (Multiple Regression, Factor Analysis, MDS Discriminant Analysis - Theory) c. Practical Application of Hypothesis Testing	6

Required Textbook	1. Ken Black, Business Statistics for Contemporary Decision Making, Wiley		
	2. Sanjiv Jaggia & Alison Kelly, Business Statistics, McGraw Hill		
	3. Richard I. Levin & David S. Rubin, Statistics for Management, Pearson		
Recommended Readings	1. D. P. Apte, Statistics for Managers, Excel		
	2. Gerald Keller & Hitesh Arora, Business Statistics, Cengage		
	3. Joseph Francis, Business Statistics, Cengage		
Online Resources	1. NOC: Business Statistics - https://nptel.ac.in/courses/110107114		
	2. Business Statistics - https://onlinecourses.swayam2.ac.in/cec22_mg24/preview		
	3. Probability and Statistics - https://onlinecourses.nptel.ac.in/noc21_ma74/preview		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Fundamentals of Statistics	CO 1, CO 2
	2	Probability and Distributions	CO 1, CO 2, CO 3
	3	Sampling and Estimation	CO 3, CO 4
	4	Hypothesis Testing	CO 4, CO 5
	5	Advanced Statistical Analysis	CO 4, CO 5, CO 6

THAKUR ZCT's
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Name of Program	**MMS**				**Semester**	**I**
Name of Course	**Essentials of Marketing**				**Course Code**	**MGM105**
Credit	**3**	**Required Lectures (In Hours)**			**45**	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	Course provides a comprehensive introduction to core marketing concepts, strategies, and practices. The course explores customer behavior, market segmentation, product positioning, and the 4Ps to build effective marketing plans					
Course Objectives	**1**	Develop a foundational knowledge of key marketing principles, including consumer behavior, market segmentation, and the marketing mix.				
	2	Gain the ability to craft and evaluate effective marketing strategies that align with business objectives and target audience needs.				
	3	Enhance decision-making skills through case studies and practical exercises focused on real-world marketing challenges.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Identify and recall essential marketing concepts, principles, and terminology to establish a foundational understanding of the marketing discipline.				
	CO 2	Explain market trends, customer needs, and competitive landscapes to demonstrate comprehension of marketing environments and decision-making contexts.				
	CO 3	Apply segmentation, targeting, positioning (STP), and marketing mix strategies to real-world business scenarios to achieve marketing objectives.				
	CO 4	Analyze marketing strategies and initiatives to assess their effectiveness, efficiency, and alignment with organizational goals and market dynamics.				
	CO 5	Evaluate marketing practices to ensure ethical standards, social responsibility, and regulatory compliance are upheld in decision-making processes.				
	CO 6	Design innovative marketing strategies and solutions by integrating consumer insights and adapting to dynamic market conditions and technological advancements.				

Prerequisites	A basic understanding of business concepts and general management principles is recommended. Familiarity with economic and social trends will also be helpful for contextualizing marketing strategies
e-Learning Tools used as Teaching Pedagogy	**Learning Management System (LMS)**: Platforms like Moodle or Blackboard to deliver course materials, quizzes, and discussion forums, enabling interactive learning and continuous assessment. **Simulation Tools**: Marketing simulation software such as Markstrat or HubSpot Academy to provide hands-on experience in developing and executing marketing strategies in a virtual environment.

KSA Approach

Knowledge	Skills	Attitude
Core concepts of marketing Marketing Mix, STP Model Digital Marketing	Analytical Thinking Communication Skills Strategic Planning, Digital Literacy	Customer-centric Mindset Adaptability, Collaboration Ethical Orientation

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Concepts of Marketing**	a. Evolution of Marketing Concepts b. Traditional & Modern Marketing c. Orientation of Marketing d. Marketing Myopia e. Understanding Marketing Environment – Micro & Macro f. Types of Marketing g. Role of Marketing in Organizations & economy h. Rise of Tech & Data Driven Marketing	6
2	**Introduction to Marketing Mix - I**	a. Product - Meaning, Goods & Services b. Product Mix & extended Marketing Mix c. Levels of Product d. Product Life Cycle e. New Product development f. Branding, Packaging & Labelling g. Price - Pricing objectives h. Factors influencing pricing decision i. Approaches to pricing – Price & Non-price Competition j. Setting the price and managing the price changes	6
3	**Introduction to Marketing Mix - II**	a. Place - Introduction to the various channels of distribution b. Designing marketing channels c. Introduction to Wholesaling, Retailing, Franchising, Direct Marketing d. Impact of technology & Internet on distribution e. Promotion - Promotional Mix - Advertising, Sales Promotion, Personal Selling, Public Relations f. Impact of technology & Internet on Promotion g. Interdependence & Integration of Marketing Mix	6

4	**Segmentation, Targeting & Positioning (STP)**	a. Segmentation, Targeting & Positioning (STP) - STP process b. Attributes of Effective Segments c. Levels of Market Segmentation d. Approaches of Segmenting markets e. Segmentation methods using different bases f. Market Gridding Targeting - Choosing the Target Market: i. Market Selection ii. Evaluation of the Segments iii. Wrong Targeting renders strategy ineffective g. Market Targeting: An Integral part of Marketing Strategy	6
5	**Introduction of Digital Marketing**	a. Marketing channels b. e-commerce marketing c. Basics of Digital Marketing d. Key channels of Digital e. Pros and Cons of digital marketing f. Website & Landing Page Fundamentals g. Web Analytics & Metrics	6
Required Textbook		1. Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Principles of Marketing, Pearson.	
		2. Seema Gupta, Fundamentals of Digital marketing, Pearson.	
		3. Rajan Saxena, Marketing Management, TMGH	
Recommended Readings		1. Ramaswamy and Namakumari, Marketing Management, Macmillan.	
		2. Frances Brassington & Stephen Pettitt Essentials of Marketing	
		3. Louis E. Boone & David L. Kurtz, Contemporary Marketing	
		4. Gary Armstrong & Philip Kotler Marketing: An Introduction	
Online Resources		1. Google Digital Garage: Free courses on digital marketing fundamentals, analytics, and strategy (digitalgarage.withgoogle.com).	
		2. HubSpot Academy: Comprehensive tutorials on inbound marketing, content marketing, and CRM (academy.hubspot.com).	
		3. Coursera: Marketing courses from top universities, such as "Introduction to Marketing" by the University of Pennsylvania (coursera.org).	
		4. Harvard Business Review (Marketing Section) – hbr.org	

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Concepts of Marketing	CO 1, CO 2, CO 5
	2	Introduction to Marketing Mix - I	CO 3, CO 4
	3	Introduction to Marketing Mix - II	CO 3, CO 4, CO 6
	4	Segmentation, Targeting & Positioning (STP)	CO 2. CO 3, CO 4, CO 5, CO 6
	5	Introduction of Digital Marketing	CO 2, CO 4, CO 5, CO 6

Name of Program	**MMS**				**Semester**	**I**
Name of Course	**Financial Accounting**				**Course Code**	**MGM106**
Credit	**3**	**Required Lectures (In Hours)**			**45**	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course covers fundamental accounting principles, GAAP, Ind AS, IFRS, and the double-entry system. It includes journalizing, ledger posting, trial balance, and final accounts for partnerships and companies. Students will also learn corporate financial reporting, statutory provisions and the preparation of financial statements, including balance sheets and profit and loss accounts as per Schedule III.					
Course Objectives	**1**	For making the students to learn and preparation of accounts in financial terms and aspects.				
	2	To acquaint the students with the fundamental principles of Financial,Cost and Management Accounting				
	3	To enable the students to prepare Financial Statements				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall and explain the fundamental concepts, principles, and conventions of financial accounting, including the purpose of accounting in various forms of business structures.				
	CO 2	Identify and apply appropriate accounting standards such as Ind AS, GAAP, and IFRS in the preparation and presentation of financial information.				
	CO 3	Execute and perform accurate recording, classification, and summarization of business transactions through the complete accounting cycle - journal entries, ledger posting, trial balance preparation, and adjustments.				
	CO 4	Prepare and analyze financial statements (Balance Sheet, Profit & Loss Account, and Notes to Accounts) using regulatory formats and incorporating necessary adjustments for accurate financial reporting.				
	CO 5	Examine and assess corporate financial reports and specialized financial statements (e.g., Cash Flow, Bank, and Insurance Statements) to evaluate the financial performance and health of an organization.				

	CO 6	Interpret financial data using ratio analysis and common-size statements, and formulate insights and recommendations for managerial decision-making and investment strategies.
Prerequisites	Basic of Accounting terminology	
e-Learning Tools used as Teaching Pedagogy	Learning Management Systems (LMS) – Moodle, Google Classroom, Blackboard Interactive Videos and Tutorials – YouTube, Edpuzzle Virtual Whiteboards – Jamboard Gamification Platforms – Kahoot Spreadsheet Tools – Google Sheets, Microsoft Excel	

KSA Approach

Knowledge	Skills	Attitude
Accounting Principles, Financial Statements, Indian Accounting Standards, GAAP & IFRS, Corporate Disclosures,	Problem solving skills, Analytical skills	Attention to Detail, Pro-activeness

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Fundamentals of Accounting and Reporting Frameworks**	a. Meaning and importance of accounting b. Users of financial statements c. Forms of business organization and their impact on accounting d. Branches of accounting: Financial, Cost, Management Accounting, Corporate Finance e. Indian Accounting Standards (Ind AS), GAAP, and IFRS f. Role of Ethics in Financial Accounting	5
2	**Accounting Process and the Accounting Cycle**	a. Stages: Recording, Classification, Summarizing b. Journal entries and accounting rules (Debit/Credit) c. Ledger posting and balancing d. Trial Balance preparation and correction of errors	5
3	**Preparation of Financial Statements and Adjustments**	a. Vertical Financial Statements (Revised Schedule III – Companies Act) b. Balance Sheet c. Statement of Profit and Loss d. Notes to Accounts e. Adjustments for: f. Inventory g. Accrued/Prepaid Income and Expenses h. Depreciation i. Provision for Doubtful Debts and Bad Debts j. Provision vs Contingent Liabilities k. Fixed Assets and Schedule Format l. Income Measurement, Revenue recognition, Capital vs. Revenue Expenditure, Deferred Revenue Expenditure	6

4	**Specialized Financial Reporting**	a. Cash Flow Statement (AS 3) – Format, Preparation, and Analysis b. Financial Statements of: Banks, Insurance Companies, Brief Overview of NBFC Financial Reporting c. Corporate Financial Reporting: Reading of Annual Report, Audit Report and Director's Report, Governance and CSR Reporting d. ESG Reporting Trends (Introductory Concept) e. Analyst Presentations and Podcasts f. Investor Relations – Basics and Key Disclosures	6
5	**Application, Interpretation, and Analysis**	a. Comparative and Common-size Financial Statements b. Ratio Analysis – Liquidity, Solvency, Profitability c. Linking cost accounting to financial reporting d. Case Study on Financial Statement Interpretation of a Listed Company	8

Required Textbook	1. Guruprasad Murthy : Financial Accounting
	2. Shukla and Grewal, Advanced Accountancy
	3. R. Narayana swamy (2011): Financial Accounting: A Managerial Perspective, Prentice Hall of India
	4. S.N. Maheshwari & S. K. Maheshwari, Financial Accounting
Recommended Readings	1. ICAI Accounting Standards and Ind AS Guide
	2. IFRS Standards issued by the IFRS Foundation
	3. Companies Act, 2013 (India)
	4. Financial Accounting for Managers, 7e by Ambrish Gupta
Online Resources	1. https://onlinecourses.swayam2.ac.in/cec25_cm03/preview
	2. Official website of ICAI (www.icai.org)
	3. IFRS Foundation (www.ifrs.org)
	4. Ministry of Corporate Affairs, India (www.mca.gov.in)

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Fundamentals of Accounting and Reporting Frameworks	CO 1, CO 2
	2	Accounting Process and the Accounting Cycle	CO 3
	3	Preparation of Financial Statements and Adjustments	CO 2, CO 3, CO 4
	4	Specialized Financial Reporting	CO 5
	5	Application, Interpretation, and Analysis	CO 6

Name of Program	**MMS**				**Semester**	**I**
Name of Course	**Fundamentals of Human Resource Management**				**Course Code**	**MGM107**
Credit	3	**Required Lectures (In Hours)**			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides an overview of the Human Resources (HR) field, focusing on its evolution, functions, and significance in modern organizations. Students will gain foundational knowledge of HR concepts, including recruitment, training and development, employee relations, compensation, and legal compliance. The course aims to prepare students for deeper exploration into HR strategies and their application in business environments.					
Course Objectives	**1**	Understand the basic principles and functions of Human Resources.				
	2	Identify the importance of HR in an organizational context.				
	3	Discuss ethical considerations and legal compliance in HR.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall and describe the key concepts, functions, and processes in Human Resource Management including definitions, models and the structure of HR departments.				
	CO 2	Interpret and apply HRM processes (such as planning, recruitment, learning, and development) to improve business performance and meet organizational needs.				
	CO 3	Identify and implement effective strategies for talent acquisition, retention, and succession planning to ensure sustainable human capital development.				
	CO 4	Examine and determine appropriate HR processes and policies to be applied in different business scenarios for optimal outcomes.				
	CO 5	Assess and critique challenges and issues in HRM, including performance management, compensation and employee relations, to improve HR effectiveness.				
	CO 6	Design and develop strategic HR operational models that align with organizational goals and support long-term functional efficiency.				

Prerequisites	Basic understanding of organisational structures and work environments
e-Learning Tools used as Teaching Pedagogy	Interactive Lectures, Case Study Analysis, Role Plays and Simulations, Assignments and Assessments and Flipped Classroom Approach

KSA Approach

Knowledge	Skills	Attitude
HR concepts, principles and functions HR laws and ethical considerations Understanding employee engagement and motivation	Effective recruitment and selection Manpower Planning People management and retention Employee motivation	Professionalism Ethical decision-making in HR practices Commitment to fair and inclusive HR practices

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to HRM**	a. Definition, Importance, Challenges, Models of HRM b. Structure and Functions of the HR Department. c. HR Policies and types of HR policies	6
2	**Human Resource Planning (HRP) and Talent Acquisition**	a. Human Resource Planning: Importance and the process of Human Resource Planning b. Succession Planning & Job Analysis c. Definition, Characteristics, Talent Acquisition process and methods d. Methods of Talent Acquisition	6
3	**Learning and Development**	a. Definition, Importance of Learning and Development b. Traditional and Modern Methods of Learning and Development c. Learning Need Analysis and Evaluation	6
4	**Performance Management**	a. Objectives and significance of performance management b. Process of Performance Management System c. Performance appraisal Methods d. Feedback mechanism and Performance Development Plans e. Competency-Based PMS	6
5	**Compensation and Benefits**	a. Definition, Direct & Indirect Compensation and Types of Benefits b. Payroll Management c. Case studies in Compensation Management d. Contemporary Practices	6
Required Textbook		1. Dessler, G. (2020). Fundamentals of Human Resource Management (5th Edition). Pearson Education.	
		2. Human Resource Management L. M. Prasad Sultan Chand & Company Ltd. New Delhi	
		3. Human Resource Management, V.S.P. Rao, Excel Books / Cengage Learning	
		4. Personnel Management C. B. Mamoria & Gankar S V Himalaya Publishing House, Mumbai	

Recommended Readings	1. Personnel & Human Resource Management A. M. Sharma Himalaya Publishing House Mumbai		
	2. Human Resource Management Mondy, R. W., & Martocchio, J. J. (2016) Delhi ; Dorling Kindersley (14th Edition)		
	3. Personnel and human resource management, Sarma A M, Himalaya Publishing House, Mumbai		
	4. Human resource management: a case study approach, Muller Camen & Croucher Richard, Jaico Publishing House; Ahmedabad, 2011		
Online Resources	1. "People Management" by IIM Bangalore on Coursera		
	2. "Leadership and Emotional Intelligence" by IIMB on edX		
	3. HBR IdeaCast Podcast		
	4. Academia.edu & ResearchGate.net- HR articles		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to HRM	CO 1
	2	Human Resource Planning (HRP) and Talent Acquisition	CO 2, CO 3, CO 4
	3	Learning and Development	CO 2, CO 4, CO 6
	4	Performance Management	CO 4, CO 5, CO 6
	5	Compensation and Benefits	CO 5, CO 6

TIMSR
THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**I**
Name of Course	**Operations Management**				**Course Code**	**MGM108**
Credit	**3**	**Required Lectures (In Hours)**			**45**	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The "Introduction to Operations Management" course provides an overview of key concepts in operations management, focusing on the fundamentals, facility planning, inventory management and capacity planning. Students will learn to optimize facility location, layout design, and production scheduling. The course also covers basic inventory control techniques and capacity planning methods. Additionally, students will explore emerging trends like lean operations, JIT and sustainability, preparing them to apply modern tools and strategies in managing operations efficiently.					
Course Objectives	**1**	Equip students to analyze operations fundamentals and managerial roles.				
	2	Develop skills to optimize facility location, layout and capacity planning.				
	3	Enable students to apply inventory control and capacity planning tools.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall and explain the basic concepts, scope, and evolution of operations management, including differences between goods and services and the transformation process.				
	CO 2	Describe and interpret operations management principles and relate them to real-world business scenarios and organizational functions.				
	CO 3	Apply core operations management techniques - such as facility layout, inventory control, and scheduling - to improve production and service efficiency.				
	CO 4	Analyze operational problems related to capacity, inventory, location, and layouts and break down complex issues to identify key causes and performance bottlenecks.				
	CO 5	Evaluate various operational strategies such as lean, JIT, and TQM, and recommend data-driven solutions for enhancing operational performance and sustainability.				
	CO 6	Design and propose innovative, technology-enabled solutions and operational models that address current trends and challenges in operations management.				

Prerequisites	Basic understanding of business management concepts Introductory knowledge of mathematics/quantitative analysis
e-Learning Tools used as Teaching Pedagogy	PPTs and Videos

KSA Approach		
Knowledge	**Skills**	**Attitude**
Operations management Inventory techniques Lean principles	Facility optimization Capacity planning Tech application	Continuous improvement Sustainability focus Innovation mindset

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Fundamentals of Operations Management**	a. Meaning, scope, and importance of operations management b. Evolution of operations management: From craft production to lean manufacturing c. Understanding goods vs. services: Characteristics and differences d. The transformation process: Inputs, processes, and outputs e. Role and responsibilities of an operations manager	6
2	**Facility Location and Layout**	a. Importance of facility location decisions in operations b. Factors influencing location decisions and Location planning models: Center of Gravity, Factor Rating and Load-Distance Method c. Types of facility layouts: Product, process, cellular, fixed position, and hybrid layouts d. Performance measures and optimization of layouts	6
3	**Inventory Management**	a. Inventory Management b. Basics of inventory: Types (Raw materials, WIP, Finished goods) and functions c. Importance of inventory management in operations d. Overview of inventory costs: Ordering, carrying and shortage costs e. Brief introduction to inventory control techniques (e.g., ABC classification, EOQ)	6
4	**Capacity Planning and Production Scheduling**	a. Definition and types of capacity: Design, effective, and actual capacity b. Capacity planning: Measurement, decision-making, and economies of scale c. Aggregate planning: Level production vs. chase demand strategy d. Master Production Schedule (MPS): Concepts and importance e. Scheduling techniques: Gantt charts, job sequencing and priority rules	6

5	**Emerging Trends in Operations Management**	a. Lean operations: Principles of waste reduction and value creation b. Just-in-Time (JIT) and Total Quality Management (TQM) c. Role of technology in operations: Automation, IoT, and AI in production systems d. Sustainability in operations management: Green manufacturing and circular economy e. Case studies: Real-world examples of operations excellence	6

Required Textbook	1. Operations Management, 9e by Norman Gaither, Cengage Learning
	2. Operations management, 13e by William J Stevenson, McGrawHill
	3. Operations Management: Theory and Practice, 3e, B. Mahadevan, Pearson
Recommended Readings	1. Production and Operations Management-S N Chary, Tata McGraw Hill
	2. Production and Operations Management- Chunawalla & Patel, Himalaya Publishing
	3. Operations Management for Competitive Advantage- Chase & Jacob, McGraw-Hill
Online Resources	1. https://pressbooks.lib.vt.edu/fundamentalsofbusiness2e/chapter/chapter-10-operations-management/
	2. https://katanamrp.com/blog/production-planning-scheduling/
	3. https://library.fiveable.me/supply-chain-management/unit-6
	4. https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Fundamentals of Operations Management	CO 1, CO2
	2	Facility Location and Layout	CO 2, CO 3, CO 4
	3	Inventory Management	CO 2, CO 3, CO 4
	4	Capacity Planning and Production Scheduling	CO 3, CO 4, CO 5
	5	Emerging Trends in Operations Management	CO 5, CO 6

TIMSR
THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**I**
Name of Course	**Emerging Trends in Business**				**Course Code**	**MGE101**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course covers the basics of personal finance, including budgeting, saving, investing, and tax planning, equipping students with essential skills for making informed financial decisions.					
Course Objectives	**1**	To explore and analyze current and future trends affecting global and Indian business landscapes.				
	2	To assess the strategic implications of digital transformation, innovation, and sustainability.				
	3	To develop critical thinking regarding how businesses adapt to disruption, policy changes, and new consumer behavior.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Identify and describe key global and national trends such as globalization, post-pandemic shifts, and government initiatives that are reshaping business environments.				
	CO 2	Analyze how emerging technologies like AI, Blockchain, FinTech, and IoT are disrupting traditional business models and reshaping strategy across sectors.				
	CO 3	Evaluate how ESG frameworks, sustainability practices, and climate risk influence corporate decision-making, brand reputation, and investor relations.				
	CO 4	Assess the effects of shifting consumer behavior, digital marketing trends, and sectoral transformation (e.g., EdTech, HealthTech) on business performance.				
	CO 5	Explain and apply changing HR trends like hybrid work, gig economy, and DEI strategies, workforce planning and employee engagement practices.				
	CO 6	Design and present innovative business responses to disruptive trends using strategic frameworks (like SWOT, PESTLE, Business Model Canvas).				

Prerequisites	Basic knowledge of management principles, economics and business environment
e-Learning Tools used as Teaching Pedagogy	Videos, e-books, online quiz, etc.

KSA Approach		
Knowledge	**Skills**	**Attitude**
Global business environment Emerging business models Sector specific development	Decision-making Problem solving Strategic thinking	Proactive mindset Ethical awareness Collaborative spirit

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Changing landscape of business**	a. Globalization and its evolving impact b. Post-pandemic business transformation c. Role of innovation in competitive advantage d. Shifting consumer behaviour and expectations	4
2	**Domain Specific Emerging trends**	a. FinTech, DeFi, and digital payments, Behavioural finance and investment trends b. Digital and influencer marketing, Neuro-marketing and personalization c. Upskilling and reskilling, diversity, equity and inclusion	4
3	**Sector specific emerging trends**	a. Trends in EdTech, HealthTech, AgriTech, CleanTech b. Smart Cities and Urban Development c. Start-up ecosystem and unicorn culture d. Government initiatives like "Digital India," "Start-up India," etc.	4
4	**Business strategy, governance and regulation**	a. Adaptive and agile business strategies b. Corporate governance in the digital age c. Impact of Government Policies and Programmes d. Cybersecurity, data privacy laws, and business compliance	4
5	**Sustainability & Responsible Business**	a. ESG frameworks and reporting standards b. Climate change risk and business resilience c. Triple Bottom Line (People, Planet, Profit) d. Circular economy and green innovations	4

Required Textbook	1. Emerging Trends in Business By Sandeep Goel
	2. Indian Economy: Performance and Policies By Uma Kapila
	3. Start-up India: The Way Ahead By Amitabh Kant & Ravi Narain
	4. Business Environment By Francis Cherunilam
Recommended Readings	1. Corporate Social Responsibility: Concepts and Cases – C.V. Baxi & Ajit Prasad
	2. The Future is Faster Than You Think – Peter Diamandis & Steven Kotler
	3. Reimagining Capitalism in a World on Fire – Rebecca Henderson
	4. The Innovator's Dilemma – Clayton Christensen
Online Resources	1. NITI Aayog
	2. NPTEL
	3. Economic Survey of India
	4. Harvard Business Review

	Unit No.	Title of Unit	Relevant COs
Alignment of Course Outcomes (COs) with Units	1	Changing landscape of business	CO 1, CO 4
	2	Domain Specific Emerging trends	CO 2, CO 4, CO 5
	3	Sector specific emerging trends	CO 1, CO 4, CO 6
	4	Business strategy, governance and regulation	CO 2, CO 6
	5	Sustainability and Responsible Business	CO 3, CO 6

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Name of Program	**MMS**				**Semester**	**I**
Name of Course	**Business Communication**				**Course Code**	**MGE102**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course develops effective business communication skills, covering written, verbal, and nonverbal communication. Topics include business writing, presentation skills, conflict resolution, and cross-cultural communication.					
Course Objectives	**1**	To introduce foundational concepts of communication theory and its elements.				
	2	To develop basic skills in active listening, verbal communication, and non-verbal cues.				
	3	To practice effective writing techniques for different communication purposes like emails and reports.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Identify and explain the fundamental components, types, and models of the communication process.				
	CO 2	Describe and interpret active listening skills and their importance in effective communication.				
	CO 3	Apply appropriate verbal and non-verbal communication techniques in real-time situations.				
	CO 4	Analyze different communication formats and compose structured written communication such as emails, reports, and memos.				
	CO 5	Evaluate key elements of presentation design and develop impactful presentations with effective delivery techniques.				
	CO 6	Construct and deliver persuasive arguments confidently in group discussions and multicultural communication settings.				
Prerequisites	Foundations of Communication Skills					

e-Learning Tools used as Teaching Pedagogy	Virtual presentations and simulations for practicing business communication skills

KSA Approach		
Knowledge	**Skills**	**Attitude**
Business Communication Intercultural Communication Crisis Communication	Communication Skills Interpersonal Communication Leadership Skills	Pro-Activeness Accountability Group Cohesiveness

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Communication**	a. Definition and importance of communication b. Types of communication (verbal and non-verbal) c. Communication models (linear, interactive, and transactional) d. The 7 Cs of communication e. Barriers to Effective Communication	4
2	**Effective Listening**	a. Active Listening, Process of Effective Listening, Barriers to effective listening b. Types of Listening, c. Process of Listening d. Listening strategies	4
3	**Verbal Communication**	a. Principles of verbal communication, b. Speaking skills (clarity, concision, and coherence) c. Group discussions and presentations d. Principles of written communication e. Writing styles (formal and informal) f. Email and letter writing	4
4	**Non-Verbal Communication**	a. Types of non-verbal communication (body language, facial expressions, and tone of voice) b. Importance of non-verbal cues in communication	4
5	**Intercultural Communication**	a. Intercultural communication in business: b. Barriers & how to improve, c. Multiculturalism and cross--culturalism, d. High -context and low context communication	4

Required Textbook	1. "Communication Skills" by Richard L. Johannesen
	2. "Communication: Principles for a Lifetime" by Steven A. Beebe and Timothy P. Mottet
	3. "Business Communication" by Meenakshi Raman and Prakash Singh
	4. "Business Communication" by K. K. Sinha
Recommended Readings	5. "Effective Communication" by Michael H. McGlothlin
	6. "Communication Skills" by Richard L. Johannesen
	7. "Business Communication: Concepts, Cases and Applications" by P. D. Chaturvedi and Mukesh Chaturvedi
	8. "Organizational Communication" by P. K. Ghosh and S. P. Singh

Online Resources	9. LinkedIn Learning - Communication Skills Course		
	10. Harvard Business Review - Communication Skills Articles		
	11. YouTube - Communication Skills Channel		
	12. Business Communication Specialization on Coursera		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Communication	CO 1
	2	Effective Listening	CO 2
	3	Verbal Communication	CO 3, CO 4, CO 5
	4	Non-Verbal Communication	CO 3
	5	Intercultural Communication	CO 6

THAKUR ZCT's ™
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Name of Program	**MMS**				**Semester**	**I**
Name of Course	**Information Technology for Managers**				**Course Code**	**MGE103**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	0	Practical	2
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides an in-depth exploration of information technology (IT) concepts, tools, and applications relevant to managerial roles. It emphasizes how IT can be utilized to drive organizational success, enhance productivity, and foster innovation. Students will learn how to analyze and implement IT solutions that support business operations and strategic goals. The course covers fundamental topics such as IT infrastructure, networking, data management, e-business, cybersecurity, emerging technologies, and project management.					
Course Objectives	**1**	Understand the Role of IT in Business and develop Proficiency in IT Tools				
	2	Analyze Data and Make Informed Decisions & Address IT Security and Ethical Challenges and Evaluate Emerging Technologies				
	3	Develop Project Management Skills for IT & Apply IT Solutions to Real-World Problems				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Identify the fundamental concepts of information technology, including hardware, software, operating systems and database systems used in business environments.				
	CO 2	Explain the role of IT in business decision-making, and describe key infrastructure concepts such as networking, cloud computing, cybersecurity and IT governance.				
	CO 3	Apply enterprise system tools such as ERP, CRM, and SCM to real-world business contexts and demonstrate their impact on efficiency and customer engagement.				
	CO 4	Analyze the impact of digital transformation and e-commerce technologies on business operations, using relevant case studies and security frameworks.				

	CO 5	Evaluate data analytics tools and emerging technologies (AI, ML, IoT, Blockchain) for their strategic implications in managerial decision-making.
	CO 6	Design and present practical IT project solutions using project management tools (e.g., MS Project, JIRA) and modern business intelligence software (e.g., Power BI, Tableau).
Prerequisites	Basic Computer Skills, Understanding of Business Fundamentals, Quantitative Skills, Communications Skills, Problem Solving aptitude	
e-Learning Tools used as Teaching Pedagogy	Canvas, Canva, Trello	

KSA Approach

Knowledge	Skills	Attitude
Understand IT fundamentals, enterprise systems, data analytics, cybersecurity, and emerging technologies like AI and IoT	Apply IT tools for decision-making, manage IT projects, analyze case studies and use BI software like Power BI/Tableau	Develop ethical awareness, adaptability to tech changes, a strategic mindset, and a proactive, collaborative learning approach

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Foundations of Information Technology in Business**	a. Overview of IT in business and management b. Role of IT in decision-making and organizational success c. Basics of computer hardware and software d. Operating systems and their functions e. Introduction to databases and data management f. Emerging trends in IT	4
2	**Networking, Communication & IT Infrastructure**	a. Basics of computer networks and internet technologies b. Networking protocols and communication tools c. Cloud computing and its applications in business d. Cybersecurity fundamentals e. IT governance and compliance f. Ethical issues in IT and data privacy	4
3	**Enterprise Systems and Digital Business**	a. Enterprise Resource Planning (ERP) systems b. Customer Relationship Management (CRM) systems c. Supply Chain Management (SCM) systems d. E-business and e-commerce infrastructure e. Online payment systems and security f. Case studies on successful e-commerce platforms	4
4	**Business Analytics and Emerging Technologies**	a. Introduction to data analytics tools and techniques b. Business intelligence for decision-making c. Visualization tools (Tableau, Power BI) d. Artificial Intelligence (AI) and Machine Learning (ML) e. Internet of Things (IoT) and Blockchain f. Future trends in IT for managers	4

5	**Applied IT Project Management**	a. Basics of IT project management b. Tools like Microsoft Project or JIRA c. Case studies on IT project successes and failures d. Group projects and case studies e. Presentations on IT solutions for business challenges	4
Required Textbook		1. "Information Technology for Management" by Ramesh Behl	
		2. "Essentials of Management Information Systems" by Kenneth C. Laudon and Jane P. Laudon	
		3. "Information Technology Project Management: Providing Measurable Organizational Value" by Jack T. Marchewka	
		4. "Fundamentals of Information Technology" by Alexis Leon and Mathews Leon	
Recommended Readings		1. "Information Technology and Its Applications in Business" by Reema Thareja	
Online Resources		1. https://www.kellerwest.com/market-insight/it/resources-for-it-professionals/	
		2. https://mu.ac.in/wp-content/uploads/2022/06/Information-Technology-for-Management-1.pdf	

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Foundations of Information Technology in Business	CO 1, CO 2
	2	Networking, Communication & IT Infrastructure	CO 2, CO 4
	3	Enterprise Systems and Digital Business	CO 3, CO 4
	4	Business Analytics and Emerging Technologies	CO 5
	5	Applied IT Project Management	CO 6

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Name of Program	**MMS**				**Semester**	**I**
Name of Course	**Yoga and Positive Psychology for Managing Career and Life**				**Course Code**	**MGE104**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	0	Tutorial	0	Practical	4
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course integrates yogic wisdom and positive psychology to foster emotional resilience, mental clarity, and a growth mindset essential for career and life success. Through practical tools and guided techniques, students learn to manage stress, develop focus, and build sustainable well-being.					
Course Objectives	**1**	To introduce the integration of yogic philosophy and positive psychology				
	2	To equip learners with practical techniques				
	3	To foster self-reflection and sustainable lifestyle changes				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Describe key concepts of Ashtanga Yoga and the principles of positive psychology as they relate to mental and emotional well-being.				
	CO 2	Explain the role of specific yogic practices (e.g., pranayama, mindfulness, meditation) in managing stress and enhancing psychological resilience.				
	CO 3	Apply yoga techniques such as Sankalpa, Dharana, and gratitude practices to improve focus, goal setting, and emotional regulation.				
	CO 4	Analyze the effects of lifestyle choices (e.g., sattvic living, Ahimsa, Yamas and Niyamas) on mental clarity and personal growth.				
	CO 5	Evaluate the effectiveness of personalized yoga routines and mindfulness practices in achieving sustainable well-being.				
	CO 6	Design an individualized yoga and meditation plan that integrates learned techniques for long-term psychological health and happiness.				
Prerequisites	Basic knowledge of yoga and mindfulness practices Interest in self-development and mental well-being Openness to experiential learning and introspection					

e-Learning Tools used as Teaching Pedagogy	Videos, e-books, online quiz, etc.

KSA Approach		
Knowledge	**Skills**	**Attitude**
Yoga, Psychology, Well-being	Meditation, Breathing, Visualization	Gratitude, Resilience, Mindfulness

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Yoga and Positive Psychology**	a. Recap of Previous Learnings b. Understanding the Mind-Body Connection: Understanding the 8-fold path of Ashtanga Yoga c. Role of Yoga in Psychological Well-being: Patanjali's Yoga Sutras (Chitta Vritti Nirodhah)	4
2	**Stress Management through Yoga and Positive Psychology**	a. Understanding the role of Yoga Asanas for Stress Relief: b. Pranayama for Stress Relief: Pranayama 4, Bhramari, Ujjayi c. Mindfulness and Gratitude Practices: 10 positive points, Trataka (Candle Gazing) d. Emotional Regulation: Aum chanting, Mantra chanting	4
3	**Career Management and Self-Development**	a. Goal Setting and Visualization Techniques: Sankalpa (intention setting), Dharana (concentration) b. Enhancing Focus and Productivity: Trataka (Candle Gazing for energy conservation) c. Understanding the role of Yoga Asanas for building Resilience: Tα-dasana, Virabhadrasana (Warrior Pose), and cultivating Santosha (contentment) d. Self-Reflection and Personal Growth: Svadhyaya (Self-study)	4
4	**Psychological Well-being and Happiness**	a. Yogic Lifestyle for Mental Clarity: Sattvic living, Ahimsa (non-violence in thoughts and actions) b. Meditation Techniques for Inner Peace and Joy: Loving-kindness Meditation, Japa Meditation c. Science of Happiness: Bhakti Yoga and Karma Yoga d. Understanding the role of Yoga Asanas for Mental Strength e. Pranayama for Emotional Balance: Sheetali, Sheetkari, Chandra Bhedana (Left Nostril Breathing) f. Relaxation Techniques: Progressive Muscle Relaxation	4
5	**Application of Yoga and Positive Psychology in Daily Life**	a. Developing a Personalized Yoga Plan: Tailored asana, pranayama, and meditation routines b. Sustainable Practices for Long-Term Well-being: Incorporating Yamas and Niyamas in daily life	4
Required Textbook		1. Text book of the yoga institute.	

<table>
<tr><td rowspan="4">Recommended Readings</td><td colspan="3">1. "The Yoga Sutras of Patanjali" – Translation and Commentary by Swami Satchidananda</td></tr>
<tr><td colspan="3">2. "Positive Psychology: The Science of Happiness and Human Strengths" by Alan Carr</td></tr>
<tr><td colspan="3">3. "The Heart of Yoga: Developing a Personal Practice" by T.K.V. Desikachar</td></tr>
<tr><td colspan="3">4. "Flourish: A Visionary New Understanding of Happiness and Well-being" by Martin Seligman</td></tr>
<tr><td rowspan="4">Online Resources</td><td colspan="3">1. Yoga and Positive Psychology for Managing Career and Life – NPTEL (IIT Bombay)</td></tr>
<tr><td colspan="3">2. Positive Psychology LIVE Online – YogaFit</td></tr>
<tr><td colspan="3">3. Mental Health & Wellness Yoga Teacher Training – Yoga Medicine</td></tr>
<tr><td colspan="3">4. Online 100 Hours Yoga Philosophy, Psychology & Lifestyle Program – Yoga Point</td></tr>
<tr><td rowspan="6">Alignment of Course Outcomes (COs) with Units</td><td>Unit No.</td><td>Title of Unit</td><td>Relevant COs</td></tr>
<tr><td>1</td><td>Introduction to Yoga and Positive Psychology</td><td>CO 1</td></tr>
<tr><td>2</td><td>Stress Management through Yoga and Positive Psychology</td><td>CO 2</td></tr>
<tr><td>3</td><td>Career Management and Self-Development</td><td>CO 3, CO 4</td></tr>
<tr><td>4</td><td>Psychological Well-being and Happiness</td><td>CO 4, CO 5</td></tr>
<tr><td>5</td><td>Application of Yoga and Positive Psychology in Daily Life</td><td>CO 5, CO 6</td></tr>
</table>

TIMSR
THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Entrepreneurship Management**				**Course Code**	**MGM201**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides a comprehensive understanding of entrepreneurship, innovation, business development strategies, and financial management for startups. Students will gain exposure to practical business modeling, funding mechanisms, venture scaling, and global market dynamics.					
Course Objectives	**1**	To develop foundational knowledge of entrepreneurship, including entrepreneurial types, ecosystems, and traits.				
	2	To equip students with practical tools and techniques for opportunity recognition, business model development, and customer validation.				
	3	To prepare learners to design marketing strategies, secure funding, scale their ventures, and integrate ethical and sustainable practices in business growth.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Define and describe the fundamental concepts of entrepreneurship, including its types, ecosystem, and traits.				
	CO 2	Apply ideation techniques and opportunity recognition tools to identify viable business ideas and market gaps.				
	CO 3	Analyze customer needs using design thinking and determine product-market fit through customer discovery.				
	CO 4	Develop a business model using the Business Model Canvas and lean start-up methodology, including financials.				
	CO 5	Evaluate marketing strategies, funding options, and legal frameworks suitable for launching and managing startups.				
	CO 6	Design ethical, sustainable and scalable strategies for startup leadership and global business expansion.				
Prerequisites	Basic understanding of management principles, finance, and business operations					

e-Learning Tools used as Teaching Pedagogy	Business case studies, startup simulations, investor pitch exercises, digital business transformation insights, and industry guest lectures.

KSA Approach		
Knowledge	**Skills**	**Attitude**
Business strategy Financial modeling Innovation management Startup operations.	Critical thinking Leadership, negotiation Adaptability Risk assessment	Entrepreneurial mindset Resilience Ethical responsibility Market awareness.

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Foundations of Entrepreneur-ship**	a. Definition & Types of Entrepreneurs b. Startup Ecosystem c. Entrepreneurial Mindset & Traits d. Successful Case Studies	4
2	**Opportunity Recognition & Business Ideation**	a. Business Idea Generation b. Market Gap Identification c. Blue Ocean Strategy d. Design Thinking & Innovation e. Customer Discovery f. Product-Market Fit	4
3	**Building the Business Model**	a. Business Model Canvas b. Lean Startup Methodology c. Revenue Streams d. Financial Projections e. Financial Statements	4
4	**Marketing, Legal, and Funding Essentials**	a. Digital Marketing, SEO & Content Marketing b. Branding & Social Media Strategy c. Growth Hacking & Sales Funnels d. Bootstrapping, Angel Investing, Venture Capital, Crowdfunding e. Business Registration & Compliance	4
5	**Scaling, Leadership & Sustainability**	a. Strategic Partnerships & Supply Chain Scaling b. International Market Entry c. Leadership in Growth Stage Start-ups d. Ethical Decision-Making e. Corporate Social Responsibility (CSR) f. Sustainable Business Practices & Crisis Management	4
Required Textbook		1. Vasant Desai, "The Dynamics of Entrepreneurial Development and Management", Himalaya Publishing House, Fifth edition, 2009	
		2. H. Nandan, "Fundamentals of Entrepreneurship", PHI Learning Pvt Ltd, 2nd edition, 2009	
		3. Raj Shankar, "Entrepreneurship Theory and practice", Tata McGraw Hill Education (P) Ltd, 2012	

Recommended Readings	1. Harvard Business Review Case Studies on Entrepreneurship		
	2. “Zero to One" by Peter Thiel		
	3. “Innovation and Entrepreneurship" by Peter Drucker		
Online Resources	1. Startup accelerators (Y Combinator, Techstars)		
	2. Entrepreneurship courses from Coursera & edX		
	3. Industry reports on startup trends from McKinsey, BCG, and Bain		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Foundations of Entrepreneur-ship	CO 1
	2	Opportunity Recognition & Business Ideation	CO 2, CO 3
	3	Building the Business Model	CO 4
	4	Marketing, Legal, and Funding Essentials	CO 5
	5	Scaling, Leadership & Sustainability	CO 6

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Legal and Tax Aspects of Business**				**Course Code**	**MGM202**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides a comprehensive overview of the legal and taxation frameworks essential for business decision-making and compliance in India. It is designed to equip students with knowledge of foundational laws governing contracts, consumer rights, corporate structures, intellectual property, and financial instruments. The course also covers both direct and indirect taxation systems, focusing on the Income Tax Act, Corporate Taxation, Goods and Services Tax (GST), and Customs. Emphasis is placed on the practical application of these laws and tax regulations in real business contexts, including ethical considerations in compliance and planning.					
Course Objectives	**1**	To provide foundational knowledge of key business laws in India, including contract law, consumer protection, corporate law, intellectual property, and negotiable instruments.				
	2	To equip students with a practical understanding of the Indian taxation system, covering both direct and indirect taxes, including income tax, corporate tax, GST and customs.				
	3	To develop analytical and application skills for interpreting legal and tax provisions in business scenarios, enabling ethical decision-making and regulatory compliance.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall fundamental legal concepts, including writs, principles of natural justice, contract law provisions, and key tax definitions.				
	CO 2	Explain the structure and features of consumer protection, company law, intellectual property and the Indian tax system.				
	CO 3	Apply legal principles to assess contractual relationships, consumer grievances, company formation, and tax computations.				
	CO 4	Apply legal principles to assess contractual relationships, consumer grievances, company formation and tax computations.				

	CO 5	Evaluate the ethical and legal dimensions of corporate decisions, tax planning and dispute resolution.
	CO 6	Formulate business strategies that integrate legal obligations and tax-efficient planning practices.
Prerequisites	Basic understanding of business studies or commerce Familiarity with the Indian economic and legal environment	
e-Learning Tools used as Teaching Pedagogy	Case Studies pertaining to various Acts, Moot Court, polls and quizzes, videos, etc. Case Studies and Real-Life Business Scenarios, Interactive Lectures and Group Discussions, Guest Lectures from Industry Experts, Use of Taxation Software and Tools	

KSA Approach

Knowledge	Skills	Attitude
Basics of law Contract Act – I Company Act Law related to IPR & Nis Fundamentals of Direct and Indirect Taxation Corporate Taxation Laws and Compliance Requirements Tax Planning Principles	Communication Skills Critical Thinking Presentation Skills Problem Solving Decision making Analytical skills to assess tax implications and strategic planning. Computation & Filling	Ethical Behavior Ownership Collaboration Confidence development Team building Critical Thinking Responsibility towards Legal Compliance

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Foundations of Law and Contractual Obligations**	a. Basic Concepts of Law: Introduction, Definitions, Classifications, Writs under Articles 32 and 226, Principles of Natural Justice, Basics of Evidence b. Indian Contract Act – I: Proposal, Acceptance, Consideration, Capacity to Contract, Free Consent, Void and Voidable Contracts, Quasi Contracts, Performance & Discharge of Contracts, Breach & Remedies	4
2	**Consumer Protection and Corporate Law**	a. Consumer Protection Act (1986 & 2019): Objectives, Salient Features, Consumer Rights & Duties, Dispute Redressal Mechanisms b. Companies Act, 2013: Definitions, Features, Types of Companies (Public & Private), Memorandum & Articles of Association, Doctrines (Constructive Notice, Indoor Management, Ultra Vires), Prospectus, and Winding Up of Companies	4
3	**Intellectual Property Rights and Negotiable Instruments**	a. Intellectual Property Rights: Overview of Patents, Trademarks, and Copyrights—Application, Infringement, and Legal Remedies. b. Negotiable Instruments Act: Cheque, Promissory Notes, Bills of Exchange—Features, Types, Legal Provisions, and Liabilities.	4
4	**Direct Taxation: Income Tax and Corporate Tax**	a. Income Tax Act, 1961: Basic Definitions, Residential Status, Heads of Income, Deductions & Exemptions, Computation of Taxable Income for Individuals and Firms.	4

		b. Corporate Taxation: Company Taxation, MAT (Minimum Alternate Tax), Dividend Distribution Tax, Tax Planning Strategies for Businesses	
5	**Indirect Taxes and Tax Compliance**	a. GST and Customs: Overview, Registration, Levy & Collection, Input Tax Credit, Filing of Returns, Customs Duty & Procedures. b. Tax Administration and Ethics: Tax Audit, Assessment, Penalties, Appeals, Advance Rulings, and Ethical Practices in Tax Planning & Compliance	4

Required Textbook	1. Business Law – Bulchandani
	2. Business Law – N.D.Kapoor
	3. Company Law – Avatar Singh
Recommended Readings	1. Legal Aspects of Business – Akhileshwar Pathak
	2. Respective Bare Acts
	3. Legal Aspects of Business – David Albquerque
	4. Newspaper TOI / ET / Business Standard
Online Resources	1. Business law: Complete Understanding of Commercial Law / Corporate Law / Industrial law
	2. Mint
	3. TOI / ET App
	4. Bar & Bench

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Foundations of Law and Contractual Obligations	CO 1, CO 3
	2	Consumer Protection and Corporate Law	CO 2, CO 3, CO 5
	3	Intellectual Property Rights and Negotiable Instruments	CO 2, CO 4
	4	Direct Taxation – Income Tax and Corporate Tax	CO 1, CO 3, CO 4, CO 6
	5	Indirect Taxes and Tax Compliance	CO 2, CO 4, CO 5, CO 6

THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Business Research Methods**				**Course Code**	**MGM203**
Credit	3	**Required Lectures (In Hours)**			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course aims to equip students to apply research methodological framework and take decisions about research methods and design research plans and projects.					
Course Objectives	**1**	To provide students with an advanced understanding of research tools.				
	2	To equip students to choose and justify research methodological designs.				
	3	To develop the ability to critically analyse and interpret research findings.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall and define key research concepts, types, philosophies, and steps in the research process.				
	CO 2	Explain the components of research design, measurement scales, data collection tools, and sampling methods.				
	CO 3	Apply appropriate methods for formulating research problems, conducting literature reviews, and designing data collection strategies.				
	CO 4	Analyze collected data using descriptive and inferential statistical tools and select suitable testing methods.				
	CO 5	Evaluate the reliability, validity, and significance of research findings and methodological choices.				
	CO 6	Create structured research reports and papers using proper citation, referencing, and selecting appropriate publishing outlets.				
Prerequisites	Research Methodology, Basic knowledge of Business Statistics					
e-Learning Tools used as Teaching Pedagogy	Google classroom, PPT, Google Scholar, E- Journals, SPSS					

KSA Approach		
Knowledge	**Skills**	**Attitude**
Research Methods Philosophy behind research methods Research paper writing	Decision making skills Analytical skills, Leadership skills Critical Thinking, Project Management	Pro-activeness Attention in detail Innovations, Curiosity

Course Contents and Schedule			
Unit No.	**Title of Unit**	**Content**	**No. of Sessions**
1	**Foundations of Research and Research Problem**	a. Definition, Objectives, Scope, Types (Exploratory, Descriptive, Experimental) of Research b. Research Process c. Research Philosophies (Positivism, Interpretivism, Critical Realism, Pragmatism) d. Research Problem & Literature Review e. Identifying Gaps	5
2	**Research Design and Sampling**	a. Nature and Types of Research Design b. Sample Size Calculation c. Sampling Errors d. Validity & Reliability of Research Instruments	5
3	**Measurement Scales and Data Collection**	a. Measurement & Scaling b. Scaling Techniques c. Data Collection: Primary & Secondary Data, d. Tools (Questionnaires, Interviews, Observations)	5
4	**Data Analysis and Statistical Testing**	a. Normality b. Measures of Central Tendency & Dispersion c. Hypothesis Testing d. Type I & II Errors e. Types of Variables f. Bivariate & Multivariate Analysis g. Parametric & Non-Parametric Tests h. Methods like Chi-square, ANOVA	6
5	**Communicating and Publishing Research**	a. Citation & Referencing b. Research Paper Writing c. Types of Reports d. Choosing Journals, Journal Metrics and Publishing Outlets	4
Required Textbook		1. C.R. Kothari, "Research Methodology: Methods and Techniques."	
		2. Deepak Chawla & Neena Sondhi, Research Methodology Concepts & Cases.	
		3. Fundamentals of Research Methodology and Statistics - Yogesh Kumar Singh	
		4. Schindler, P. S. (2019). Business research methods.	
Recommended Readings		1. Research Methods for Business: A Skill Building Approach 8th Edition by Uma Sekaran (Author), Roger Bougie, Wiley	
		2. Business Research Methods -Naval Bajpai	
		3. Statistical Methods for Research - Dr. S.P. Gupta	
		4. Research Methodology: Methods and Techniques by C.R. Kothari and Garg	

Online Resources	1. https://bestdissertationwriter.com/research-philosophy/		
	2. https://libguides.csu.edu.au/review/Types		
	3. https://www.scribbr.com/statistics/hypothesis-testing/		
	4. https://educate.apsanet.org/4-selecting-the-appropriate-hypothesis-test		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Foundations of Research and Research Problem	CO 1, CO 3
	2	Research Design and Sampling	CO 2, CO 5
	3	Measurement Scales and Data Collection	CO 2, CO 3
	4	Data Analysis and Statistical Testing	CO 4, CO 5
	5	Communicating and Publishing Research	CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**On-Job-Training**				**Course Code**	**MGM204**
Credit	2	**Duration**			15 days (Minimum 2 weeks)	
Teaching Scheme	Lecture	0	Tutorial	0	Practical	4
Evaluation Scheme	Internal Evaluation					25
	External Evaluation + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The On-the-Job Training (OJT) programme is designed to holistically prepare students for professional life by integrating academic learning with practical industry experience.					
Course Objectives	**1**	Align classroom knowledge with real-world job requirements by providing hands-on experience, exposure to emerging technologies, and mentorship in professional settings.				
	2	Foster critical thinking, research capabilities, problem-solving, and innovation, while promoting entrepreneurship and job creation.				
	3	Instill ethical values, teamwork, and social awareness, while strengthening collaboration between academia, industry, and society for holistic development.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Apply classroom knowledge and skills to real-world work environments to bridge academic learning with practical experience.				
	CO 2	Analyze workplace dynamics, including organizational culture, challenges, and opportunities, to better prepare for future employment.				
	CO 3	Demonstrate research aptitude, critical thinking, and ethical conduct in workplace-related investigations and communication.				
	CO 4	Utilize emerging technologies effectively and adapt to hybrid or digital learning and work environments.				
	CO 5	Solve practical problems and make informed decisions through real-world scenarios and team collaboration.				
	CO 6	Exemplify professional integrity, social responsibility and sustainability in workplace behavior and contributions.				
Prerequisites	Basic understanding of core management principles taught in Semester I, Willingness to engage in fieldwork, professional communication, and collaborative tasks Familiarity with basic digital tools such as Microsoft Office, Google Workspace, and communication platforms like Zoom or MS Teams					

e-Learning Tools used as Teaching Pedagogy	Moodle / Google Classroom, Google Docs, Sheets, Drive, Google Forms, Microsoft Forms, LinkedIn, Research Gate, Coursera, YouTube EDU

KSA Approach		
Knowledge	**Skills**	**Attitude**
Understand industry-specific practices and workplace protocols, Gain knowledge of emerging technologies and their applications Learn research methodologies, ethics, and documentation practices, Familiarize with organizational structures and business functions	Apply theoretical concepts to real-world tasks and challenges, Develop critical thinking, data analysis, and problem-solving skills, Enhance communication, collaboration, and interpersonal skills	Demonstrate a proactive, solution-oriented mindset, Exhibit professionalism, accountability, and ethical behavior, Embrace diversity, teamwork, and mutual respect in the workplace

Course Contents and Schedule		
Sr. No.	**Content**	
1	**An Indicative List of areas for OJT**	a. Trade and Agriculture b. Economy & Banking Financial Services and Insurance c. Logistics, Automotive & Capital Goods d. Fast Moving Consumer Goods & Retail e. Information Technology / Information Technology Enabled Services & Electronics f. Handcraft, Art, Design & Music g. Healthcare & Life Science h. Sports, Wellness and Physical Education i. Tourism & Hospitality j. Digitization & Emerging Technologies (Internet of Things / Artificial k. Intelligence / Machine Learning / Deep Learning / Augmented Reality / Virtual Reality etc.) l. Humanitarian, Public Policy and Legal Services m. Communication n. Education o. Sustainable Development p. Environment q. Commerce, Medium and Small-Scale Industries ***(Refer OJT guidelines for detailed information)***
Required Textbook	1. Research Methodology: A Step-by-Step Guide for Beginners by Ranjit Kumar	
Recommended Readings	2. "The Field Guide to Human-Centered Design" by IDEO.org	
Online Resources	3. https://www.researchgate.net/	

Alignment of Course Outcomes (COs) with Units	**Sr. No.**	**Details**	**Relevant COs**
	1	On-Job-Training	CO 1, CO 2, CO 3, CO 4, CO 5, CO 6

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Advanced Excel for Business**				**Course Code**	**MGE201**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	0	Tutorial	0	Practical	4
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course builds upon foundational Excel skills and focuses on advanced features and tools for complex data analysis and strategic business decision-making.					
Course Objectives	**1**	Equip students with the skills to efficiently manage and model large-scale data using advanced Excel features, including Power Query and Power Pivot.				
	2	Enable students to perform scenario and sensitivity analysis with What-If tools and create dynamic dashboards and automated business reports for effective decision-making.				
	3	Train students to integrate Excel with other business applications, streamlining workflows and improving overall productivity.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Identify and describe key Excel functions, including array formulas, INDEX-MATCH, and nested functions.				
	CO 2	Explain the use of What-If analysis tools like Scenario Manager, Goal Seek, and Data Tables in business contexts.				
	CO 3	Apply Power Query and Power Pivot to import, clean, and transform large-scale data from multiple sources.				
	CO 4	Analyze data relationships and model dependencies to support comprehensive business analysis.				
	CO 5	Evaluate dashboard designs using slicers, form controls, and KPI indicators based on usability and clarity.				
	CO 6	Create integrated, interactive business solutions by linking Excel with PowerPoint, Word, Google Sheets and Power BI.				
Prerequisites	Basic computer literacy and familiarity with spreadsheet software.					

e-Learning Tools used as Teaching Pedagogy	MS Excel, YouTube, Business Case Studies

KSA Approach		
Knowledge	**Skills**	**Attitude**
Power tools in Excel, Advanced formulas, Business modeling	Strategic thinking, Data modeling, Advanced analysis	Innovation, Efficiency, Adaptability

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Advanced Excel Functions**	a. Array Formulas: Perform multiple calculations on one or more items in an array b. INDEX-MATCH: Advanced lookup methods superior to VLOOKUP for flexible searching c. Nested Functions: Combining multiple Excel functions in a single formula to handle complex calculations	4
2	**What-If Analysis**	a. Scenario Manager: Creating multiple scenarios (e.g., best case, worst case) and switching between them. b. Goal Seek: Finding the necessary input value to achieve a desired output c. Data Tables: Conducting sensitivity analysis by observing how changes in input affect outputs.	4
3	**Data Modeling**	a. Power Query: Importing, cleaning, transforming, and combining data from multiple sources. b. Power Pivot: Creating complex data models, working with DAX (Data Analysis Expressions), and establishing relationships. c. Data Relationships: Managing and linking data tables across multiple sheets for holistic analysis.	4
4	**Dashboards**	a. Slicers & Timelines: Interactive filtering tools to segment and view dashboards dynamically. b. Form Controls: Drop-downs, buttons, and scroll bars to make dashboards interactive and user-friendly. c. KPI Indicators: Creating traffic lights, gauges, and symbols to show performance metrics at a glance. d. Best Practices: Designing clean, scalable, and intuitive dashboards with storytelling.	4
5	**Excel Integration with Business Tools**	a. Excel & PowerPoint Integration: Embedding live charts and tables; linking data for auto-refresh. b. Excel & Word: Mail merge with Excel data; automating reports and documentation. c. Excel & Google Sheets: Importing/exporting data, collaborative editing, and cloud sync. d. Power BI Basics: Introduction to data visualization and connecting Excel models with Power BI for advanced BI capabilities.	4

Required Textbook	1. Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365 by Lokesh Lalwani		
	2. Data Analysis with Excel by Manisha Nigam		
	3. "Excel Bible" by John Walkenbach		
	4. "Microsoft Excel Data Analysis and Business Modeling" by Wayne L. Winston		
Recommended Readings	1. Excel 2021 for Dummies – Greg Harvey		
Online Resources	1. Courses on Coursera		
	2. Courses on Simplilearn		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Advanced Excel Functions	CO 1
	2	What-If Analysis	CO 2
	3	Data Modeling	CO 3, CO 4
	4	Dashboards	CO 5
	5	Excel Integration with Business Tools	CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Design Thinking**				**Course Code**	**MGE202**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	0	Practical	2
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course is intended for students from any discipline who require an understanding of design thinking for brand, product, and service development. Students will learn a series of design thinking concepts, methods and techniques that are used to bring about innovation in business and in the social sector.					
Course Objectives	**1**	To expose the student with state-of-the-art perspectives, ideas, concepts, and solutions related to the design and execution of projects using design thinking principles.				
	2	To prepare the mindset and discipline of systemic inspiration driven by a desire to identify new sources of ideas and new models especially outside their regular working atmosphere.				
	3	To propose a concrete, feasible, viable and relevant innovation project/challenge.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall and describe fundamental concepts, principles and terminology of Design Thinking.				
	CO 2	Explain the various tools, frameworks, and techniques used in Design Thinking for empathizing, ideation, and prototyping.				
	CO 3	Use Design Thinking methods and tools to solve problems related to product, service or brand innovation.				
	CO 4	Break down design challenges and assess user needs, biases and feedback to improve solutions.				
	CO 5	Judge the effectiveness of prototypes and validation techniques to refine and optimize design outcomes.				
	CO 6	Design and implement innovative solutions by integrating design thinking principles, collaboration strategies and impact measurement.				

Prerequisites	Basic Communication Skills, Fundamentals of Problem-Solving, Teamwork Experience, Creative Thinking Orientation, Basic Understanding of User Needs
e-Learning Tools used as Teaching Pedagogy	Miro / MURAL, Padlet, Canva / Figma, Google Jamboard / Docs / Slides, Kahoot! / Mentimeter

KSA Approach

Knowledge	Skills	Attitude
Empathy, Ideation, Prototyping, Innovation, Evaluation	Observing, Mapping, Brainstorming, Testing Communicating	Curiosity, Openness, Resilience Collaboration, Adaptability

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Foundations of Design Thinking**	a. What is Different About Design Thinking? b. Principles of Design Thinking c. The Basis for Design Thinking d. Design Thinking Skills e. The Design Thinking Team f. Introduction to Design Thinking Workshops and Meetings	4
2	**Tools and Techniques in Design Thinking**	a. Listening and Empathizing Techniques i. Observation ii. Structured Open-Ended Approach b. Design Thinking Frameworks c. Ideation Tools i. Brainstorming ii. Innovation Heuristics iii. Behaviour Models iv. Overcoming Cognitive Fixedness	4
3	**Visual Thinking and Communication Strategies**	a. Use of Diagrams and Maps in Design Thinking i. Empathy Map ii. Affinity Diagram iii. Mind Map iv. Journey Map b. Combining Ideas into Complex Innovation Concepts c. Storytelling Techniques i. Improvisation ii. Scenario Planning iii. Development of Scenarios d. Evaluation Tools e. Assess Developer and User Perspectives for Bias f. Apply Frameworks to Strengthen Communication g. Sustain a Culture of Innovation	4

4	**Prototyping and Validation**	a. Frog Design and Prototyping b. Rapid Prototyping and Iterative Testing i. Techniques to Test Assumptions ii. Gather Feedback and Refine Solutions c. Validation Techniques i. User Testing ii. A/B Testing iii. Pilot Programs iv. Feedback Loops	4
5	**Implementation and Impact**	a. Implementing Design Thinking Solutions in Organizations i. Change Management ii. Stakeholder Engagement iii. Cross-Functional Collaboration b. Measuring Impact and ROI i. KPIs ii. Customer-Centric Metrics iii. Long-Term Value Creation c. Embedding Innovation in Organizational Culture	4

Required Textbook	1. Roger Martin, "The Design of Business: Why Design Thinking is the Next Competitive Advantage",Harvard Business Press , 2009.
	2. Hasso Plattner, Christoph Meinel and Larry Leifer (eds), "Design Thinking: Understand – Improve– Apply", Springer, 2011
	3. Idris Mootee, "Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School", John Wiley & Sons 2013
	4. Jeanne Liedtka , Andrew King, Kevin Bennett , “Book - Solving Problems with Design Thinking - Ten Stories of What Works” (Columbia Business School Publishing), 2013
Recommended Readings	1. Maurício Vianna, Ysmar Vianna, Isabel K. Adler, Brenda Lucena, Beatriz Russo, “Design thinking: Business Innovation” MJV Press, 2011
	2. Burgelman, Christensen, and Wheelwright, “Strategic Management of Technology and Innovation”5th Edition, McGraw Hill Publications, 2017
Online Resources	1. IDEO U
	2. d.school (Hasso Plattner Institute of Design, Stanford University)
	3. Interaction Design Foundation (IDF)
	4. Coursera – Design Thinking for Innovation (by University of Virginia)

Alignment of Course Outcomes (COs) with Units

Unit No.	Title of Unit	Relevant COs
1	Foundations of Design Thinking	CO 1, CO 2
2	Tools and Techniques in Design Thinking	CO 2, CO 3
3	Visual Thinking and Communication Strategies	CO 2, CO 3, CO 4
4	Prototyping and Validation	CO 3, CO 4, CO 5
5	Implementation and Impact	CO 5, CO 6

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Indian Knowledge System: Management Perspectives**				**Course Code**	**MGE203**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The Indian Knowledge Systems (IKS) course explores ancient Indian philosophies, sciences, and cultural heritage. Students will gain an understanding of IKS principles, analyze ancient texts, and apply concepts to modern contexts, fostering a deeper appreciation for India's rich intellectual traditions.					
Course Objectives	**1**	To sensitize the students about context in which they are embedded i.e. Indian culture and civilization including its Knowledge System and Tradition.				
	2	To help student to understand the knowledge, art and creative practices, skills and values in ancient Indian system and help to study the enriched scientific Indian heritage.				
	3	To introduce the contribution from Ancient Indian system & tradition to modern science & Technology				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Understand and appreciate the depth and diversity of the Indian Knowledge Tradition and its cultural significance.				
	CO 2	Analyze and evaluate the contributions of Indians in diverse fields such as science, mathematics, medicine, philosophy, arts, and governance.				
	CO 3	Demonstrate enhanced awareness of the subject and increased self-esteem through engagement with Indian Knowledge Systems.				
	CO 4	Develop foundational research skills to explore, investigate, and critically engage with various dimensions of Indian Knowledge Systems.				
	CO 5	Apply principles and insights from Indian Knowledge Systems to address contemporary real-world problems and challenges.				
	CO 6	Demonstrate an understanding of the interconnections between Indian Knowledge Systems and other global knowledge traditions.				

Prerequisites	Basic understanding of Indian history, literature or philosophy
e-Learning Tools used as Teaching Pedagogy	1. Digital repositories of ancient Indian texts and manuscripts 2. Online platforms for Sanskrit language learning 3. Virtual reality experiences for Indian cultural heritage sites 4. Interactive multimedia content on Indian philosophy and spirituality 5. Online discussion forums for exploring IKS concepts 6. Video lectures on IKS topics

KSA Approach

Knowledge	Skills	Attitude
Understanding of ancient Indian philosophies (e.g., Vedanta, Yoga), Familiarity with Indian scriptures (e.g., Vedas, Upanishads), Knowledge of traditional Indian sciences (e.g., Ayurveda, Jyotish), Understanding of Indian cultural heritage and history	Critical thinking and analysis of ancient texts, Research skills for exploring IKS topics, Ability to apply IKS principles to modern contexts, Effective communication of IKS concepts	Appreciation for India's rich cultural heritage Open-mindedness to exploring ancient knowledge systems Respect for diverse perspectives and traditions Curiosity and enthusiasm for learning about IKS

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Indian Knowledge Systems (IKS)**	a. Introduction to IKS (What is knowledge System, Characteristic Features of Indian Knowledge System) b. Why IKS? (Macaulay's Education Policy and its impact, Need of revisiting Ancient Indian Traditions) c. Scope of IKS (The Universality of IKS (from Micro to Macro), development from Earliest times to 18th Century CE)	4
2	**Traditions and Institutions of Indian Knowledge Systems**	a. Tradition of IKS (Ancient Indian Education System: Home, Gurukul, Pathashala, Universities and ancient educational centers) b. Relevant sites in the vicinity of the Institute (Water Management System at Kanheri, Temple Management of Ambarnath, etc.)	4
3	**Domains of Excellence in Indian Knowledge Systems**	a. Medicine (Ayurveda) b. Alchemy c. Mathematics d. Logic e. Art of Governance (Arthashastra)	4
4	**Applied Sciences and Arts in Indian Knowledge Systems**	a. Aesthetics b. Yoga and Wellbeing c. Town Planning d. Linguistics e. Strategic Studies f. Chitrasutra g. Krishi Shastra h. Architecture	4

5	**Socio-Economic and Cultural Systems in Indian Knowledge Traditions**	a. Vyakaran & Lexicography b. Taxation c. Natyashastra d. Banking e. Ancient Sports f. Trade and Commerce	4

Required Textbook	1. Concise history of science in India- D.M. Bose, S.N Sen, B.V. Subbarayappa.
	2. Positive sciences of the Ancient Hindus- Brajendranatha seal, Motilal Banrasidas, Delhi 1958.
	3. History of Chemistry in Ancient India & Medieval India, P.Ray- Indian Chemicals Society, Calcutta 1956
	4. Charaka Samhita- a scientific synopsis, P. Ray & H.N Gupta National Institute of Sciences of India, New Delhi 1965.
Recommended Readings	1. MacDonnell A.A- History of Sanskrit literature
	2. Winternitz M- History of Indian Literature Vol. I, II & III
	3. Dasgupta S.N & De S.K- History of Sanskrit literature Vol. I.
	4. Ramkrishna Mission- cultural heritage of India Vol. I, II & III.
Online Resources	1. Indian Knowledge System: A course offered by National Institute of Technical Teachers' Training & Research (NITTTR) on Swayam MOOCs, covering topics like Vedic literature, scientific approaches, and literary aspects of IKS.
	2. Indian Knowledge System: Concepts and Applications in Science: A free course by Indian Institute of Management Bangalore, exploring IKS in science, humanities, and social sciences.
	3. Indian Knowledge System: Humanities and Social Sciences: Another course by Indian Institute of Management Bangalore, focusing on IKS in humanities and social sciences
	4. Indian Knowledge System: A course offered by National Institute of Technical Teachers' Training & Research (NITTTR) on Swayam MOOCs, covering topics like Vedic literature, scientific approaches, and literary aspects of IKS.

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Indian Knowledge Systems (IKS)	CO 1, CO 6
	2	Traditions and Institutions of Indian Knowledge Systems	CO 1, CO 4
	3	Domains of Excellence in Indian Knowledge Systems	CO 2, CO 4
	4	Applied Sciences and Arts in Indian Knowledge Systems	CO 2, CO 4, CO 5
	5	Socio-Economic and Cultural Systems in Indian Knowledge Traditions	CO 2, CO 3, CO 5

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Corporate Finance**				**Course Code**	**MFM201**
Credit	3	**Required Lectures (In Hours)**			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	Corporate Finance focuses on the principles and practices of managing financial resources within a corporation, including capital structure, investment decisions, financial planning, and risk management to maximize shareholder value.					
Course Objectives	**1**	To understand the key concepts of corporate finance, including capital structure, investment decisions, and financial planning, and their application in business operations.				
	2	To develop the ability to analyze financial statements and use ratios to make informed decisions on capital budgeting, working capital management, and dividend policies				
	3	To evaluate financial performance and make strategic financial decisions that maximize shareholder value and ensure long-term financial stability of the company.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Understand basic financial terms like sources of finance, leverage, ratios, capital structure, investment decisions, dividends, financial planning, and managing working capital.				
	CO 2	Learn the key concepts, formulas, and functions in corporate finance, and understand how they apply in today's business world.				
	CO 3	Apply financial models and formulas to analyze ratios, leverage, capital structure, budgeting, working capital, and dividend decisions.				
	CO 4	Analyze a company's financial statements using ratios and other tools to understand their impact on profits and firm value.				
	CO 5	Evaluate financial data to make decisions about planning, capital investments, dividends, and managing working capital.				
	CO 6	Prepare an analysis report on a public company's capital structure, working capital management, and dividend policy.				

Prerequisites	Knowledge of financial accounting
e-Learning Tools used as Teaching Pedagogy	Excel, Google Sheets & Google Classroom

KSA Approach		
Knowledge	**Skills**	**Attitude**
Financial Concepts and Principles Ratio Analysis, Working Capital Management Leverage Analysis, Capital Budgeting Techniques Investment and Financing Decisions	Financial Analysis Decision Making Critical Thinking Problem Solving	Pro-Activeness Accountability Group Cohesiveness

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Corporate Finance and Sources of Finance**	a. Objectives of Corporate Finance b. Role and responsibilities of the financial manager c. Corporate finance decisions d. Functions of corporate finance e. Sources of Finance - Short Term and Long Term f. Goals of firm - profit maximization vs Shareholders wealth g. Concepts of Economic Value Addition and Market Value Addition (EVA/MVA)	4
2	**Financial Performance and Ratio Analysis**	a. Introduction to Financial Performance Analysis b. Types of Financial Ratios c. Interpretation and Analysis d. Limitations of Ratio Analysis e. Practical Applications	6
3	**Working Capital Management and Leverage Analysis**	a. Components of working capital b. Working capital cycle c. Inventory Management d. Receivables Management e. Cash Management f. Operating, financial and total leverage g. Business risk, Operating and financial risk, and other types of risks	6
4	**Capital Structure and Cost of Capital**	a. Cost of Capital, WACC b. Determination of optimal capital structure c. Decision making based on PE, ROI, EBIT, and EPS/MPS approach	6
5	**Investment Decisions and Dividend Policy**	a. Capital budgeting and estimating cash flows b. Capital budgeting techniques (NPV, IRR, PI, ARR, Modified IRR, payback period) c. Decision making about best alternative project for investment d. Factors affecting dividend decision e. Theories of relevance and irrelevance of dividend policy f. Dividend decision models (Walter model, Gordon model, MM approach)	8

Required Textbook	1. Financial Management – M.Y. Khan and P.K. Jain		
	2. Financial Management – Prasanna Chandra		
	3. Financial Management – I. M. Pandey		
	4. Fundamentals of Financial Management – James Van Horne		
Recommended Readings	1. “Principles of Corporate Finance" – Brealey, Myers, and Allen		
	2. "Applied Corporate Finance" – Aswath Damodaran		
	3. “Investment Analysis and Portfolio Management" – Prasanna Chandra		
	4. “Corporate Finance" – Jonathan Berk & Peter DeMarzo		
Online Resources	1. Harvard Business Review (HBR) (www.hbr.org)		
	2. Coursera (www.coursera.org)		
	3. Udemy (www.udemy.com)		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Corporate Finance and Sources of Finance	CO 1, CO 2
	2	Financial Performance and Ratio Analysis	CO 2, CO 3, CO 4, CO 5
	3	Working Capital Management and Leverage Analysis	CO 1, CO 3, CO 4, CO 5
	4	Capital Structure and Cost of Capital	CO 2, CO 3, CO 5
	5	Investment Decisions and Dividend Policy	CO 2, CO 3, CO 5, CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Analysis of Financial Statements**				**Course Code**	**MFM202**
Credit	3	**Required Lectures (In Hours)**			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	A Financial Analysis and Reporting syllabus covers a wide range of topics related to understanding financial statements, analyzing financial performance, and making strategic financial decisions.					
Course Objectives	**1**	Understand and apply financial statement analysis techniques and evaluate the financial health of an organization.				
	2	Develop skills for financial forecasting, budgeting, and strategic financial planning.				
	3	Learn to analyse financial reports for managerial decision-making.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall the fundamental concepts and components of financial statements.				
	CO 2	Explain the significance of financial ratios and metrics in evaluating business performance.				
	CO 3	Apply cash flow analysis techniques to assess the financial health of a business.				
	CO 4	Analyze forecasting and budgeting data to support informed financial decision-making.				
	CO 5	Evaluate financial risks and propose appropriate risk mitigation strategies.				
	CO 6	Create clear and actionable financial reports and presentations for managerial decision-making.				
Prerequisites	Knowledge of Financial Accounting and Micro and Macro Economics					

e-Learning Tools used as Teaching Pedagogy	Microsoft Word, Excel and PowerPoint, Financial Database (acekp.in), ProQuest database and websites of various companies.

KSA Approach		
Knowledge	**Skills**	**Attitude**
Techniques of Financial Statement Analysis Ratio Analysis Cash Flow Analysis	Decision Making Critical Thinking Analytical Skills	Attention to Detail Accountability Ethics

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Overview of Financial Statement Analysis**	a. Overview of Financial Statements (Balance Sheet, Income Statement, Cash Flow Statement) b. Horizontal (trend) analysis: Comparing financial data over time c. Vertical analysis: Expressing each line item as a percentage of a base item (e.g., total assets or revenue)	4
2	**Ratio Analysis**	a. Profitability Ratios (ROA, ROE, Gross Margin, Net Profit Margin etc.) b. Liquidity Ratios (Current Ratio, Quick Ratio) c. Solvency Ratios (Debt-to-Equity, Interest Coverage Ratio and Debt Service Coverage Ratio) d. Efficiency Ratios (Asset Turnover, Inventory Turnover, Creditors Turnover, Debtors Turnover etc.) e. Liquidity, profitability, and efficiency ratio interpretation f. DuPont Analysis (Return on Equity Decomposition) g. Benchmarking and industry comparisons	8
3	**Cash Flow Analysis**	a. Importance of cash flow in financial health b. Free cash flow analysis c. Cash flow from operations vs. net income	6
4	**Real-world Financial Analysis**	a. Analysing annual reports and financial statements from real companies b. Industry-specific financial challenges (e.g., tech, manufacturing, service sectors) c. Peer-reviewed research on financial reporting trends	6
5	**Financial Reporting for Decision Makers**	a. Communicating financial information to non-financial managers b. Using financial data to influence strategic decisions c. Role of CFO and financial teams in decision-making	6
Required Textbook		1. Financial Reporting and Analysis by Dr. S.N. Maheshwari	
		2. Financial Reporting and Analysis by Dr. P.C. Tulsian	
		3. Financial Accounting: A Managerial Perspective by S.K.Gupta & R.L. Sharma	
		4. Corporate Accounting by Dr. H.C. Agarwal	

Recommended Readings	1. Corporate Financial Reporting by Dr. S. P. Jain & Dr. K.L. Narang		
	2. Financial Reporting and Analysis in India by R. K. Sharma & Shashi K. Gupta		
	3. Financial Statement Analysis and Business Valuation for the Practical Lawyer by James A. Martino		
	4. Financial Statement Analysis by K. R. Subramanyam.		
Online Resources	1. www.mooc.org		
	2. www.cfainstitute.org		
	3. www.cousera.org		
	4. www.acekp.in		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Overview of Financial Statement Analysis	CO 1
	2	Ratio Analysis	CO 2, CO 4, CO 5
	3	Cash Flow Analysis	CO 3, CO 5
	4	Real-world Financial Analysis	CO 4, CO 5, CO 6
	5	Financial Reporting for Decision Makers	CO 2, CO 4, CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Cost and Management Accounting**				**Course Code**	**MFE201**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This integrated course offers a comprehensive understanding of both cost and management accounting. It equips students with tools and techniques for cost analysis, budgeting, performance measurement, and decision-making. It also includes practical applications like cost control, variance analysis and strategic resource allocation, fostering analytical and leadership skills.					
Course Objectives	**1**	To develop a foundational understanding of cost and management accounting principles and their organizational relevance.				
	2	To analyze cost structures, behaviors, and financial data for effective managerial decision-making and control.				
	3	To build proficiency in preparing cost statements, budgets, and performance evaluations for strategic planning and operational efficiency.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Understand the fundamental concepts, objectives and scope of cost and management accounting.				
	CO 2	Prepare and analyze cost sheets by identifying and classifying different elements of cost.				
	CO 3	Apply various costing techniques such as job, process and activity-based costing to solve practical business problems.				
	CO 4	Analyze cost behavior and perform cost-volume-profit (CVP) and break-even analysis for managerial decisions.				
	CO 5	Develop and evaluate budgets, perform variance analysis and use key performance indicators for performance evaluation.				
	CO 6	Utilize management accounting tools such as ABC, relevant costing and transfer pricing for strategic decision-making and ethical considerations.				

Prerequisites	Basic knowledge of financial accounting, Understanding of fundamental business concepts and Familiarity with Microsoft Excel
e-Learning Tools used as Teaching Pedagogy	Google Classroom for assignments and announcements, MS Excel for solving cost statements and practical problems, Videos and MOOCs (e.g., Coursera, edX) for conceptual clarity, Kahoot or Quizizz for interactive quizzes, Case study discussions on digital whiteboards.

KSA Approach

Knowledge	Skills	Attitude
Cost and management accounting basics Cost behavior and costing techniques Financial performance metrics	Critical Thinking Decision-making Performance evaluation, strategic costing	Pro-activeness, critical thinking Ethical mindset, leadership Cost-consciousness, collaboration

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Fundamentals of Cost Accounting**	a. Nature, Scope and Objectives of Cost Accounting b. Classification of Costs and Elements of Cost c. Preparation of Cost Sheet d. Allocation and Apportionment of Overheads e. Methods and Techniques of Costing	4
2	**Advanced Costing Techniques**	a. Job, Process and Service Costing b. Activity-Based Costing & Management c. Target Costing, Life Cycle Costing, Environmental Costing d. Responsibility Accounting and Transfer Pricing	4
3	**Fundamentals of Management Accounting**	a. Evolution, Scope and objectives of management accounting b. Tools and Techniques in Managerial Decisions c. Interrelationship between Financial, Cost, and Management Accounting d. Cost behavior and decision-making e. Role of financial statements	4
4	**Standard Costing and Budgetary Control**	a. Standard Costing – Meaning, Types of Variances, Variance Analysis b. Budgeting Concepts – Fixed, Flexible, Functional Budgets c. Installation of Budgetary Control System d. Zero-Based Budgeting e. Using Budgets for Performance Measurement	4
5	**Marginal Costing, CVP Analysis & Decision Making**	a. Marginal vs Absorption Costing b. Cost-Volume-Profit (CVP) Analysis c. Break-Even Charting, Margin of Safety, P/V Ratio d. Profit Planning and Business Decision Scenarios	4
Required Textbook		1. Cost Accounting - A Managerial Emphasis, Horngren, Datar, Rajan 15th ed. Pearson	
		2. Management Accounting: Principles and Practice" by S.N. Maheshwari	
		3. “Cost Accounting: Principles and Practice” by M.N. Arora	
		4. Management and Cost Accounting" by Colin Drury	

Recommended Readings	1. Accounting & Finance for Managers – T P Ghosh		
	2. Cost Accounting – Jawaharlal and Seema Srivastava		
	3. Managerial Accounting" by Ray H. Garrison, Eric Noreen, Peter C. Brewer		
	4. Cost and Management Accounting by Ravi M. Kishore – Taxmann Publications		
Online Resources	1. ICAI Knowledge Portal (www.icai.org)		
	2. Coursera: "Managerial Accounting Fundamentals" by the University of Illinois.		
	3. edX - Cost Accounting Principles and Techniques		
	4. Corporate Finance Institute (CFI) – Cost Accounting Guide		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Fundamentals of Cost Accounting	CO 1, CO 2
	2	Advanced Costing Techniques	CO 3, CO 6
	3	Fundamentals of Management Accounting	CO 1, CO 4, CO 6
	4	Standard Costing and Budgetary Control	CO 5, CO 6
	5	Marginal Costing, CVP Analysis & Decision Making	CO 4, CO 5

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Banking Services and Credit Analysis**				**Course Code**	**MFE202**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course focuses on the operational aspects of banking and comprehensive credit analysis. It covers topics such as banking services, credit evaluation, lending procedures, risk management, and regulatory compliance to enable students to make sound financial decisions.					
Course Objectives	**1**	To provide a detailed understanding of banking operations and services.				
	2	To equip students with credit analysis techniques and lending practices.				
	3	To develop decision-making abilities for effective credit and risk management in banking.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall key concepts related to the structure, evolution, and operations of the Indian banking system.				
	CO 2	Explain the credit appraisal process, core banking functions and compliance requirements.				
	CO 3	Apply credit evaluation techniques and financial ratios to assess borrower creditworthiness.				
	CO 4	Analyze bank financial statements and use frameworks like CAMEL to evaluate bank performance.				
	CO 5	Evaluate credit risk using risk models and propose strategies to mitigate non-performing assets.				
	CO 6	Design a credit assessment framework using emerging technologies such as AI and digital lending tools.				
Prerequisites	Basic understanding of finance and banking, Awareness of digital technologies					

e-Learning Tools used as Teaching Pedagogy	Power point, Excel, Google classroom, Case Studies,

KSA Approach		
Knowledge	**Skills**	**Attitude**
Understanding core banking operations and services, Credit analysis frameworks and techniques Risk management strategies in lending Regulatory and compliance frameworks	Decision making skills Analytical skills Problem Solving	Pro-activeness Attention to detail Adaptability Ethical responsibility

Course Contents and Schedule			
Unit No.	**Title of Unit**	**Content**	**No. of Sessions**
1	**Introduction to Banking & Operations**	a. Overview of Indian banking: structure, growth and reforms b. Banking Operations: Retail liabilities and assets c. KYC norms, Asset Liability Management (ALM), and preventive vigilance d. Core banking systems, products, and services e. Term loan vs. working capital financing f. Appraisal processes in banks	4
2	**Credit Analysis Framework**	a. Credit evaluation techniques and borrower assessment b. Types of loans and lending structures c. Credit scoring systems and credit committees d. Introduction to AI and digital tools in credit assessment e. Role of Fintech and digital lending platforms	4
3	**Bank Financial Statements and Performance Analysis**	a. Components of bank Balance Sheet and Profit & Loss Statement b. Key ratios for bank performance analysis c. CAMEL framework d. Income sources and components contributing to net profit	4
4	**Credit Risk Management in Banks**	a. Risk identification and assessment in lending b. Credit risk mitigation strategies c. Managing non-performing assets (NPAs) d. Credit risk models and tools	4
5	**Regulatory & Compliance Framework for Banks**	a. RBI guidelines and banking compliance landscape b. Basel norms (I, II, III) and their implications c. Capital Adequacy Ratio (CAR) and its importance d. Legal and regulatory frameworks governing bank credit operations	4
Required Textbook		1. Banking Operations: A Comprehensive Guide by M. Y. Khan	
		2. Principles and Practices of Banking by N.S. Toor	
		3. Banking Theory and Practice by K.C. Shekhar and Lekshmy Shekhar	
		4. Credit Management in Banks by Indian Institute of Banking & Finance (IIBF)	

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Recommended Readings	1. Principles of Banking by Indian Institute of Banking & Finance (IIBF)		
	2. Banking and Financial Services by S. Gurusamy		
	3. *The Banker's Handbook on Credit Risk* – Morton Glantz		
	4. *Credit Risk Management: Basic Concepts* – Anthony Saunders & Linda Allen		
Online Resources	1. RBI Official Website (www.rbi.org.in)		
	2. Harvard Business Review (hbr.org)		
	3. Banking Technology Reports (www.finextra.com)		
	4. NITI Aayog Reports on Digital Finance		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Banking & Operations	CO 1, CO 2
	2	Credit Analysis Framework	CO 2, CO 3, CO 6
	3	Bank Financial Statements and Performance Analysis	CO 3, CO 4
	4	Credit Risk Management in Banks	CO 4, CO 5
	5	Regulatory & Compliance Framework for Banks	CO 2, CO 5

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Financial Market and Regulations**				**Course Code**	**MFE203**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	Course offers an in-depth understanding of how financial markets operate, the various financial instruments traded, and the regulatory frameworks that ensure the stability and integrity of these markets					
Course Objectives	**1**	To understand structure and functioning of financial markets and gain insight into the role of financial institutions				
	2	To learn about key regulatory bodies				
	3	To examine international financial regulations				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Remember key financial instruments traded in financial markets, such as stocks, bonds, derivatives, and commodities.				
	CO 2	Understand the functioning and role of different financial markets in the global economy.				
	CO 3	Apply concepts of market regulation to assess the legal and ethical implications of market practices				
	CO 4	Analyze the impact of various financial instruments on the financial markets and the economy.				
	CO 5	Critically evaluate the role of financial institutions and regulators in managing market volatility and ensuring market fairness.				
	CO 6	Formulate strategies for financial institutions to ensure compliance with international regulatory standards and manage risks effectively in their operations.				
Prerequisites	Knowledge of financial markets					

e-Learning Tools used as Teaching Pedagogy	Videos, Online Quiz, MS-Office

KSA Approach		
Knowledge	**Skills**	**Attitude**
Regulatory bodies, Risk Management Frameworks, Financial markets structure	Analytical skills, Problem solving skills, Market analysis	Adaptability, Ethics, Compliance mindset

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Financial Markets and Institutions**	a. Overview of Financial Markets b. Types and Functions and importance of financial markets, c. Market participants: Investors, Traders, Brokers, Dealers, Intermediaries, Regulators d. Key financial instruments: Stocks, Bonds, Derivatives, Commodities, ETFs, Mutual Funds	4
2	**Regulatory Frameworks and Market Oversight**	a. Introduction to Financial Regulations b. Role and objectives of financial market regulation c. Regulatory bodies: SEBI (India), SEC (USA), FCA (UK), ESMA (EU) d. National vs. international regulatory bodies Key Regulatory Frameworks	4
3	**Risk Management and Compliance in Financial Institutions**	a. Role of capital requirements and liquidity standards (Basel III) b. Stress testing and risk-based supervision c. Risk Management Frameworks d. Types of financial risk: Credit risk, market risk, operational risk e. Regulatory compliance and governance in financial institutions, f. Role of compliance officers and risk managers in financial institutions	4
4	**International Financial Regulations and Global Markets**	a. Cross-border regulatory frameworks and challenges b. Role of international organizations: IMF, World Bank, Bank for International Settlements (BIS) c. Global regulatory trends: Financial inclusion, cryptocurrency regulation, and FinTech d. Global cooperation and the efforts to standardize financial regulations e. Case studies of cross-border financial crises and the role of international regulation	4
5	**Ethics and Governance in Financial Market**	a. Ethical responsibilities of financial market participants b. Corporate governance in financial institutions and listed companies c. Codes of conduct for financial professionals d. Importance of investor protection laws e. Role of regulators in ensuring investor rights and disclosures f. Securities fraud and investor rights protection	4

Required Textbook	1. Financial Services, Markets and Regulations by Agashe Anil		
	2. Securities Market Foundation by National Institute of Securities Market		
	3. Securities law and regulations of financial markets by Institute of company secretaries of India		
	4. Barter To Bitcoin Evolution of Money and the working of American Financial System by Aarya, Ravin		
Recommended Readings	1. Financial Times		
	2. Securities and Exchange Board of India (SEBI) Guidelines		
	3. The Economist		
	4. International Monetary Fund (IMF) and World Bank Reports		
Online Resources	1. International Monetary Fund (IMF) (www.imf.org)		
	2. World Bank - Financial Regulation and Stability (www.worldbank.org)		
	3. The CFA Institute - Research and Articles on Financial Regulation (www.cfainstitute.org)		
	4. The Economist **(**https://www.economist.com/**)**		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Financial Markets and Institutions	CO 1, CO 2
	2	Regulatory Frameworks and Market Oversight	CO 2, CO 3
	3	Risk Management and Compliance in Financial Institutions	CO 3, CO 5
	4	International Financial Regulations and Global Markets	CO 4, CO 6
	5	Ethics and Governance in Financial Market	CO 3, CO 5

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Fixed Income Securities**				**Course Code**	**MFE204**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course offers an in-depth study of Fixed Income Securities, focusing on valuation, risk analysis, and portfolio integration. Students will explore various instruments like government and corporate bonds, pricing models, yield curve analysis, and interest rate risk management. Emerging trends such as green bonds, digital bonds, and AI-driven trading provide insights into the evolving bond market.					
Course Objectives	**1**	To develop a solid understanding of fixed-income markets, instruments, and valuation techniques.				
	2	To analyze interest rate risk, credit risk, and bond portfolio management strategies.				
	3	To explore recent innovations and technological advancements in fixed-income securities.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Identify the structure, features, and pricing mechanisms of fixed-income securities.				
	CO 2	Explain bond valuation models, yield curves, and interest rate risk factors.				
	CO 3	Utilize duration, convexity, and immunization strategies to manage bond risk.				
	CO 4	Examine credit risk assessment techniques and fixed-income derivatives like swaps and CDS.				
	CO 5	Assess the effectiveness of fixed-income investment strategies for portfolio management and risk mitigation.				
	CO 6	Develop innovative approaches using emerging trends like green bonds, digital bonds, and algorithmic trading.				

Prerequisites	Basic knowledge of financial markets and investment instruments. Understanding of time value of money and basic statistics
e-Learning Tools used as Teaching Pedagogy	Excel for bond valuation and risk modelling

KSA Approach		
Knowledge	**Skills**	**Attitude**
Securities, Bond Valuation, Credit Risk, Bond Portfolio Strategies	Problem Solving, Analytical Skills, Predictive Analysis	Data-Driven, Risk-Conscious, Adaptability

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Fixed Income Securities**	a. Overview of bond markets and key participants. b. Types of fixed-income securities (government, corporate, municipal, MBS, ABS). c. Bond issuance process and primary vs. secondary markets.	4
2	**Bond Valuation and Yield Measures**	a. Pricing of zero-coupon and coupon bonds. b. Yield to Maturity (YTM), Yield to Call (YTC), and Yield Spread. c. Accrued interest and clean vs. dirty price concepts.	4
3	**Interest Rate Risk and the Yield Curve**	a. Understanding yield curve shapes and their implications. b. Macroeconomic factors influencing interest rates. c. Duration, modified duration, convexity, and their applications.	4
4	**Credit Risk and Bond Ratings**	a. Credit risk assessment using Moody's, S&P, and Fitch ratings. b. Investment-grade vs. junk bonds and their risk-return profiles. c. Credit spreads and default probability models.	4
5	**Bond Portfolio Strategies and Active Management**	a. Passive vs. active bond portfolio management. b. Immunization and liability-driven investing (LDI). c. Strategies: Laddering, barbell, bullet, and core-satellite approaches.	4
Required Textbook		1. The advanced fixed income and derivatives management guide / Saied Simozar. Saied, 1954	
		2. Handbook of fixed income securities, Mann Steven	
		3. Fixed Income Securities, Valuation, Risk & Risk Management – By Mukherjee, Kedarnath	
		4. Fixed Income Securities, NISM	
Recommended Readings		1. Choudhry, M. (2018). The Bond Book: Everything Investors Need to Know About Treasuries, Municipals, and Corporate Bonds.	
		2. World Bank Reports on Sustainable Bond Markets.	
		3. IMF Papers on Fixed Income and Global Debt Markets.	
Online Resources		1. Bloomberg Markets - Fixed Income: https://www.bloomberg.com/markets/rates-bonds	
		2. Federal Reserve - Interest Rate and Bond Market Reports: https://www.federalreserve.gov	

	3. International Capital Market Association (ICMA) Green Bond Principles: https://www.icmagroup.org/sustainable-finance		
	4. Financial Times - Fixed Income News: https://www.ft.com/markets/fixed-income		
	5. Coursera: Fixed Income and Bonds Courses: https://www.coursera.org/courses?query=fixed%20income		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Fixed Income Securities	CO 1
	2	Bond Valuation and Yield Measures	CO 2
	3	Interest Rate Risk and the Yield Curve	CO 3
	4	Credit Risk and Bond Ratings	CO 4
	5	Bond Portfolio Strategies and Active Management	CO 5, CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Behavioural Finance**				**Course Code**	**MFE205**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course explores the principles of behavioral finance, focusing on how psychological factors and cognitive biases influence financial decisions. It examines market anomalies, inefficiencies, and the impact of emotions on investing and personal finance. Students will apply behavioral insights to enhance decision-making and investment strategies.					
Course Objectives	**1**	Understand key principles of behavioral finance and its distinction from traditional finance.				
	2	Identify and analyze psychological biases and their impact on financial decision-making and market anomalies.				
	3	Apply behavioral insights to improve investment strategies and personal financial decisions.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Describe the fundamental concepts of behavioral finance and differentiate them from traditional finance theories.				
	CO 2	Identify and explain common behavioral biases and heuristics that influence financial decision-making.				
	CO 3	Analyze how psychological factors impact investor behaviour and financial market dynamics.				
	CO 4	Apply behavioral finance concepts to improve personal financial decision-making and avoid emotional biases.				
	CO 5	Examine market anomalies through a behavioral lens and formulate strategies to use them in risk management and investment.				
	CO 6	Evaluate the strategic impact of behavioral biases on financial decisions and propose methods to mitigate them in real-world investing.				

Prerequisites	Basic knowledge of finance and investment principles, Familiarity with economic concepts like risk, return, and market efficiency.
e-Learning Tools used as Teaching Pedagogy	Data Visualization Tools, Multimedia Resources (Video, Ted Talks), Google Forms (Quiz)

KSA Approach

Knowledge	Skills	Attitude
Biases, Anomalies, Market Behavior	Analysis, Critical Thinking, Problem Solving	Application, Adaptability, Openness

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Behavioural Finance**	a. Behavioural Finance: Nature, Scope, Objectives b. Significance & Application of Behavioural Finance c. Traditional Finance vs. Behavioural Finance d. Concepts of Rational vs. Irrational Decision-Making	4
2	**Behavioral Biases and Heuristics**	a. Types of Biases and Heuristics b. Overconfidence Bias c. Anchoring and Adjustment, Herd Behaviour d. Availability Heuristic	4
3	**Dimensions of Behavioural Finance**	a. Framing b. Mental accounting c. Loss Aversion d. Rational Vs Irrational Investors e. Efficient market hypothesis & alternate market hypothesis	4
4	**Behavioral Finance in Personal Financial Decisions**	a. Mental Accounting and Sunk Cost Fallacy b. Emotional Investing (e.g., Panic Selling and Overbuying) c. Nudging: Encouraging Better Savings and Investment Habits	4
5	**Market Anomalies in Behavioral Finance**	a. Calendar Anomalies b. Momentum and Reversal Anomalies c. Value vs. Growth Anomaly d. Overreaction and Under-Reaction Anomalies e. Bubbles and Crashes Applications of Market Anomalies in risk management	4
Required Textbook		1. Behavioral Finance, 2/E by Prasanna Chandra, McGraw Hill	
		2. Investment Management by V.K. Bhalla, S. Chand Publishing	
		3. Behavioral Finance: Psychology, Decision-Making, and Markets by Lucy Ackert and Richard Deaves, Cengage Learning	
		4. Advances in Behavioral Finance (Volumes I and II) edited by Richard H. Thaler, Russell Sage Foundation	

Recommended Readings	1. Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing by Hersh Shefrin, Harvard Business Review Press		
	2. Research papers and articles from journals such as Journal of Behavioral Finance and Journal of Financial Economics**.**		
	3. MOOC Course Module		
	4. SSRN (Social Science Research Network)		
Online Resources	1. The CFA Institute's "Behavioral Finance" Webinar Series		
	2. TradingSim – Market Simulation Tool		
	3. Nudge Blog (by Cass Sunstein & Richard Thaler)		
	4. MOOC & SWAYAM		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Behavioural Finance	CO 1
	2	Behavioral Biases and Heuristics	CO 2
	3	Dimensions of Behavioural Finance	CO 3
	4	Behavioral Finance in Personal Financial Decisions	CO 4
	5	Market Anomalies in Behavioral Finance	CO 5, CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Sustainable Finance and ESG Rating**				**Course Code**	**MFE206**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course delves into Sustainable Finance and ESG Investing, examining how financial markets and corporate finance integrate sustainability principles. Students will explore ESG factors, sustainable investment strategies, and innovations like green bonds, impact investing, and carbon credits. Real-world case studies and industry best practices provide practical insights into ESG-driven financial decision-making.					
Course Objectives	**1**	To equip students with knowledge of sustainable finance principles and ESG investing strategies.				
	2	To develop critical analytical skills for evaluating ESG risks, green investments, and sustainable business practices.				
	3	To explore emerging trends, innovations, and regulations shaping sustainable finance and impact investing.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Identify key concepts of sustainable finance, ESG factors, and financial instruments like green bonds and impact funds.				
	CO 2	Explain how ESG factors influence investment decisions, corporate performance, and regulatory frameworks.				
	CO 3	Utilize ESG criteria and climate risk assessment tools in financial decision-making and investment analysis.				
	CO 4	Compare the effectiveness of financial instruments and emerging ESG technologies like AI and blockchain				
	CO 5	Assess the risks, opportunities, and impact of ESG-driven investment strategies on sustainability goals.				
	CO 6	Develop innovative financial solutions and responsible investment strategies aligned with ESG principles.				

Prerequisites	Basic knowledge of financial markets and investment strategies. Familiarity with corporate sustainability concepts is recommended but not mandatory.
e-Learning Tools used as Teaching Pedagogy	Bloomberg ESG Terminal for live market analysis. Refinitiv Eikon or MSCI ESG Ratings for sustainability assessments. LMS (Learning Management System) for digital resources and assignments. Interactive simulations on ESG portfolio construction. Coursera / edX MOOCs on Sustainable Finance and Impact Investing.

KSA Approach

Knowledge	Skills	Attitude
ESG Frameworks, Risk Analysis, Green Finance, Regulatory Landscape	Analytical Skills, Strategic Thinking, Reporting	Ethics, Commitment

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Sustainable Finance and ESG Investing**	a. Definition, evolution, and importance of sustainable finance. b. ESG investing: Concepts, frameworks, and market trends. c. Key players: Institutional investors, pension funds, and impact investors.	4
2	**ESG Frameworks and Regulatory Landscape**	a. ESG disclosure standards (TCFD, GRI, SASB). b. Role of SEC, EU Sustainable Finance Disclosure Regulation (SFDR), and IOSCO. c. Corporate sustainability reporting & taxonomy.	4
3	**ESG Risk Analysis and Financial Performance**	a. How ESG factors impact risk, returns, and valuations. b. The link between sustainability performance and financial outperformance. c. ESG ratings and controversies in rating methodologies..	4
4	**ESG Fintech and Innovations**	a. AI and big data in ESG analytics. b. Blockchain applications in carbon tracking and sustainable supply chains. c. ESG robo-advisors and automated sustainability assessment tools.	4
5	**Future Trends and Ethical Considerations in ESG Investing**	a. Challenges in greenwashing and ESG misinformation. b. The future of sustainable finance in emerging markets. c. Ethical dilemmas in responsible investing.	4
Required Textbook		1. Bennett, C., & Ritchie, J. (2021). Sustainable Investing: Revolutions in Theory and Practice.	
		2. Friede, G. (2019). ESG and Financial Performance: Understanding the Business Case for Sustainability.	
		3. "Sustainable Finance: The Road Ahead" – By Aman Singhal	
		4. "ESG and Responsible Investing in India" – By Rajesh Chakrabarti & Lekha Chakraborty	

Recommended Readings	1. Hill, J. (2020). Environmental, Social, and Governance (ESG) Investing: The Complete Guide.		
	2. United Nations Principles for Responsible Investment (UN PRI) Reports.		
	3. World Bank Reports on Climate Finance.		
Online Resources	1. United Nations Principles for Responsible Investment (UN PRI): https://www.unpri.org		
	2. Task Force on Climate-related Financial Disclosures (TCFD): https://www.fsb-tcfd.org		
	3. EU Sustainable Finance Taxonomy: https://ec.europa.eu/info/business-economy-euro/banking-and-finance/sustainable-finance		
	4. Bloomberg Green: https://www.bloomberg.com/green		
	5. Harvard Business Review (HBR) articles on Sustainable Investing		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Sustainable Finance and ESG Investing	CO 1
	2	ESG Frameworks and Regulatory Landscape	CO 2
	3	ESG Risk Analysis and Financial Performance	CO 3
	4	ESG Fintech and Innovations	CO 4
	5	Future Trends and Ethical Considerations in ESG Investing	CO 5, CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Product and Branding Strategy**				**Course Code**	**MMM201**
Credit	3	**Required Lectures (In Hours)**			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides an in-depth introduction to the principles and practices of brand management. Students shall explore the foundational elements of building, maintaining, and growing a brand, with a focus on how to create brand value, align marketing strategies with consumer expectations, and leverage brand equity to drive business success.					
Course Objectives	**1**	Understand the role of branding in business and analyze and evaluate brand performance.				
	2	Develop brand positioning strategies and communicate brand values effectively.				
	3	Apply branding principles across digital and traditional marketing channels.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall basic principles of product management, product mix, and branding fundamentals.				
	CO 2	Explain the strategic significance of product and brand decisions in contributing to business success.				
	CO 3	Apply concepts of product lifecycle, positioning, and development in designing marketing strategies.				
	CO 4	Analyze consumer behavior, market trends, and brand equity to guide branding and product decisions.				
	CO 5	Evaluate branding strategies such as architecture, communication, and rebranding for effectiveness.				
	CO 6	Design an integrated approach for brand positioning, equity building, and product lifecycle management.				
Prerequisites	Basic knowledge of Marketing Principles					

e-Learning Tools used as Teaching Pedagogy	Canva, brand equity e-magazine (weekly edition) SFDC and SAP – Branding, Hoot suite, Brand watch, sprout social

KSA Approach		
Knowledge	**Skills**	**Attitude**
Fundamentals of product strategy, New Product Development, Brand Architecture & Rebranding Brand Communication	Decision-making, Problem solving, Analysis Critical, Thinking	Application, Adaptability, Openness

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Product Management**	a. Product Marketing – Overview, Importance b. Product Life Cycle c. Product Characteristics and Classifications d. Product Hierarchy e. Product Mix f. Product Strategies g. Consumer-Centric Marketing	5
2	**Product Strategy and Development**	a. Product Development Process: Idea Generation to Launch b. New Product Development c. Product Differentiation and Positioning d. Managing Product Portfolios e. Pricing Strategies for Products and Brands f. Psychological Pricing and Price Sensitivity	7
3	**Brand Management and Strategy**	a. Building Strong Brands b. Brand Positioning and Value Proposition c. Brand Identity vs. Brand Image d. Concept of Brand Equity e. Measuring Brand Equity: Tools and Techniques (CBBE model) , Creating Brand Loyalty	7
4	**Brand Architecture and Rebranding**	a. Types of Brand Architecture: Monolithic, Endorsed, and Freestanding Brands b. Role of Brand Extensions and Sub-brands c. Managing Multiple Brands d. Crisis Management in Brand Marketing e. Ethical Issues in Brand Management f. International Branding and Global Marketing.	6
5	**Brand Communication**	a. Developing a Brand Narrative b. Storytelling as a Brand Tool c. Crafting Emotional Connections through Communication d. Role of IMC in Brand Building e. Crafting a Communication Plan f. Advertising g. Public Relations h. Promotions i. Direct Marketing.	5

Required Textbook	1. "Keller's Strategic Brand Management" by Kevin Lane Keller		
	2. “Building Strong Brands" by David A. Aaker		
	3. "Product Design and Development" by Karl T. Ulrich & Steven D. Eppinger		
	4. "Contagious: How to Build Word of Mouth in the Digital Age" by Jonah Berger		
Recommended Readings	1. "The Four Steps to Building a Strong Brand" by Harvard Business Review.		
	2. "What Is Branding?" by Investopedia.		
	3. "The Product-Market Fit Pyramid" by Brian Balfour.		
	4. "How to Create a Product Strategy" by ProductPlan		
Online Resources	1. Branding Strategy Insider		
	2. Mind the Product		
	3. Mckinsey Insights & Publications		
	4. Co. Design by Fast Company		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Product Management	CO 1, CO 2
	2	Product Strategy and Development	CO 3
	3	Brand Management and Strategy	CO 3, CO 4
	4	Brand Architecture and Rebranding	CO 4, CO 5
	5	Brand Communication	CO 5, CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Consumer Behaviour**				**Course Code**	**MMM202**
Credit	3	**Required Lectures (In Hours)**			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course explores the fundamental concepts and psychological underpinnings of consumer behaviour, focusing on the factors that drive purchasing decisions. Students will analyze the dynamics of consumer actions and apply relevant theories to real-world marketing strategies. Through segmentation, profiling, and hands-on application of qualitative, quantitative, and hybrid research methods, learners will gain actionable consumer insights. The course also examines consumer biases and decision-making trade-offs, equipping students with the tools to better understand and influence consumer choices in diverse market contexts.					
Course Objectives	**1**	To provide a strong, usable and comprehensive managerial understanding of consumer behaviour.				
	2	To understand the factors that influence consumer behaviour and develop sound marketing strategy				
	3	To relate cross-cultural consumer analysis and the changing trends				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Understand the background and concepts of consumer behaviour				
	CO 2	Identify the dynamics of consumer behaviour and the basic factors that influence the consumers				
	CO 3	Demonstrate how concepts may be applied to marketing strategy				
	CO 4	Apply theories to real world marketing situations by profiling and identifying marketing segments				
	CO 5	Implement key qualitative, quantitative, and hybrid approaches for consumer insights				
	CO 6	Adapt key consumer biases and examine trade-offs in research and consumer behavior				

Prerequisites	Students must have basic knowledge of marketing principles, psychology and data interpretation
e-Learning Tools used as Teaching Pedagogy	PPT, Google Classroom, You tube video

KSA Approach

Knowledge	Skills	Attitude
Technology influence on Consumer Behaviour, Consumer Behaviour Models & Theories Factors influencing decision Making	Communication Decision Making Managerial Understanding	Resilience Adaptability Flexibility Confidence

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Understanding Technology Driven Consumer Behaviour**	a. Development of Consumer Behaviour as a Separate Field b. Growth of Consumer Research c. Trends in Consumer Behaviour d. Technology for Enriching the Exchange between Consumers & Marketers e. Interdisciplinary Consumer Behaviour	6
2	**Consumer Research & Ethics**	a. Quantitative Models for study of Consumer Behaviour b. TAM Model c. TRA Model d. TPB Model e. S-O & S-O-R Model f. UTAUT Model g. Consumerism	8
3	**Individual Determinants of Consumer Behaviour**	a. Psychological factors influencing consumer behaviour: b. Perception c. Attitude d. Motivation & involvement e. Learning & Memory f. Personality, Self-image & Lifestyle	6
4	**Social & Cultural Determinants of Consumer Behaviour**	a. Social and cultural aspects of consumer b. Consumer behaviour and communication c. Cross- Cultural Consumer Behaviour	4
5	**Applications of Consumer Behaviour**	a. Consumer Behavior Analysis and Marketing Strategy b. Consumer Behaviour and Product Strategy c. Consumer Behaviour and Pricing Strategy d. Consumer Behaviour and Distribution Strategy e. Consumer Behaviour and Promotion Strategy	6

Required Textbook	1. Consumer Behaviour in Indian Perspective, Himalaya Publications		
	2. Consumer Behavior, Blackwell and Engel, Cengage Publication		
	3. Indian Consumers S.C.Mehta – Tata McGraw Hil		
	4. Consumer Behaviour in Indian Perspective – Suraj R. Nair		
Recommended Readings	1. Consumer Behaviour, Schiffman Kanuk and S. Ramesh Kumar- Pearson, Latest Edition		
	2. Consumer Behaviour: A Managerial Perspective, Dr.Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, Cengage Learning, latest Edition		
	3. Consumer Behaviour, Sethna		
	4. Consumer Behaviour – Buying, Having, Being – Michael R. Solomon		
Online Resources	1. https://www.vturesource.com/vtu-syllabus/MBA/2022/3/22MBAMM303		
	2. https://onlinecourses.nptel.ac.in/noc25_mg16/preview		
	3. https://www.researchgate.net/figure/Three-models-TAM-TPB-and-UTAUT-and-network-of-relationships_fig1_255617584		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Understanding Technology Driven Consumer Behaviour	CO 1, CO 2
	2	Consumer Research & Ethics	CO 5, CO 6
	3	Individual Determinants of Consumer Behaviour	CO 1, CO 2, CO 6
	4	Social & Cultural Determinants of Consumer Behaviour	CO 2, CO 3, CO 4
	5	Applications of Consumer Behaviour	CO 3, CO 4, CO 5

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Digital Marketing**				**Course Code**	**MME201**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The Digital Marketing course is designed to provide students with a comprehensive understanding of advanced digital marketing strategies, tools, and analytics. The course focuses on real-world applications, case studies, and hands-on learning to equip students with industry-relevant expertise in SEO, SEM, content marketing, paid advertising, web analytics, and emerging digital trends.					
Course Objectives	**1**	Explore advanced digital marketing techniques for business growth.				
	2	Develop data-driven marketing strategies to enhance online engagement.				
	3	Optimize campaigns using analytics and emerging technologies.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain key concepts of advanced SEO and SEM techniques including schema markup, keyword clustering and Google Ads bidding strategies.				
	CO 2	Apply content marketing strategies using AI-driven personalization and build customer-centric content funnels for different buyer journey stages.				
	CO 3	Analyze performance marketing metrics including ROI, attribution models, and fraud prevention measures in digital advertising campaigns.				
	CO 4	Evaluate the effectiveness of mobile-first marketing techniques, app-based strategies and geo-targeted campaigns in driving user acquisition and engagement.				
	CO 5	Utilize web analytics tools like GA4 and heat maps to assess campaign performance and optimize landing pages using A/B testing and behavioral insights.				
	CO 6	Design and create an integrated digital marketing campaign that strategically combines SEO, SEM, content, mobile, and analytics to solve real-world business problems.				

Prerequisites	Completion of "Basics of Digital Marketing"
e-Learning Tools used as Teaching Pedagogy	Lectures supplemented with real-world case studies. Hands-on workshops using current digital marketing tools. Group projects simulating real-life digital marketing scenarios. Guest lectures from industry professionals.

KSA Approach

Knowledge	Skills	Attitude
Digital marketing concepts Content marketing strategies Email and mobile marketing	SEO, PPC, Social Media Marketing, Google Analytics interpretation, Campaign planning & execution	Digital-first mindset Adaptability to trends Creativity in branding

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Advanced SEO & SEM**	a. Technical SEO: Schema Markup, Site Speed, Mobile Optimization b. Advanced Google Search Strategies (Keyword Clustering & Latent Semantic Indexing) c. SEM: Advanced Google Ads, Bidding Strategies, and Retargeting d. Case Study: How Nykaa Uses SEO & Google Ads to Dominate E-CommerceAdvanced SEO & SEM (6 Hours, 3 Sessions)	4
2	**Content Marketing & Personalization**	a. Content Funnels: Awareness, Consideration, and Decision Stages b. Personalization & AI-driven Content Curation c. Data-Driven Content Strategies for Indian Startups d. Case Study: How Byju's Used Content Marketing to Acquire Millions of Users	4
3	**Paid Advertising & Performance Marketing**	a. Google Display Network (GDN) & YouTube Ads b. Performance Marketing: ROI Measurement & Attribution Models c. Ad Fraud Prevention & Compliance (Indian Digital Laws) d. Case Study: Flipkart's Festive Sale Ad Strategies	4
4	**Mobile Marketing & App-Based Strategies**	a. Mobile-first Marketing Approach & Progressive Web Apps (PWAs) b. App Store Optimization (ASO) & User Acquisition Strategies c. SMS, WhatsApp & Push Notification Marketing d. Location-Based Marketing & Geo-Targeting (Google My Business, Beacons) e. Case Study: How Paytm and Swiggy Drive App Engagement via Mobile Marketing	4
5	**Web Analytics & Emerging Technologies**	a. Google Analytics 4 (GA4) & Heatmaps b. A/B Testing & Landing Page Optimization c. AI in Digital Marketing (Chatbots, Predictive Analytics, AI-driven Copywriting) d. Voice Search, AR/VR, & Metaverse Marketing e. Case Study: How Zomato Optimizes Conversions Using Data Analytics	4

Required Textbook	1. Pradeep Chopra & Deepak Bansal – Digital Marketing Strategy & Implementation.		
	2. Avinash Kaushik – Web Analytics 2.0 – Data-driven marketing.		
	3. Faisal Ahmed & Puneet Bhatia – Mobile Marketing: How Mobile Technology is Revolutionizing Marketing.		
Recommended Readings	1. Damian Ryan – Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation		
	2. Andrew Macarthy – 500 Social Media Marketing Tips – Platform-specific tactics		
Online Resources	1. HubSpot Academy (Online) – Inbound Marketing & SEO Certifications		
	2. Google Digital Garage (Online) – Fundamentals of Digital Marketing, Google-certified course on SEO, SEM, and Analytics.		
	3. Social Samosa Reports (India-Focused) – Social Media Insights & Case Studies		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Advanced SEO & SEM	CO 1
	2	Content Marketing & Personalization	CO 2
	3	Paid Advertising & Performance Marketing	CO 3
	4	Mobile Marketing & App-Based Strategies	CO 4
	5	Web Analytics & Emerging Technologies	CO 5, CO 6

TIMSR
THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Tech-Driven Marketing**				**Course Code**	**MME202**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	Explore how technology transforms marketing with AI, data, automation, and digital tools to create innovative, measurable strategies.					
Course Objectives	**1**	Equip the students to leverage the technology in Marketing				
	2	Equip the students in Data driven decision making				
	3	Equip the students with tools and platforms				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall and explain the evolution of marketing, key digital trends, and core Martech tools used in modern marketing practices.				
	CO 2	Interpret consumer data using tools like Google Analytics and apply key metrics to derive actionable insights for decision-making.				
	CO 3	Demonstrate the use of marketing automation platforms (e.g., HubSpot, Salesforce) to plan and implement drip campaigns and retargeting strategies.				
	CO 4	Analyze the application of emerging technologies like AI, chatbots, and AR/VR in enhancing personalized marketing experiences.				
	CO 5	Evaluate social media and influencer marketing campaigns based on storytelling, audience engagement, and return on investment (ROI).				
	CO 6	Design and create a tech-driven marketing campaign that integrates consumer data, automation tools, social media strategies, and emerging technologies.				
Prerequisites	Basic understanding of marketing concepts, familiarity with digital tools, analytical thinking and willingness to learn emerging technologies and trends.					
e-Learning Tools used as Teaching Pedagogy	Lead Management System, CRM, Power Bi					

KSA Approach		
Knowledge	**Skills**	**Attitude**
In depth knowledge of Data driven Marketing related decision making	Data Analysis & interpretation, SEO & Digital Marketing, Content Creation & Digital storytelling, growth hacking & conversion optimization	Data driven mindset, customer-centric thinking, result oriented and performance driven attitude

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Tech driven marketing**	a. Evolution of Marketing from traditional to digital b. Importance of Technology in Marketing c. Key trends: AI, automation & personalization d. SEO, SEM and social media marketing e. Overview of Martech tools f. Key Performance Indicators	4
2	**Data driven Marketing**	a. Understanding Consumer Data b. Sources of Data c. Data privacy & ethics d. Google analytics & similar tool e. Key metrics and interpreting data f. A/B testing	4
3	**Marketing Automation**	a. CRM tools: HubSpot, Salesforce b. E mail marketing automation platform c. Benefits of Automation d. Drip campaigns e. Retargeting strategies f. Measuring success of automated campaigns	4
4	**Emerging technologies in Marketing**	a. AI for personalized experience b. Chatbots for virtual assistance c. Predictive Analytics d. Using AR/VR for brand experience	4
5	**Social media and Influencer Marketing**	a. Content Creation & storytelling b. Social media analytics c. Paid social campaign d. Identify the right influencers e. Campaign planning & execution f. ROI Management	4
Required Textbook		1. Technology Driven Marketing Management by Dr. James Seligman	
		2. Crossing the Chasm: Marketing & selling high-tech products to mainstream customers by Geoffrey A	
		3. Digital Marketing for Dummies by Ryan Deiss & Russ Hennesberry	
		4. The Modern AI Marketer by Pam Didner	

Recommended Readings	1. Digital Marketing: Strategy, Implementation, and Practice" by Dave Chaffey and Fiona Ellis- Chadwick		
	2. “Artificial Intelligence for Marketing: Practical Applications" by Jim Sterne		
	3. "Influencer Startup Shop My Raises $77.5 Million to Expand Into New Ad Categories"-The Wall Street Journal		
	4. "A New Tech-Driven Era of Impactful Marketing and Sales"-McKinsey & company		
Online Resources	1. Coursera’s Digital Marketing Course		
	2. Career Foundry’s Digital Marketing Program		
	3. CXL’s technical marketing course		
	4. Harvard Professional Development Programs in Marketing		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Tech driven marketing	CO 1
	2	Data driven Marketing	CO 2
	3	Marketing Automation	CO 3
	4	Emerging technologies in Marketing	CO 4
	5	Social media and Influencer Marketing	CO 5, CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Retail and Distribution Management**				**Course Code**	**MME203**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course offers an in-depth exploration of retail and distribution management, focusing on contemporary practices and foundational concepts. Topics include retail formats, consumer behavior, supply chain strategies, digital transformation, and ethical considerations. Aligned with industry standards and NEP 2020 guidelines, the curriculum integrates case studies and experiential activities to bridge theory and practice.					
Course Objectives	**1**	To remember core concepts of retailing and distribution channels.				
	2	To evaluate and create various retail formats and merchandising techniques along with effective supply chain and logistics strategies.				
	3	To understand franchising, legal aspects, and ethical considerations in retail along with digital transformation.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Remember retail and distribution management concepts in real-world scenarios.				
	CO 2	Understand the strategic distribution channel plans.				
	CO 3	Apply supply chain management techniques in retail operations.				
	CO 4	Analyze and interpret consumer behavior to develop retail strategies.				
	CO 5	Evaluate technologies for retail optimization.				
	CO 6	Create legal and ethical frameworks in retailing.				
Prerequisites	Basic understanding of marketing principles. Familiarity with supply chain and logistics concepts.					

e-Learning Tools used as Teaching Pedagogy	Case Studies: Analysis of companies like Zara, Amazon, and Tata Clip to understand diverse retail strategies. Simulation Exercises: Activities such as developing a retail store layout or crafting a distribution strategy. Online Resources: Access to platforms like Harvard Business Review, NPTEL, and Coursera for supplementary learning.

KSA Approach

Knowledge	Skills	Attitude
Retail Formats & Consumer Behavior Supply Chain & Distribution Strategies, Retail Technology & Digital Transformation, Legal & Ethical Retail Practices	Strategic Retail Planning Data Analysis & Forecasting Negotiation & Vendor Management, Customer Engagement & CRM	Adaptability & Innovation Problem-Solving Mindset Consumer-Centric Approach Leadership & Collaboration

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Retailing**	a. Evolution and trends in retail industry b. Types of retail formats c. Traditional vs. Modern retail d. Consumer behavior and buying decision processes e. Global retail strategies	4
2	**Retail Operations & Merchandising**	a. Store layout and visual merchandising principles b. Category management and assortment planning c. Pricing strategies and discount models d. Inventory management techniques and Just-In-Time (JIT) retailing	4
3	**Distribution & Supply Chain Management**	a. Role of distribution channels in retail b. Logistics optimization and demand forecasting c. Omni-channel retailing and fulfillment strategies d. Inventory turnover and cost management	4
4	**Retail Technology & Digital Transformation**	a. AI & Big Data applications in retail b. Customer Relationship Management (CRM) strategies c. E-commerce and m-commerce integration d. Automation in retail supply chains	4
5	**Legal & Ethical Aspects in Retail**	a. Consumer protection laws and rights b. Franchising agreements and legal obligations c. GST and taxation policies in retail - Sustainability initiatives and Corporate Social Responsibility (CSR)	4
Required Textbook		1. Berman, B. & Evans, J. R. – Retail Management: A Strategic Approach	
		2. Retail Management, U C Mathur by I K International Publication	
		3. Chopra, S. – Supply Chain Management: Strategy, Planning, and Operation	
		4. Distribution Management Logistical Approach by K K Khemka by HPH	
Recommended Readings		1. Retail Management, Bajaj by Oxford International	
		2. Retail Management, Swapna Pradhan by TMH	
		3. Sales and Distribution Management, Bholanath D by I K International	

	4. Harvard Business Review Articles on Retail & Distribution		
	5. Reports from McKinsey, PwC, and Deloitte on Retail Trends		
Online Resources	1. NPTEL: Retail & Channel Management		
	2. Investor Presentation reports of various Retail and Distribution companies available on the website of BSE.		
	3. Coursera: Retail and Omni channel Management		
	4. Industry Reports from BCG, PwC, McKinsey		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Retailing	CO 1, CO 4
	2	Retail Operations & Merchandising	CO 2, CO 3
	3	Distribution & Supply Chain Management	CO 2, CO 3
	4	Retail Technology & Digital Transformation	CO 5
	5	Legal & Ethical Aspects in Retail	CO 6

THAKUR ZCT's
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THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Sales Management and Personal Selling**				**Course Code**	**MME204**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course on Sales Management and Personal Selling provides students with a comprehensive understanding of the key concepts and practices in sales leadership, including sales forecasting, budgeting, territory management and sales force performance evaluation. Students will explore the sales process, from prospecting to closing, and learn effective personal selling techniques, incorporating models like AIDAS. The course also covers the application of modern sales technologies such as CRM, AI, and digital selling tools, enabling students to make data-driven decisions and optimize sales performance. Additionally, students will gain practical skills in designing sales training programs and managing sales forces, ensuring they are prepared to lead in a dynamic sales environment.					
Course Objectives	**1**	To understand function of sales and its importance.				
	2	Effective decision making & problem solving in the field of sales.				
	3	To comprehend the art of managing the sales force.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall and describe the core components of sales management such as forecasting, budgeting, quotas and sales MIS.				
	CO 2	Explain the concepts of time and territory management including territory design, route planning, and customer scheduling.				
	CO 3	Apply sales performance evaluation tools and control techniques to assess and improve field force efficiency.				
	CO 4	Analyze the personal selling process using the AIDAS model and distinguish between selling services vs. tangible products.				
	CO 5	Evaluate the impact of CRM, digital selling, and sales technologies on modern sales force effectiveness and strategy.				
	CO 6	Design a data-driven, technology-integrated sales strategy using AI, CRM, and digital tools for improved sales outcomes.				

Prerequisites	Basic knowledge of marketing principles and concepts. Understanding of business management fundamentals.
e-Learning Tools used as Teaching Pedagogy	Power point presentations, Google Classroom, salesforce.com

KSA Approach		
Knowledge	**Skills**	**Attitude**
Sales forecasting and budgeting Territory management Sales process Sales analysis	Selling skills Analytical skills Decision-making skills Communication skills	Resilient Continuous learning Customer-centric mindset Adaptability Team collaboration

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Sales Management Planning**	a. Sales Management Information System b. Sales Forecasting c. Sales Budgeting d. Sales Quotas	3
2	**Time & Territory Management**	a. Territory planning, establishing, revising territories b. Territory design c. Route planning d. Scheduling customer visits	4
3	**Sales force performance, evaluation and control**	a. Sales force performance appraisal b. Evaluation & managing sales meetings c. Field sales control – Sales reporting system d. Interpretation of data for future action plans e. Sales analysis & Marketing cost analysis f. Sales Audit	4
4	**Personal Selling**	a. Sales Process b. Sales Approach, demonstration & closure c. Salesmanship - Selling skills - Personal Selling d. Application of AIDAS Model in sales e. Selling of services, services as opposed to selling of tangible products f. Sales Dyads g. Decision Making Units (DMUs)	5
5	**Sales Technologies & Modern Selling Approaches**	a. Role of CRM in Sales Management b. Digital Sales & Social Selling c. AI & Automation in Sales d. Data-Driven Decision Making in Sales	4

Required Textbook	1. Richard R Still and Edward Cundiff (2011): Sales Management :Decisions, Strategy and Cases, Pearson Education		
	2. Rolph E Anderson, Joseph Hair and Alan Bush (1992): Professional Sales Management, Tata McGraw Hill		
	3. Rohann L Spiro and W. Stanton (2003): Management of Sales Force, Tata McGraw Hill		
	4. Charles M Futrell (2005): Sales Management: Teamwork, Leadership and Technology, 6th edition, Thomson South Western		
	5. Krishna K. Havaldar, Vasant M. Cavale – Sales & Distribution Management		
Recommended Readings	1. The Psychology of Selling by Brian Tracy		
	2. Selling and Sales Management by David Jobber and Geoffrey Lancaster		
	3. The Challenger Sale by Matthew Dixon and Brent Adamson		
	4. Sales Management: Analysis and Decision Making by Thomas N. Ingram		
Online Resources	1. HubSpot Academy – Offers free online courses on sales, CRM, and inbound selling techniques.		
	2. Salesforce.com – Provides comprehensive learning paths on CRM, sales automation, and digital sales strategies.		
	3. Coursera - Sales Management Courses – Features various sales management courses from top universities and institutions.		
	4. LinkedIn Learning – A wide range of professional courses on personal selling, sales management, and digital sales tools.		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Sales Management Planning	CO 1
	2	Time & Territory Management	CO 2
	3	Sales force performance, evaluation and control	CO 3
	4	Personal Selling	CO 4
	5	Sales Technologies & Modern Selling Approaches	CO 5, CO 6

THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Ethical Marketing in the Digital Age**				**Course Code**	**MME205**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course explores ethical challenges in digital marketing, addressing consumer privacy, data protection, misleading advertising, and corporate social responsibility. Students will analyse case studies and industry best practices to develop ethical decision-making skills relevant to digital marketing strategies.					
Course Objectives	**1**	To understand ethical principles and their application in digital marketing.				
	2	To analyze the ethical implications of data collection, privacy, and consumer protection.				
	3	To develop responsible and ethical digital marketing strategies.				
Course Outcome ***On Successful completion of this course enables the students to -***	**CO 1**	Remember ethical issues in digital marketing and their implications.				
	CO 2	Understand regulatory and legal considerations in digital marketing ethics.				
	CO 3	Apply ethical decision-making frameworks to digital marketing challenges.				
	CO 4	Analyze consumer rights and data privacy concerns.				
	CO 5	Evaluate misleading and deceptive advertising practices in the digital space.				
	CO 6	Create ethical marketing strategies aligned with corporate social responsibility.				
Prerequisites	Basic understanding of marketing principles and digital marketing concepts.					

e-Learning Tools used as Teaching Pedagogy	Online Case Studies, Interactive Simulations, Industry Reports & Whitepapers, Video Lectures and Webinars

KSA Approach		
Knowledge	**Skills**	**Attitude**
Fundamentals of Marketing Ethics Data Privacy & Consumer Protection AI Ethics & Automated Decision-Making CSR & Ethical Branding	Strategic Ethical Marketing Decision-Making Consumer Data Analysis & Compliance Management Brand Reputation & Crisis Management Communication & Persuasion	Integrity & Ethical Leadership Accountability & Consumer-Centric Approach Adaptability & Proactive Ethical Awareness Sustainability & Social Responsibility Mindset

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Marketing Ethics**	a. Foundational ethical theories and their relevance to marketing b. Ethical dilemmas in digital marketing: conflicts between profit and responsibility c. The role of ethics in brand reputation management d. Case studies of ethical vs. unethical marketing practices	4
2	**Consumer Privacy & Data Protection**	a. Data collection principles: Transparency, Consent, and Consumer rights b. Key privacy regulations: GDPR, CCPA, DPDP Bill (India) c. Ethical concerns in AI-powered behavioral tracking d. Balancing personalization and data ethics	4
3	**Deceptive & Misleading Advertising**	a. Ethical guidelines for influencer marketing b. Native advertising, dark patterns, and manipulative consumer tactics c. FTC guidelines on false advertising d. Ethical considerations in affiliate and performance-based marketing	4
4	**Ethical AI and Automation in Marketing**	a. Algorithmic bias and fairness in digital advertising b. Ethical implications of predictive analytics and automated decision-making c. Consumer manipulation vs. ethical personalization d. Regulations around AI-driven content creation and Chatbots marketing	4
5	**Corporate Social Responsibility (CSR) & Digital Marketing**	a. Role of sustainability and ethical branding in digital marketing b. Green marketing and responsible advertising initiatives c. Case studies on CSR-driven digital campaigns d. Measuring social impact in corporate marketing strategies	4

Required Textbook	1. Business Ethics, CSV Murthy by HPH		
	2. Murphy, P., Laczniak, G., & Prothero, A. (2017). *Ethics in Marketing: International Cases and Perspectives*. Routledge.		
	3. Chaffey, D., & Smith, P. (2022). *Digital Marketing: Strategy, Implementation, and Practice*. Pearson.		
	4. Digital Marketing, Ahuja V by Oxford Publication		
Recommended Readings	1. Schiffman, L., Kanuk, L., & Hansen, H. (2021). *Consumer Behavior*. Pearson.		
	2. Martin, K. (2018). *Ethical Marketing and the New Consumer*. Cambridge University Press.		
	3. Ethics in Marketing, Horowitz Shel By Jaico Publication		
	4. Digital Marketing, Seema Gupta by Mcgraw Hill		
Online Resources	1. American Marketing Association (AMA) - www.ama.org		
	2. Federal Trade Commission (FTC) - www.ftc.gov		
	3. Digital Marketing Institute - www.digitalmarketinginstitute.com		
	4. Google Digital Garage - https://learndigital.withgoogle.com/digitalgarage		
	5. E Books – EBSCO Marketing Ethics, Saucir, R		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Marketing Ethics	CO 1
	2	Consumer Privacy & Data Protection	CO 2
	3	Deceptive & Misleading Advertising	CO 5
	4	Ethical AI and Automation in Marketing	CO 3, CO 4
	5	Corporate Social Responsibility (CSR) & Digital Marketing	CO 6

TIMSR
THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Integrated Marketing Communications**				**Course Code**	**MME206**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course introduces students to Integrated Marketing Communication (IMC) by explaining how different communication channels and tools work together to deliver a consistent message to consumers. It covers the integration of traditional marketing methods, such as advertising, public relations, and sales promotion, with digital platforms. Students will learn to plan, implement, and evaluate IMC strategies that strengthen branding, engage target audiences, and support business growth.					
Course Objectives	**1**	To understand the principles and elements of Integrated Marketing Communication and its role in building Brand Equity.				
	2	To explore various communication tools (Advertising, Sales Promotion, Direct Marketing, Digital Marketing, etc.) and their integration in creating cohesive Marketing messages.				
	3	To evaluate the effectiveness of different Marketing Communication channels and measure their impact on Consumer Behaviour.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Familiarize & understand the concept & process of IMC				
	CO 2	Develop and execute an integrated marketing communication plan that aligns with organizational marketing objectives.				
	CO 3	Analyse and select appropriate marketing communication channels (traditional and digital) for specific target audiences.				
	CO 4	To assess ethical awareness and legal sensitivity in marketing communication				
	CO 5	Examine the effectiveness of IMC campaigns and use key metrics to refine strategies.				
	CO 6	Design and assess IMC strategies aligned with overall marketing and brand objectives across all touchpoints in the customer journey				

Prerequisites	Basic Marketing Knowledge: Understanding of fundamental marketing principles such as market segmentation, targeting, and positioning. Understanding of Consumer Behaviour: Awareness of how consumer behaviour influences purchasing decisions and communication strategies.
e-Learning Tools used as Teaching Pedagogy	Learning Management Systems (LMS): Platforms like Moodle, Canvas or Google Classroom for delivering course content, assignments, and quizzes. Video Conferencing Tools: Zoom, Microsoft Teams for live sessions, guest lectures, and online group discussions. Interactive Platforms: Google Docs, Microsoft OneDrive for collaborative projects and assignments. Digital Marketing Simulation Tools: Platforms like HubSpot Academy or SEMrush for hands-on practice in digital marketing tools and strategies. Survey & Polling Tools: Google Forms, Mentimeter for conducting surveys, polls and feedback during lectures.

KSA Approach

Knowledge	Skills	Attitude
Elements of IMC Measurement & Evaluation of IMC Ethical practices & legal Sensitivity	Analyzing, Executing, Evaluating, Coordinating	Consistency, Creativity, Precision, Adaptability

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Integrated Marketing Communication**	a. Meaning, Features of IMC, Reasons for Growth of IMC. b. Promotional Tools for IMC, IMC planning process, Role of IMC in Marketing c. Communication process, Traditional and alternative Response Hierarchy Models d. Establishing objectives and Budgeting: Determining Promotional Objectives, Sales vs e. Communication Objectives, DAGMAR, Problems in setting objectives, setting objectives for the IMC Program	4
2	**Elements of IMC – I**	a. Advertising – Features, Role of Advertising in IMC, Advantages and Disadvantages b. Types of Advertising, Types of Media used for Advertising. c. Sales promotion – Scope, role of Sales Promotion as IMC tool, Reasons for the growth, Advantages and Disadvantages d. Types of Sales Promotion, objectives of consumer and trade promotion, strategies of consumer promotion and trade promotion, sales promotion campaign, evaluation of Sales Promotion campaign.	4
3	**Elements of IMC – II**	a. Direct Marketing - Role of direct marketing in IMC, Objectives & Components for Direct Marketing, Tools of Direct Marketing – direct mail, catalogues, direct response media, internet, telemarketing, alternative media evaluation of effectiveness of direct marketing	4

		b. Public Relations and Publicity – Introduction, Role of PR in IMC, Advantages and Disadvantages, Types of PR, Tools of PR, Managing PR – Planning, implementation, evaluation and Research, Publicity, Sponsorship – definition, Essentials of good sponsorship, event sponsorship, cause sponsorship c. Personal Selling – Features, Role of Personal Selling in IMC, advantages and disadvantages of Personal Selling, Selling process, Importance of Personal Selling	
4	**Evaluation in Marketing Communication**	a. Evaluating an Integrated Marketing program – Evaluation process of IMC – Message Evaluations, Advertising tracking research – copy testing, online evaluation, POPAI, Toll free numbers, QR codes, response cards, Internet responses, redemption rate Test b. Search Engine Optimization (SEO) and Pay-Per-Click (PPC) Advertising	4
5	**Ethics in Marketing Communication**	a. Ethics and Marketing communication – Stereotyping, targeting vulnerable customers, offensive brand messages – Legal issues – Commercial free speech, misleading claims, puffery, fraud, questionable B2B practices Current Trends in IMC – Internet, Advertising on internet, Role of Digital Media in IMC b. Social Media Marketing: Platforms, Content Creation and Engagement	4

Required Textbook	1. Dr. Niraj Kumar Integrated Marketing Communication
	2. Integrated Marketing Communication · Integrated Marketing Communication · Author: Romeo S. Mascarenhas
	3. S. Ramaswamy & Namakumari, Advertising and Promotion: An Integrated Marketing Communications Perspective
	4. S. G. Deshpande, Essentials of Advertising and Integrated Marketing Communication
Recommended Readings	1. S. H. H. Kazmi & Satish K. Batra Advertising and Integrated Marketing Communications"
	2. Robyn Blakeman Integrated Marketing Communication
	3. S. C. Jain Integrated Marketing Communications
	4. Terence A. Shimp & J. Craig Andrews Advertising, Promotion, and Other Aspects of Integrated Marketing Communications
Online Resources	1. HubSpot Academy Link: https://academy.hubspot.com/courses
	2. American Marketing Association (AMA) Link: https://www.ama.org/
	3. Google Digital Garage Link: https://learndigital.withgoogle.com/digitalgarage
	4. Content Marketing Institute Link: https://contentmarketinginstitute.com/

Alignment of Course Outcomes (COs) with Units

Unit No.	Title of Unit	Relevant COs
1	Introduction to Integrated Marketing Communication	CO 1
2	Elements of IMC – I	CO 2
3	Elements of IMC – II	CO 3
4	Evaluation in Marketing Communication	CO 5
5	Ethics in Marketing Communication	CO 4, CO 6

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Contemporary Talent Management**				**Course Code**	**MHM201**
Credit	3	**Required Lectures (In Hours)**			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course offers an in-depth exploration of the latest strategies, tools, and best practices for effectively managing talent within organizations. In today's rapidly evolving business landscape, talent management has become a key driver of organizational success. This course equips students with the knowledge and skills to attract, develop, engage, and retain top talent, while leveraging technology, data analytics, and fostering diversity.					
Course Objectives	**1**	To understand the key principles of talent management.				
	2	To examine how modern tools and technologies influence talent management practices.				
	3	To analyze the role of diversity, equity and inclusion in talent management.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain the concepts, models, and strategic importance of talent management in modern organizations				
	CO 2	Apply effective talent acquisition and employer branding strategies to attract high-potential candidates.				
	CO 3	Design learning, development, and retention programs that align with individual and organizational goals.				
	CO 4	Analyze diversity, equity, and inclusion practices in talent management to foster an inclusive workplace culture.				
	CO 5	Evaluate the impact of technology and people analytics on various talent management functions.				
	CO 6	Develop strategies for managing global talent, addressing cultural differences, compliance, and global leadership needs.				

Prerequisites	A foundational knowledge of HR principles and practices, including recruitment, employee relations, and performance management..
e-Learning Tools used as Teaching Pedagogy	Google Classroom**,** Guest Lectures, Workshops, Interactive Lectures, Case Studies, Role Play & Simulation

KSA Approach		
Knowledge	**Skills**	**Attitude**
Talent management theories and frameworks, Recruitment and selection practices, Technology in HR (HR software, AI, people analytics)	Strategic talent planning Recruitment strategy design Employee engagement and retention	Problem-solving in talent management Adaptability to changing trends Leadership and communication Collaboration and teamwork.

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Talent Management**	a. Overview of Talent Management: Definitions, scope, and strategic importance. b. Talent Management Models: Traditional vs. contemporary frameworks. c. Key Trends: Impact of digital transformation, remote work, and diversity in talent management.	5
2	**Attracting and Acquiring Talent**	a. Employer Branding: Building a strong employer brand to attract top talent. b. Recruitment Strategies: Effective sourcing and recruitment techniques using social media, job boards, and AI tools. c. Talent Pipelines: Developing and maintaining a continuous flow of high-potential candidates.	7
3	**Developing and Retaining Talent**	a. Learning and Development (L&D): Creating personalized L&D programs for employee growth. b. Career Pathing: Designing clear career development paths and succession planning. c. Employee Engagement: Retention strategies including engagement programs, feedback mechanisms, and recognition.	5
4	**Diversity, Equity and Inclusion (DEI) in Talent Management**	a. DEI Concepts: Understanding diversity, equity, and inclusion in the workplace. b. Inclusive Hiring Practices: Recruiting and retaining a diverse workforce. c. Building Inclusive Cultures: Training and policies to foster an inclusive work environment.	7
5	**Technology and Analytics in Talent Management & Global**	a. AI and Automation: How technology is transforming recruitment, learning, and performance management. b. People Analytics: Using data to drive decisions in talent management, from hiring to performance evaluation. c. Technology Tools: Learning management systems, recruitment	6

	Talent Management	software, and employee engagement platforms. d. Global Talent Strategy e. Cultural Competence in Talent Management f. Global Mobility and Expatriate Management g. Talent Localization and Market Adaptation h. Global Leadership Development	
Required Textbook		1. Effective Talent Management - Ramani V.V 2. Talent Magnets :how to recruit and retain best - Taher Nasreen 3. Talent Crunch: issues and perspectives - Mrudula E	
Recommended Readings		1. Effective Talent Management - Ramani V.V 2. Talent Magnets :how to recruit and retain best - Taher Nasreen	
Online Resources		1. Society for Human Resource Management (SHRM) – www.shrm.org 2. Harvard Business Review (Talent Management section) – hbr.org/topic/talent-management	

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Talent Management	CO 1
	2	Attracting and Acquiring Talent	CO 2
	3	Developing and Retaining Talent	CO 3
	4	Diversity, Equity, and Inclusion (DEI) in Talent Management	CO 4
	5	Technology and Analytics in Talent Management & Global Talent Management	CO 5, CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Learning and Development**				**Course Code**	**MHM202**
Credit	3	**Required Lectures (In Hours)**			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course focuses on training needs analysis, instructional design, and various training methods. It covers evaluating training effectiveness and explores future trends like AI and virtual learning. The course equips students with practical skills for enhancing employee growth and organizational success.					
Course Objectives	**1**	Understand the role of Learning & Development in enhancing employee skills, improving performance, and driving organizational success.				
	2	Learn to design, implement, and evaluate effective training programs using various methods like e-learning, workshops, and coaching.				
	3	Explore emerging trends in L&D, including AI, gamification, and virtual learning, to stay ahead in the rapidly evolving corporate environment.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain the fundamental concepts, importance, and theories of learning and development in organizational contexts..				
	CO 2	Analyze training needs at individual, team, and organizational levels to design effective L&D programs.				
	CO 3	Apply appropriate training methods and learning technologies to address diverse learning needs..				
	CO 4	Evaluate the effectiveness of training programs using models such as Kirkpatrick's and assess ROI and business impact.				
	CO 5	Assess strategies to foster a continuous learning culture and build a learning organization.				
	CO 6	Design emerging trends and ethical considerations shaping the future of L&D in a global and digital workforce.				
Prerequisites	Basic Knowledge of Human Resource Management (HRM), Understanding of Organizational Behavior, Basic Knowledge of Business Communication, Fundamentals of Management Principles, Awareness of Technology in Business.					

e-Learning Tools used as Teaching Pedagogy	E-learning tools such as Learning Management Systems (e.g., Moodle), virtual classrooms (e.g., Zoom), content creation tools (e.g., Canva), gamification platforms (e.g., Kahoot!)

KSA Approach		
Knowledge	**Skills**	**Attitude**
Learning theories Instructional design principles Training needs analysis.	Designing of training programs Use of e-learning tools facilitation of workshops Implementing learning methodologies	Capacity to adapt training strategies Evaluate training outcomes To solve organizational development challenges.

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Learning & Development**	a. Concept & Importance of Learning & Development b. Difference between Training, Learning & Development c. Theories of Learning: Behaviorism, Cognitivism, Social Learning d. Role of L&D in Employee Growth & Organizational Success e. Challenges in Corporate Learning & Development	5
2	**Training Needs Analysis (TNA) & Program Design**	a. Understanding Training Needs: Individual, Team & Organizational Levels b. Methods of Training Needs Analysis (TNA) c. Setting Learning Objectives & Curriculum Development d. Competency Mapping & Job Analysis for L&D e. Budgeting & Planning Training Programs	5
3	**Training Methods & Learning Technologies**	a. Types of Training: On-the-Job vs. Off-The-Job b. Classroom Training c. Workshops & Experiential Learning d. E-Learning e. Learning Management Systems (LMS), & Digital Learning, f. Gamification & AI in Training g. Coaching, Mentoring & Leadership Development	7
4	**Evaluating Training Effectiveness & Performance Improvement**	a. Importance of Measuring Training Success, b. Kirkpatrick's Four-Level Evaluation Model c. Feedback Mechanisms & Employee Assessment d. ROI in Training & Business Impact Analysis e. Continuous Learning & Career Growth Strategies	5
5	**Learning Culture and Organizational Learning Future Trends in Learning & Development**	a. Building a Learning Organization b. Fostering a Continuous Learning Culture c. Knowledge Management and Knowledge Sharing Practices d. Informal Learning and Social Learning at the Workplace e. Role of Leadership in Promoting Learning Culture f. Barriers to Organizational Learning and Strategies to Overcome g. Reskilling & Upskilling for the Future Workforce h. The Role of HR in Learning & Development	8

<table>
<tr><td></td><td></td><td colspan="2">i. Global Trends: AI, Virtual Reality & Remote Learning, Diversity
j. Equity & Inclusion (DEI) in Training Programs
k. Ethical Considerations in Workplace Learning</td><td></td></tr>
<tr><td colspan="2" rowspan="3">Required Textbook</td><td colspan="3">1. Employee Training and Development, 5th Ed - Noe, Raymond A</td></tr>
<tr><td colspan="3">2. The learning challenge : dealing with technology, innovation and change in learning and development - Paine, Nigel</td></tr>
<tr><td colspan="3">3. Workplace learning and development - Clifford Jackie</td></tr>
<tr><td colspan="2" rowspan="3">Recommended Readings</td><td colspan="3">1. Training and Development: Text, Research and Cases -Dr. B. Janakiraman</td></tr>
<tr><td colspan="3">2. Human Resource Development: Foundation, Framework and Application - T. V. Rao</td></tr>
<tr><td colspan="3">3. Training for Development – Rae Simons</td></tr>
<tr><td colspan="2" rowspan="2">Online Resources</td><td colspan="3">1. Harvard Business Review – Learning & Development (hbr.org)</td></tr>
<tr><td colspan="3">2. Coursera – Learning & Development Courses (coursera.org)</td></tr>
<tr><td colspan="2" rowspan="6">Alignment of Course Outcomes (COs) with Units</td><td>Unit No.</td><td>Title of Unit</td><td>Relevant COs</td></tr>
<tr><td>1</td><td>Introduction to Learning & Development</td><td>CO 1</td></tr>
<tr><td>2</td><td>Training Needs Analysis (TNA) & Program Design</td><td>CO 2</td></tr>
<tr><td>3</td><td>Training Methods & Learning Technologies</td><td>CO 3</td></tr>
<tr><td>4</td><td>Evaluating Training Effectiveness & Performance Improvement</td><td>CO 4, CO 5</td></tr>
<tr><td>5</td><td>Learning Culture and Organizational Learning Future Trends in Learning & Development</td><td>CO 5, CO 6</td></tr>
</table>

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Inclusive Workplace Cultures (Diversity, Equity, Inclusion & Belongingness)**				**Course Code**	**MHE201**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course examines the principles and practices of building inclusive workplace cultures that promote Diversity, Equity, Inclusion (DEI), and Belongingness. It emphasizes fostering respectful and empowering environments, evaluates the impact of DEI on organizational performance and employee engagement, and explores strategies to address bias, implement inclusive policies, and develop cultural competence through global best practices and real-world case studies.					
Course Objectives	**1**	To understand the importance of diversity, equity, and inclusivity in the workplace.				
	2	To explore strategies for creating and managing inclusive workplace cultures.				
	3	To develop skills for promoting equity and reducing biases in decision-making.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Define key concepts and terminology related to Diversity, Equity, Inclusion, and Belonging (DEIB).				
	CO 2	Explain the concepts of unconscious bias, microaggressions, privilege, and intersectionality and their influence on workplace behavior.				
	CO 3	Apply inclusive communication practices such as active listening, respectful dialogue, and allyship in diverse workplace scenarios.				
	CO 4	Analyze organizational systems such as recruitment, compensation, and workplace policies to identify equity and inclusion gaps.				
	CO 5	Evaluate the effectiveness of inclusive leadership practices and structured DEIB initiatives in driving organizational culture change.				
	CO 6	Design comprehensive strategies to measure, sustain, and improve DEIB initiatives using data-driven action plans.				

Prerequisites	Basic understanding of: • Organizational Behaviour, including workplace dynamics and employee engagement • Social and cultural diversity in global and local contexts • Fundamental concepts of inclusion and equity in organizations • Analytical thinking skills to examine policies and workplace practices critically
e-Learning Tools used as Teaching Pedagogy	Google Classroom, Learning Management System (LMS), Online Assessments and Quizzes, Digital Learning Resources, Webinars, and Recorded Video Lectures.

KSA Approach		
Knowledge	Skills	Attitude
Diversity, Equity, Inclusivity	Communication, Collaboration, Facilitation	Empathy, Respect, Open-mindedness

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Foundations of DEIB**	a. Definitions and core concepts of DEIB b. Diversity vs Inclusion; Equity vs Equality c. Psychological need for belonging d. Business, social, and ethical case for DEIB	4
2	**Bias, Privilege and Self-Awareness**	a. Unconscious bias and its impact b. Microaggressions and workplace implications c. Privilege, power, and intersectionality d. Developing cultural competence and self-awareness	4
3	**Inclusive Communication and Allyship**	a. Inclusive language and respectful communication b. Active listening and courageous conversations c. Managing difficult conversations across differences d. Bystander intervention and allyship practices	4
4	**Implementing Equity and Inclusive Systems**	a. Equitable recruitment and hiring practices b. Pay equity and fairness of opportunity c. Inclusive workplace policies (flexibility, accessibility, parental leave) d. Psychological safety and safe spaces e. Identifying systemic inclusion gaps	4
5	**Inclusive Leadership, Measurement & Sustaining DEIB**	a. Characteristics of inclusive leaders b. Leading diverse teams effectively c. Building inclusive organizational culture d. Employee Resource Groups (ERGs) e. Managing resistance to DEIB initiatives f. DEIB metrics and data analysis g. Long-term DEIB strategy and sustainability	4

Required Textbook	1. Workforce diversity Vol. I concepts & cases by Reddy Sumati		
	2. Understanding and managing diversity: reading, cases and exercises by Harvey Carol P & Allard M. June		
	3. Diversity in the workforce: HR perspectives by Rao Pramod		
	4. Diversity in coaching : Working with Gender, Culture, Race and Age by Passmore Jonathan		
Recommended Readings	1. Managing diversity by HBR		
	2. The Diversity Scorecard by Hubbard Edward		
	3. Dynamics of diversity: strategic programs for your organizations by Pollar Odette		
	4. What Works: Gender Equality by Design by Iris Bohnet		
Online Resources	1. Society for Human Resource Management (SHRM) https://www.shrm.org		
	2. TED Talks on Diversity and Inclusion https://www.ted.com/topics/diversity		
	3. Harvard Business Review (HBR) https://hbr.org		
	4. Catalyst https://www.catalyst.org		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Foundations of DEIB	CO1, CO2
	2	Bias, Privilege, and Self-Awareness	CO2, CO3
	3	Inclusive Communication and Allyship	CO3, CO4
	4	Implementing Equity and Inclusive Systems	CO4, CO5
	5	Inclusive Leadership, Measurement & Sustaining DEIB	CO5, CO6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Human Resource Development and Planning**				**Course Code**	**MHE202**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The Human Resource Development and Planning course focuses on equipping students with the knowledge and skills to effectively manage human resources in organizations. It covers strategic planning, workforce development, and the implementation of HR systems to align organizational goals with employee growth. The course emphasizes the importance of forecasting, career planning, and HR interventions to ensure optimal utilization of human capital					
Course Objectives	**1**	To understand the strategic importance of HR planning and development.				
	2	To equip students with tools for forecasting and managing workforce needs.				
	3	To develop skills for designing and implementing HR interventions.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain the foundational concepts of Human Resource Development				
	CO 2	Analyze and apply Human Resource Planning tools to workforce				
	CO 3	Design and evaluate effective training and development programs				
	CO 4	Develop performance management systems aligned with employee development goals				
	CO 5	Assess the effectiveness of HR interventions in organizational development				
	CO 6	Formulate strategic HRD solutions for future workforce challenges				
Prerequisites	Students should have a basic understanding of Human Resource Management and Organizational Behavior, along with foundational communication and analytical skills.					

e-Learning Tools used as Teaching Pedagogy	PPTs, Smart board, Case Studies

KSA Approach		
Knowledge	**Skills**	**Attitude**
HR planning HR Audit Human resource development	Manpower planning Gap analysis Strategic thinking creativity	Management skills Planning Human resource movement within organization

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Fundamentals of Human Resource Development (HRD)**	a. Concept, scope, and evolution of HRD b. HRD vs. Human Resource Management (HRM) c. Objectives and significance of HRD d. Roles and competencies of HRD professionals e. Strategic link between HRD and organizational development f. Competency mapping and development	4
2	**Human Resource Planning and Talent Management**	a. Concept and importance of Human Resource Planning (HRP) b. HR demand and supply forecasting techniques (Trend analysis, Delphi technique, Markov analysis) c. Succession planning and career planning d. HRIS and its role in HR planning e. Linkage between HRP and business strategy f. Talent development and high-potential employee identification	4
3	**Training, Development and Performance Enhancement**	a. Training vs. Development b. Training Need Analysis (TNA) c. Designing training programs: methods and techniques d. Evaluation of training effectiveness (Kirkpatrick Model) e. Role of technology in training (E-learning, LMS, AI in training) f. Introduction to performance management systems (PMS) g. Setting goals and KPIs, appraisal techniques h. 360-degree feedback, coaching, and mentoring i. Linking performance to development plans	4
4	**Organizational Development and HR Interventions**	a. Organizational development: concept and process b. OD interventions: individual, group, and organizational levels c. Change management and role of HRD d. Culture and value-building interventions e. Case studies of HRD interventions in Indian and global organizations	4
5	**Emerging Issues and Future Trends in HRD**	a. HR analytics in development planning b. Diversity and inclusion in HRD c. Future of work: reskilling, upskilling, gig economy d. Global HRD practices and benchmarks	4

Required Textbook	1. Manpower planning and development - Abha Vija		
	2. Human Resource Development Theory and Practice - Deb, Tapomoy.		
	3. Human Resource Development - Khan M.S		
Recommended Readings	1. Human Resource Development - T.V. Rao		
	2. Strategic Human Resource Planning - Rajib Lochan Dhar		
Online Resources	1. SWAYAM NPTEL Course: "Human Resource Development"		
	2. Coursera HR Courses: Features courses on HR planning and development		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Fundamentals of Human Resource Development (HRD)	CO 1
	2	Human Resource Planning and Talent Management	CO 2
	3	Training, Development, and Performance Enhancement	CO 3, CO 4
	4	Organizational Development and HR Interventions	CO 5
	5	Emerging Issues and Future Trends in HRD	CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Industrial Relations and Labour Legislations**				**Course Code**	**MHE203**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The Industrial Relations course explores the dynamic relationship between employers, employees, trade unions, and the government. It focuses on understanding the complexities of workplace interactions, conflict resolution, and the legal framework governing labor relations. The course emphasizes the importance of fostering harmonious industrial relations to enhance productivity and organizational growth					
Course Objectives	**1**	To develop an understanding of the key concepts, theories, and approaches in industrial relations.				
	2	To familiarize students with the structure and functioning of trade unions and collective bargaining processes.				
	3	To provide insights into the causes and resolution methods for industrial disputes, including conciliation, arbitration, and adjudication.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Define and recall key terms, concepts, and stakeholders involved in Industrial Relations.				
	CO 2	Explain the evolution, scope, and importance of Industrial Relations and labour legislation in India.				
	CO 3	Apply relevant provisions of key labour laws (e.g., Industrial Disputes Act, Trade Union Act) in practical cases.				
	CO 4	Analyze various theoretical perspectives (Unitarist, Pluralist, Marxist) and their implications on IR practices.				
	CO 5	Evaluate the effectiveness of dispute resolution mechanisms and collective bargaining processes.				
	CO 6	Design a strategic industrial relations plan integrating legal, organizational, and human factors.				

Prerequisites	Students should have a basic understanding of foundational legal concepts, along with effective communication and analytical skills.
e-Learning Tools used as Teaching Pedagogy	Smart board, online case studies on IR, PPTs, and Company websites for review

KSA Approach		
Knowledge	**Skills**	**Attitude**
Theoretical, Legal, Historical, Regulatory	Analytical, Application-oriented, Conflict-resolution, Compliance-focused	Problem-solving, Evaluation, Negotiation, Strategic

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Industrial Relations**	a. Definition and scope of Industrial Relations (IR) b. Importance and objectives of IR in modern organizations c. Evolution of IR systems globally and in India d. Key stakeholders in IR: Employers, Employees, Trade Unions, Government e. IR as a tool for improving productivity and workplace harmony	4
2	**Theoretical Perspectives and Approaches in IR**	a. Classical and Modern Theories of Industrial Relations b. Unitarist, Pluralist, and Marxist perspectives c. Role of power, conflict, and cooperation in IR d. Approaches to managing IR: Integrative and Distributive e. Role of Trade Unions and Employer Associations in IR	4
3	**Labour Legislation and Historical Context**	a. Historical development of labour laws in India b. Key milestones and influences: British colonial laws, post-independence reforms, globalization c. Role of government in regulating IR and worker welfare d. Impact of the International Labour Organization (ILO) on Indian labour laws	3
4	**Key Industrial Laws and Dispute Resolution**	a. The Industrial Disputes Act, 1947: Objectives, definitions, scope b. Mechanisms for dispute resolution: Conciliation, Arbitration, Adjudication c. Role of Labour Courts and Tribunals d. Rights and duties of workers, employers, and trade unions e. Recent amendments and their implications	4
5	**Trade Unionism, Collective Bargaining & Wage Laws**	a. Trade Union Act, 1926: Provisions and significance b. Collective bargaining: Definition, process, types (Distributive, Integrative) c. Role of trade unions in dispute resolution and workplace improvement d. Overview of wage and employment laws: e. Minimum Wages Act, 1948 f. Payment of Wages Act, 1936	5

		g. Equal Remuneration Act, 1976 h. Factories Act, 1948 (provisions related to wages, working hours, and safety) i. Government's role in wage regulation and employment practices	
Required Textbook	1. Industrial Relations ,trade unions and labour legislations- Sinha P.R.N		
	2. Dynamics of Industrial Relations - C.B. Mamoria, Satish Mamoria & S.V. Gankar		
	3. Industrial Relations and Labour Laws - Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj		
Recommended Readings	1. Industrial Relations and Labour Laws - S.C. Srivastava		
	2. Labour and Industrial Laws - P.K. Agrawal		
Online Resources	1. SWAYAM NPTEL Course: "Industrial Relations and Labour Laws"		
	2. IIMB Online Course: "Human Resource Management and Labor Laws"		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Industrial Relations	CO 1
	2	Theoretical Perspectives and Approaches in IR	CO 2, CO 4
	3	Labour Legislation and Historical Context	CO 2
	4	Key Industrial Laws and Dispute Resolution	CO 3, CO 5
	5	Trade Unionism, Collective Bargaining & Wage Laws	CO 5, CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Industrial Psychology**				**Course Code**	**MHE204**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course introduces the application of psychological principles to workplace settings. It focuses on understanding individual and group behaviour, motivation, psychological assessment, and research methods to enhance employee performance, satisfaction, and organisational effectiveness.					
Course Objectives	**1**	To build a foundational understanding of key psychological theories and principles relevant to employee behavior, motivation, and performance in organizational contexts.				
	2	To equip students with the ability to analyze and interpret workplace behavior using psychological tools and techniques.				
	3	To develop practical skills for applying psychological insights to enhance employee satisfaction, problem-solving, decision-making and overall organizational effectiveness.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall key concepts of Industrial Psychology, including individual behaviour, group dynamics, motivation and psychological testing relevant to workplace settings.				
	CO 2	Explain psychological factors that influence workplace efficiency, employee satisfaction, and productivity and interpret their impact on organisational outcomes.				
	CO 3	Apply theories of motivation, leadership and group behaviour to solve organisational problems and improve individual and team performance.				
	CO 4	Examine psychological tools and workplace behaviour assessments to analyse employee well-being and organisational functioning.				
	CO 5	Critically evaluate the relevance and effectiveness of psychological tests, research methodologies and interventions in resolving workplace issues.				

	CO 6	Design evidence-based strategies and interventions using psychological principles to enhance organisational productivity and employee engagement.
Prerequisites	Basic understanding of Psychology and Organizational Behavior, interpersonal and analytical skills and an interest in employee well-being and workplace effectiveness.	
e-Learning Tools used as Teaching Pedagogy	YouTube videos, Platforms like ProQuest, JSTOR, and Google Scholar provide access to research papers, journals, and e-books etc.	

KSA Approach

Knowledge	**Skills**	**Attitude**
Foundations of Industrial Psychology Psychological tests and research methods Ethical guidelines in workplace psychology, Job satisfaction and employee well-being at the workplace	Analyse employee behaviour Design and implement workplace research, Develop intervention strategies, Evaluate and use data for decision-making	Critical evaluation Problem-solving Adaptability Ethical decision-making

Course Contents and Schedule

Unit No.	**Title of Unit**	**Content**	**No. of Sessions**
1	**Introduction to Industrial Psychology**	a. Definitions: Industry, Organization, Psychology b. Nature, scope, and importance of Industrial Psychology c. Differences from other psychology branches d. Psychological factors influencing behaviour at work e. Individual differences and workplace dynamics f. Everyday applications of Industrial Psychology	4
2	**Human Behavior and Psychology at the Workplace**	a. Types of Psychology and workplace relevance b. Gender differences in psychology and implications c. Factors affecting work efficiency: motivation, personality, attitudes, environment d. Psychological barriers to efficiency and how to overcome them e. Mental health and emotional well-being at work	4
3	**Group Behavior and Group Dynamics**	a. Individual vs. group behaviour in the workplace b. Determinants of behaviour in groups c. Group dynamics: definition, importance, characteristics d. Stages of group development (forming to adjourning) e. Enhancing group efficiency and productivity f. Conflict management and team collaboration g. Leadership's role in shaping group behaviour	4
4	**Psychological Testing and Monitoring**	a. Types of psychological tests: personality, aptitude, intelligence, job-fit b. Advantages & limitations of workplace psychological testing c. Challenges: reliability, validity, and cultural bias d. Measuring test effectiveness e. Applications: recruitment, training, development, productivity improvement	4

5	**Research in Industrial Psychology**	a. Research methods: importance, types (experimental, case study, qualitative) b. Field work and assignments in industrial settings c. Application of research to workplace issues d. Research skills: problem-solving, monitoring, performance evaluation e. Requirements and limitations of workplace psychological research	4

Required Textbook	1. Industrial Psychology- Singh, Narendar
	2. Industrial psychology: its theoretcal and social foundations- Blum M.L and Naylor J. C
	3. Industrial Psychology- Rooprai Y.K and Kumar Rupali
	4. 4. Work psychology : an introduction to human behaviour in the workplace- Matthewman Lisa Rose Amanda
Recommended Readings	1. Applied industrial /organizational psychology (CD) - Aamodt Michael G
	2. Psychology and industrial efficiency- Munsterberg Hugo and Pandey Ashish
	3. Industrial Psychology- Ghosh P K and Ghorpade M B
	4. Advanced industrial psychology II- Sharma Ram Nath and Chandra S.S
Online Resources	1. American Psychological Association (APA) – Workplace Psychology (https://www.apa.org/topics/workplace)
	2. Harvard Business Review (HBR) – Organizational Behavior & Psychology (https://hbr.org/topic/organizational-behavior)
	3. Society for Industrial and Organizational Psychology (SIOP)- (https://www.siop.org)
	4. MindTools – Workplace Mental Health and Productivity Tools- (https://www.mindtools.com)

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Industrial Psychology	CO 1
	2	Human Behavior and Psychology at the Workplace	CO 2
	3	Group Behavior and Group Dynamics	CO 3, CO 4
	4	Psychological Testing and Monitoring	CO 4, CO 5
	5	Research in Industrial Psychology	CO 5, CO 6

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Leadership and Change Management**				**Course Code**	**MHE205**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides an in-depth exploration of Leadership and Change Management in the contemporary organizational context. It focuses on understanding the nature and dynamics of organizational change, the role of leadership in driving and managing change, and the strategies required to successfully implement and sustain change initiatives. Through case studies, practical frameworks, and real-world examples, students will gain the skills to lead change effectively and navigate the complexities of evolving business environments.					
Course Objectives	**1**	To create awareness on change management				
	2	To understand the process of change				
	3	To understand the role of leadership in change management				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Understand and explain the nature, types, and drivers of organizational change, and the role of leadership in managing change.				
	CO 2	Analyze and apply change management frameworks, such as Kotter's 8-Step Model, to diagnose and manage resistance to change.				
	CO 3	Evaluate different leadership styles and their effectiveness in leading organizational change, emphasizing transformational leadership.				
	CO 4	Assess the alignment between organizational culture and change efforts, and recommend strategies for cultural transformation.				
	CO 5	Design effective communication strategies to manage stakeholder expectations and engage employees in the change process.				
	CO 6	Develop strategies to institutionalize change and evaluate its long-term impact on organizational performance and culture.				

Prerequisites	Students should have a basic understanding of organizational behavior and management principles, along with effective communication and critical thinking skills.
e-Learning Tools used as Teaching Pedagogy	The course uses e-learning tools such as SWAYAM/NPTEL modules, interactive quizzes video cases to enhance participative and experiential learning.

KSA Approach

Knowledge	Skills	Attitude
Organizational Change Models Leadership Styles Organizational Culture	Application of Change Management Frameworks Cultural Assessment and Change Readiness Stakeholder Engagement	Building a Change-Friendly Culture Designing Long-Term Change Strategies Sustaining Organizational Transformation

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Foundations of Organizational Change**	a. Nature and types of organizational change b. Internal and external drivers c. Planned vs. emergent change d. Incremental vs. radical change e. Organizational lifecycle and change f. Role of corporate vision and strategy g. Leadership fit: Transactional vs. Transformational	4
2	**Change Process and Models**	a. Theoretical frameworks (e.g., Lewin's Change Model, Kotter's 8-Step Model) b. Models for diagnosing change (e.g., McKinsey 7S, Burke-Litwin) c. Understanding and managing resistance to change d. Barriers and enablers of change e. Strategies for overcoming resistance	4
3	**Leadership for Change**	a. Overview of leadership theories (Trait, Behavioural, Contingency, Path-Goal) b. Change-oriented leadership styles: Transformational, Transactional, Servant, Authentic, Adaptive c. Strategic leadership and systems thinking d. Leadership agility in disruptive times e. Competencies and behaviours of effective change leaders	4
4	**Organizational Culture and Stakeholder Engagement**	a. Role of culture in facilitating or resisting change b. Diagnosing organizational culture (Schein's Levels, Hofstede's Dimensions) c. Aligning culture with change goals d. Changing organizational mindsets and values e. Leadership's role in cultural transformation f. Stakeholder mapping and analysis g. Communicating vision, progress, and outcomes h. Emotional intelligence and feedback mechanisms in change	4

5	**Sustaining Change and Measuring Impact**	a. Institutionalizing change through systems, structures, and policies b. Monitoring and evaluation metrics (KPIs, Balanced Scorecard) c. Building learning organizations and promoting continuous improvement d. Leadership development for sustained change e. Managing change fatigue and burnout f. Case studies on successful long-term change initiatives	4

Required Textbook	1. Leading change management: leadership strategies that really work - Herald David Fedor Donald.
	2. Winners manual : effective leadership , managing people & managing change - Heller Robert
	3. Leadership & Change Management - ICFAI
Recommended Readings	1. Change Management: Concepts and Applications - Radha R. Sharma
	2. Organizational Behaviour" by K. Aswathappa
Online Resources	1. SWAYAM NPTEL Course: "Leadership for India Inc.: Practical Concepts and Constructs"
	2. IIMA MOOCs – Course on "Organizational Change and Leadership"

Alignment of Course Outcomes (COs) with Units

Unit No.	Title of Unit	Relevant COs
1	Foundations of Organizational Change	CO 1
2	Change Process and Models	CO 2
3	Leadership for Change	CO 3
4	Organizational Culture and Stakeholder Engagement	CO 4, CO 5
5	Sustaining Change and Measuring Impact	CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Employer Branding and Employer Value Proposition**				**Course Code**	**MHE206**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course explores strategies to build a strong employer brand, attract top talent and enhance employee engagement. It covers EVP development, communication, implementation, and emerging trends like AI and digital branding. Through case studies and practical exercises, students will learn to design and evaluate effective HR branding initiatives that align with business objectives.					
Course Objectives	**1**	Understand the role and significance of Employer Branding and Employer Value Proposition (EVP) in attracting and retaining top talent.				
	2	Analyse different employer branding strategies and evaluate their impact on employee engagement and organisational success.				
	3	Develop an innovative and strategic Employer Branding and EVP framework that aligns with business goals and enhances employer reputation				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Understand key concepts related to Employer Branding and EVP.				
	CO 2	Explain the significance of Employer Branding in talent management and business success.				
	CO 3	Relate Employer Branding strategies that align with business objectives.				
	CO 4	Evaluate different employer branding strategies used by organizations.				
	CO 5	Make use of various Employer Branding techniques and EVP strategies.				
	CO 6	Design and implement an innovative Employer Branding and EVP strategy tailored to an organization's needs.				

Prerequisites	Basic understanding of Human Resource Management (HRM) Familiarity with Organizational Behavior concepts Knowledge of Talent Acquisition and Employee Engagement Basic marketing and branding principles
e-Learning Tools used as Teaching Pedagogy	Digital board, Google Meet, Zoom. Teams, Google forms for Quizzes, Case Study Analysis using Digital Libraries & Research Databases, You Tube Videos.

KSA Approach		
Knowledge	**Skills**	**Attitude**
Fundamentals of Employer Branding and EVP, Talent attraction, retention, and employee engagement, Role of AI, technology, and digital platforms in employer branding & Global and local employer branding strategies	Develop strategic Employer Branding and EVP frameworks, Design and implement recruitment campaigns incorporating EVP, Analyse and measure the effectiveness of employer branding initiatives	Application of theories to real-time work scenarios Understanding of people and their perception Emotional Intelligence

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to HR Branding and Employee Value Proposition**	a. Definition & Importance of HR Branding, b. Difference Between Employer Branding and Corporate Branding, Impact of Employer Branding on Talent Attraction & Retention, c. Understanding EVP: Components & Role in Employee Engagement, Case Studies of Successful Employer Brands	4
2	**Developing an HR Branding Strategy**	a. Identifying & Understanding the Target Audience (Employee Personas), b. Employer Branding Framework & Strategy Development, c. Aligning Employer Branding with Company Mission, Vision & Values d. Role of Leadership & Employer in Branding, Internal vs. External Employer Branding	4
3	**Communication & Implementation of EVP**	a. Crafting a Unique & Authentic EVP Statement, Employer Branding Communication Channels (Website, Social Media, Job Portals, etc.), b. Employee Advocacy & Brand Ambassadors, c. Role of AI & Technology in Employer Branding, Measuring EVP Effectiveness & ROI	4
4	**HR Branding & Employee Experience**	a. Understanding Employee Experience, Its Role in Branding, b. HR Branding for Different Employee Lifecycle Stages (Onboarding, Retention, Exit), c. Diversity, Equity & Inclusion (DEI) in Employer Branding, d. Enhancing Workplace Culture to Support a Strong Employer Brand, Handling Employer Brand Crisis & Negative Reviews	4

5	**Future Trends & Innovations in HR Branding**	a. Emerging Trends in Employer Branding (AI, Data Analytics, Gamification) b. The Role of Corporate Social Responsibility (CSR) in Employer Branding c. The Impact of Remote & Hybrid Work on Employer Branding, Global vs. Local d. Employer Branding Strategies, Case Studies of Innovative Employer Branding Campaigns	4

Required Textbook	1. Employer branding: concepts and cases, Rao B Anand, Hyderabad; ICFAI University Press; 2008;
	2. The Employer Brand: Bringing the Best of Brand Management to People at Work,Simon Barrow & Richard Mosley
	3. Rebranding of Employee Relationships, The Paradigm Shift, Singh A, Sanjeev R, Bharti Publications, New Delhi
	4. Employee Value Proposition A Complete Guide - 2020 Edition, Gerardus Blokdyk
Recommended Readings	1. Employee Value Proposition and Organizational Commitment, Tania Lambru, Lamburt Academic Publishing
	2. Employee Value Proposition: analysis, assessment and evaluation, Avinash Pawar (Author), Balkrishna Sangvikar, Lamburt Academic Publishing
	3. Employee Value Proposition: A Complete Guide – 2020 Edition, Gerardus Blokdyk
Online Resources	1. Courses: Employer Branding to Attract Talent, Strategic Human Resources, Building a Great EVP, linkedin.com/learning
	2. Website: gallup.com/workplace, Focus on employee experience, EVP, engagement, and retention
	3. Deloitte Human Capital Trends Report
	4. Mettl Whitepapers- Focus on talent management, EVP design, and HR analytics

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to HR Branding and Employee Value Proposition	CO 1, CO 2
	2	Developing an HR Branding Strategy	CO 3, CO 6
	3	Communication & Implementation of EVP	CO 5, CO 6
	4	HR Branding & Employee Experience	CO 4, CO 5
	5	Future Trends & Innovations in HR Branding	CO 4, CO 6

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Supply Chain Management and Design**				**Course Code**	**MOM201**
Credit	3	**Required Lectures (In Hours)**			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course introduces students to the fundamental concepts and principles of supply chain management (SCM). Students will learn about the key components of supply chains, including sourcing, procurement, production, logistics and distribution. The course also covers the design of supply chains, focusing on network configuration, inventory management, and the integration of modern technologies in supply chain operations. Students will be equipped with the knowledge to evaluate and design efficient supply chain systems that support business operations.					
Course Objectives	**1**	Equip students with the foundational knowledge of supply chain management and its components.				
	2	Develop an understanding of supply chain design principles, network configuration, and inventory management strategies.				
	3	Introducing students to modern technologies and trends shaping the future of supply chain operations.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall key supply chain management concepts, functions, and components.				
	CO 2	Associate supply chain strategies with real-world applications in business operations.				
	CO 3	Apply principles of supply chain design to optimize network configuration and inventory management.				
	CO 4	Examine the role of technology in enhancing supply chain performance and decision-making.				
	CO 5	Design efficient and effective supply chains based on the analysis of supply chain models and business needs.				
	CO 6	Propose solutions for integrating sustainable practices and emerging technologies in supply chain management.				

Prerequisites	Basic understanding of business management principles. Basic knowledge of operations and logistics concepts.
e-Learning Tools used as Teaching Pedagogy	Classroom lectures, Case studies, Simulation exercises, PPTs and Videos

KSA Approach

Knowledge	Skills	Attitude
Supply Chain Management Concepts Design Principles and Techniques Role of Technology in SCM	Analyzing supply chain networks Optimizing inventory and procurement systems Designing and implementing SCM solutions	Problem-solving mindset Innovative thinking for designing supply chains Adaptability to modern supply chain trends and challenges

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Supply Chain Management**	a. Definition, Scope, Importance of SCM b. Key Components of SCM (Procurement, Production, Logistics, Distribution) c. Supply Chain Strategy d. Role of SCM in business competitiveness	6
2	**Supply Chain Design and Network Configuration**	a. Factors influencing supply chain design b. Network Design Models c. Facility Location d. Transportation Optimization e. Case Studies	6
3	**Inventory Management**	a. Types of Inventories b. Inventory Control Techniques c. EOQ d. Safety Stock e. JIT f. VMI	6
4	**Technology in Supply Chain**	a. Role of ERP b. RFID, IoT, and Blockchain in SCM c. Automation in Warehousing and Distribution	6
5	**Sustainability in Supply Chain Management**	a. Green Supply Chain b. Reverse Logistics c. Sustainable Sourcing d. Ethical Sourcing	6
Required Textbook		1. Supply Chain Management: Strategy, Planning, and Operation by Sunil Chopra and Peter Meindl	
		2. Introduction to Supply Chain Management Technologies by David Frederick Ross	
		3. Supply Chain Management: A Strategic Perspective by John T. Mentzer	

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Recommended Readings	1. Global Logistics and Supply Chain Management by John Mangan, Chandra Lalwani, and Tim Butcher		
	2. Operations and Supply Chain Management by F. Robert Jacobs and Richard B. Chase		
	3. Supply Chain Management, 3ed: A Global Perspective (An Indian Adaptation) - Nada R. Sanders, Sidhartha S. Padhi		
Online Resources	1. https://onlinecourses.swayam2.ac.in/cec22_mg22/preview		
	2. https://onlinecourses.nptel.ac.in/noc24_mg59/preview		
	3. Supply Chain Management Specialization - https://www.coursera.org/specializations/supply-chain-management		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Supply Chain Management	CO 1, CO 2
	2	Supply Chain Design and Network Configuration	CO 3, CO 5
	3	Inventory Management	CO 3
	4	Technology in Supply Chain	CO 4
	5	Sustainability in Supply Chain Management	CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Quantitative Models in Operations- I**				**Course Code**	**MOM202**
Credit	3	**Required Lectures (In Hours)**			45	
Teaching Scheme	Lecture	2	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					10
	Concurrent Evaluations (CCE) 2					30
	Concurrent Evaluations (CCE) 3					10
	Semester End Examination + Experiential / Applied Component*					50 (40+10*)
	Total					**100**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course introduces students to quantitative models and mathematical techniques used in Operations Research (OR) to optimize decision-making in business and operational processes. The course covers linear programming, transportation & assignment models, with an emphasis on real-world applications in supply chain, logistics, inventory management, and strategic decision-making.					
Course Objectives	**1**	Introducing students to Operations Research techniques for solving complex business and operational problems.				
	2	Develop students' ability to formulate, analyze, and solve real-world problems using quantitative models such as Linear Programming, Transportation, and Assignment Problems.				
	3	Enhance decision-making skills through mathematical models and problem-solving methods for effective optimization in business operations.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall key concepts, terminologies, and methodologies in Operations Research (OR).				
	CO 2	Explain various mathematical models and problem-solving approaches used in OR.				
	CO 3	Apply Linear Programming, Transportation, and Assignment techniques to optimize business operations.				
	CO 4	Analyze and solve real-world optimization problems using Operations Research methods.				
	CO 5	Demonstrate the ability to select appropriate OR techniques for different business scenarios.				
	CO 6	Integrate modern tools and optimization strategies into Operations Research applications				

Prerequisites	Basic knowledge of business operations, algebra, and basic statistics.
e-Learning Tools used as Teaching Pedagogy	PPTs, Videos and Excel

KSA Approach		
Knowledge	**Skills**	**Attitude**
Operations Research principles, Linear Programming, Resource allocation	Problem-solving, Optimization Data analysis	Logical reasoning, Analytical thinking, Decision-making

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Operations Research**	a. Definition, scope, and applications of OR b. History and evolution of OR c. Characteristics and limitations of OR d. Phases of OR: Problem definition, model formulation, solution methods, validation, and implementation e. Applications in business, logistics, healthcare, and finance	6
2	**Linear Programming Problem (LPP) – Formulation and Graphical Method**	a. Optimization concepts and problem types b. Assumptions and limitations of LPP c. Formulation of LPP in business scenarios (production, marketing, finance, transportation, etc.) d. Graphical solution: Feasible region, Corner-point method, Iso-profit method e. Special cases: Infeasibility, Unbounded solutions, Redundancy	6
3	**Simplex Method & Duality**	a. Introduction to Simplex Method b. Standard and canonical forms of LPP c. Iterative solution using Simplex tableau (2 variables) d. Two-Phase Simplex and Big-M Method (Artificial variables) e. Concept of Duality: Primal-Dual relationships, Economic interpretation, Dual Simplex Method f. Sensitivity Analysis in LPP	6
4	**Transportation Problems**	a. Introduction to transportation problems and applications in logistics b. Formulation of transportation problems c. Methods for initial feasible solution: North-West Corner Method, Least Cost Method and Vogel's Approximation Method (VAM) d. MODI (Modified Distribution) Method for optimization e. Variants of transportation problems (unbalanced, maximization, and degeneracy cases)	6
5	**Assignment Problems**	a. Introduction to assignment problems and real-world applications b. Hungarian Method for optimal assignment c. Variants: Maximization, Unbalanced Assignment, Restricted Assignments d. Traveling Salesman Problem (TSP) – Formulation and solution approaches	6

Required Textbook	1. Operation Research – An introduction- Hamdy Taha, Prentice Hall of India		
	2. Quantitative Techniques in Management –N. D. Vohra, Tata McGraw Hill		
	3. Operations Research Theory and Applications- J. K. Sharma, Macmillan Business books		
Recommended Readings	1. Principles of Operations Research –Wagner, Prentice Hall of India		
	2. Operations Research- Hilier, Liberman, Tata McGraw Hill		
	3. An introduction to Management Science – Anderson Sweeney Williams, Cengage Learning		
Online Resources	1. https://onlinecourses.nptel.ac.in/noc20_ma23/preview?		
	2. https://onlinecourses.nptel.ac.in/noc19_ma29/preview?		
	3. https://archive.nptel.ac.in/courses/111/107/111107128/?		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Operations Research	CO 1, CO 2
	2	Linear Programming Problem (LPP) – Formulation and Graphical Method	CO 2, CO 3, CO 4
	3	Simplex Method & Duality	CO 3, CO 4, CO 5, CO 6
	4	Transportation Problems	CO 3, CO 4, CO 5
	5	Assignment Problems	CO 3, CO 4, CO 5

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Warehouse Management**				**Course Code**	**MOE201**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides an introduction to the principles and practices of warehouse management, focusing on the role of warehouses in the overall supply chain. It covers key topics such as warehouse operations, inventory management, storage systems, material handling and warehouse layout. Students will gain knowledge of the technologies and strategies used to optimize warehouse efficiency and ensure smooth operations. The course also emphasizes best practices in warehouse safety, risk management and cost control.					
Course Objectives	**1**	Provide students with a comprehensive understanding of warehouse operations and management.				
	2	Introduce students to inventory management techniques and systems used in warehouses.				
	3	Familiarize students with material handling and safety practices in warehouse environments.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall key warehouse management concepts, terminologies, and the role of warehouses in the supply chain.				
	CO 2	Explain warehouse operations, inventory management practices, and material handling systems.				
	CO 3	Apply inventory control techniques such as Just-in-Time (JIT) and Economic Order Quantity (EOQ) in warehouse settings.				
	CO 4	Design efficient warehouse layouts that optimize space utilization and streamline operations.				
	CO 5	Demonstrate knowledge of safety protocols, risk management strategies, and best practices for warehouse management.				
	CO 6	Integrate modern warehouse technologies, such as RFID and automation systems, into warehouse operations.				

Prerequisites	Basic understanding of supply chain, logistics, and inventory management.
e-Learning Tools used as Teaching Pedagogy	PPTs, Videos, Excel

KSA Approach		
Knowledge	**Skills**	**Attitude**
Warehouse operations Inventory control, Material handling	Space optimization Layout design, Safety	Risk management, Problem-solving, Decision-making

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Warehouse Management**	a. Overview of warehouse functions b. Importance in the supply chain c. Types of warehouses d. Warehouse management systems (WMS).	4
2	**Warehouse Operations**	a. Key warehouse operations: Receiving, Storing, Picking, Packing, Shipping b. Inventory control techniques	4
3	**Inventory Management Systems**	a. Role of inventory in warehouse management b. Just-in-Time (JIT) c. Economic Order Quantity (EOQ) d. Inventory Turnover.	4
4	**Material Handling Systems**	a. Types of material handling equipment (conveyors, forklifts, automated systems) b. Best practices in handling and storage.	4
5	**Warehouse Design and Layout**	a. Principles of warehouse layout design b. Space utilization c. Flow design and safety considerations in layout planning.	4

Required Textbook	1. Warehouse & Distribution Science by John Bartholdi and Steven Hackman
	2. Managing Lean Success: A Warehouse Balancing Act (A) T. Yue (Tao), D. Sherwood (Deborah), M.B.M. de Koster (René)
	3. Essentials of Inventory Management - Muller, Max
Recommended Readings	1. Logistics and Supply Chain Management by Martin Christopher
	2. The Essentials of Supply Chain Management by Michael H. Hugos
	3. Operations Management in the Supply Chain: Decisions and Cases by David A. Collier and James R. Evans
Online Resources	1. Management of Inventory System - https://archive.nptel.ac.in/courses/110/105/110105095/
	2. Logistics & Supply Chain Management - https://onlinecourses.nptel.ac.in/noc24_hs128/preview?
	3. Operations and supply chain management - https://onlinecourses.nptel.ac.in/noc22_mg74/preview?

Alignment of Course Outcomes (COs) with Units	Unit No.	Title of Unit	Relevant COs
	1	Introduction to Warehouse Management	CO 1, CO 6
	2	Warehouse Operations	CO 2
	3	Inventory Management Systems	CO 2, CO 3
	4	Material Handling Systems	CO 2, CO 5
	5	Warehouse Design and Layout	CO 4, CO 5

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Total Quality and Maintenance Management**				**Course Code**	**MOE202**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes' assurance to service assurance. TQM is to be linked with business excellence through management frameworks and award criteria.					
Course Objectives	**1**	Evaluate the principles of Quality Management and explain how these principles can be applied				
	2	Use appropriate tools and techniques to design the quality system				
	3	Analysis of the quality of the business process through appropriate tools and techniques				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Understand the basic terminologies and metrics that are used to govern quality management				
	CO 2	Explain the significance of quality standards such as ISO and various quality awards in organizational excellence.				
	CO 3	Apply appropriate quality metrics to assess and monitor performance across different business processes.				
	CO 4	Analyze the function and impact of Six Sigma methodologies in improving process quality and reducing variation.				
	CO 5	Evaluate different quality assurance techniques used in manufacturing, service, and IT sectors for their effectiveness and adaptability.				
	CO 6	Design integrated quality management frameworks using TQM models like the PDCA Cycle, 5S, Kaizen and Quality Circles for continuous improvement.				
Prerequisites	Basic understanding of Operations and Operations Management					

e-Learning Tools used as Teaching Pedagogy	PPT, Videos

KSA Approach		
Knowledge	**Skills**	**Attitude**
Key quality principles. QM models (e.g., PDCA, Kaizen). SO standards, Quality awards	Pareto Analysis and Root Cause Analysis, Use metrics and statistical methods	Kaizen (continuous improvement) Cross-functional teamwork

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**TQM Principles**	a. Quality Concepts – Definition of Quality, Dimensions of Quality, Cost of Quality and Quality Gurus. b. TQM Philosophy – Principles of TQM, Deming's Philosophy, Juran's Philosophy & Crosby's Philosophy. c. Quality Management System – ISO.s d. Customer Focus, Supplier partnership and Employee Involvement.	4
2	**Design for Quality**	a. Detailed Design – Product Development & Quality Function Deployment (QFD), Target and Tolerance Design, Taguchi Loss Function for Tolerance Design. b. Design for Reliability – Mathematics of Reliability & System Reliability. c. Design Optimization – Fault Tree Analysis, Design for manufacturability, environment responsibility and excellence. d. Total Productive Maintenance (TPM) – Concept & Improvement Needs.	4
3	**Measuring & Controlling the Quality**	a. Statistical Fundamentals – Sampling Distributions, Confidence Intervals, Measures of Central Tendency and Dispersion, Population and Sample, Normal Curve. b. Measuring the Quality – Measurement of Quality control, system evaluation and process capability measurement. c. Controlling the Quality – Statistical Process Control for Variables & Attributes.	4
4	**Analysis & Improve the Quality**	a. Seven QC Tools – Stratification, Check Sheets, Control Chart, Histogram, Pareto Chart, Cause- and-effect diagram & Scatter diagram. b. New Management and planning tools – 5 Why Analysis, Affinity Diagram, Interrelationship Digraph & Tree Diagram, Matrix Diagram, Matrix Data Analysis, Process Decision Program Chart and Arrow Diagram.	4
5	**Improve for Quality Excellence**	a. Continuous Process Improvements – Benchmarking, PDCA Cycle, 6S, Kaizen, Lean and Six- Sigma principles. b. Leadership – Characteristics of Quality Leaders, The 7 Habits of Highly Effective People, Ethics & The Deming Philosophy.	4

Required Textbook	1. Sunil Sharma, Total Quality Management, Sage Publications, 1e, 2018.		
	2. Suganthi, L. and Samuel, A., Total Quality Management, Prentice Hall (India) Pvt. Ltd., 2006.		
	3. Barrie. G. Dale, Heather Bunney, " Total Quality Management", Wiley Publications		
	4. D. R. Kiran, "Total Quality Management", Key Concepts and case studies, 2017,Elsevier, BS Publications		
Recommended Readings	1. Oakland, J.S., TQM – Text with Cases, Butterworth – Heinemann Ltd., Oxford, 3rd Edition,2006.		
	2. James R. Evans and William M. Lindsay, "The Management and Control of Quality", 6th Edition, South-Western (Thomson Learning), 2005.		
	3. Joel E. Ross, Total Quality Management Text, Cases & Readings, Taylor and Francis		
Online Resources	1. Alison course : https://alison.com/course/total-quality-management		
	2. Udemy Course: https://www.udemy.com/course/lean-six-sigma-free-introduction-course/		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	TQM Principles	CO 1, CO 2
	2	Design for Quality	CO 2, CO 5, CO 6
	3	Measuring & Controlling the Quality	CO 3, CO 4
	4	Analysis & Improve the Quality	CO 4, CO 6
	5	Improve for Quality Excellence	CO 4, CO 5

TIMSR
THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Inventory Management**				**Course Code**	**MOE203**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	Inventory Management is a critical function within supply chain and operations management, ensuring the efficient flow of goods and materials. This course provides students with an understanding of inventory control techniques, demand forecasting, stock replenishment policies, and modern technological interventions in inventory management. It covers various inventory models, Just-In-Time (JIT) principles, economic order quantity (EOQ), and the impact of inventory decisions on business profitability.					
Course Objectives	**1**	Understand the fundamental concepts of inventory management and its role in supply chain operations.				
	2	Apply inventory control techniques to optimize stock levels and minimize costs.				
	3	Analyze demand forecasting methods and their impact on inventory decisions.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Describe the basic principles and functions of inventory management.				
	CO 2	Explain the key inventory control techniques used in various industries.				
	CO 3	Apply inventory models to optimize stock management and reduce waste.				
	CO 4	Analyze the effects of demand forecasting techniques on inventory control.				
	CO 5	Evaluate different inventory strategies such as JIT, EOQ, and ABC analysis.				
	CO 6	Design effective inventory control strategies using modern technologies and best practices.				

Prerequisites	A basic understanding of Supply Chain Management and Logistics Familiarity with Operations Management principles Fundamental knowledge of business mathematics and statistics (for understanding EOQ, forecasting, etc.)
e-Learning Tools used as Teaching Pedagogy	Smart Board, PPTs, Videos etc.

KSA Approach		
Knowledge	**Skills**	**Attitude**
Inventory principles, Data application, Digital tools	Analytical thinking, Strategy creation, Technical proficiency	Value creation, Ethical practice, Adaptability

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Inventory Management**	a. Definition and Importance of Inventory Management b. Types of Inventory (Raw Materials, Work-in-Process, Finished Goods, MRO, etc.) c. Objectives and Functions of Inventory Management d. Role of Inventory in Supply Chain Management e. Challenges and Best Practices in Inventory Management	4
2	**Inventory Control Techniques**	a. Inventory Classification: ABC, XYZ, FSN, VED Analysis, b. Economic Order Quantity (EOQ) Model and Variants, c. Just-in-Time (JIT) Inventory System d. Safety Stock and Reorder Point Calculations e. Stock Rotation Techniques (FIFO, LIFO)	4
3	**Demand Forecasting and Inventory Planning**	a. Importance of Demand Forecasting in Inventory Management b. Qualitative and Quantitative Forecasting Methods c. Moving Averages d. Exponential Smoothing e. Regression Analysis f. Seasonal and Cyclic Demand Variation	4
4	**Inventory Management Models and Strategies**	a. Push vs. Pull Inventory Systems b. Continuous Review (Q) vs. Periodic Review (P) System c. Vendor Managed Inventory (VMI) d. Consignment and Drop Shipping Models e. Lean Inventory Management and Agile Supply Chains	4
5	**Technology and Future Trends in Inventory Management**	a. Role of ERP, RFID, IoT, and Blockchain in Inventory Management b. Automated Warehousing and Robotics c. Sustainable and Green Inventory Practices d. Risk Management in Inventory Control e. Future Trends and Challenges in Inventory Management	4

Required Textbook	1. Chopra, S., & Meindl, P. (2019). *Supply Chain Management: Strategy, Planning, and Operation* (7th ed.)		
	2. Silver, E. A., Pyke, D. F., & Peterson, R. (2016). *Inventory Management and Production Planning & Scheduling* (3rd ed.). Wiley		
	3. Essentials of Inventory Management, Third Edition – Max Muller		
Recommended Readings	1. Arnold, J. R. T., Chapman, S. N., & Clive, L. M. (2011). *Introduction to Materials Management* (7th ed.). Pearson.		
	2. Waters, D. (2019). *Inventory Control and Management* (2nd ed.). Wiley.		
	3. Inventory Management – Uttam Kumar Singh		
Online Resources	1. Coursera - Inventory Management Courses: https://www.coursera.org		
	2. MIT Open Course Ware - Supply Chain and Inventory Management: https://ocw.mit.edu		
	3. Harvard Business Review - Inventory and Supply Chain Articles: https://hbr.org		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Inventory Management	CO 1, CO 2
	2	Inventory Control Techniques	CO 2, CO 3
	3	Demand Forecasting and Inventory Planning	CO 3, CO 4
	4	Inventory Management Models and Strategies	CO 4, CO 5
	5	Technology and Future Trends in Inventory Management	CO 5. CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Logistics Management**				**Course Code**	**MOE204**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The Logistics Management syllabus covers the fundamentals of logistics, including transportation, warehousing, inventory management, and packaging. It explores various transportation modes, their selection criteria, and cost optimization. Students will learn about logistics planning, demand forecasting, and supply chain coordination, with a focus on KPIs and risk management. The syllabus also highlights the role of digital technologies like ERP, IoT, AI, and blockchain in transforming logistics operations. Emphasis is placed on sustainable logistics practices, e-commerce logistics, reverse logistics, and emerging trends such as smart logistics, digital supply chains, and last-mile delivery solutions.					
Course Objectives	**1**	Equip students to analyze and optimize logistics networks by understanding transportation management, inventory control, and warehousing operations.				
	2	Develop proficiency in applying digital technologies such as ERP, IoT, AI, and blockchain to enhance logistics efficiency and decision-making.				
	3	Enable students to design sustainable and resilient logistics strategies through the application of green logistics practices, risk management and emerging industry trends.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Describe the fundamental concepts, principles, and components of logistics management, including supply chain processes, transportation, warehousing and inventory management.				
	CO 2	Explain the role of logistics management in optimizing supply chain operations, cost efficiency and customer satisfaction, highlighting key strategies and technologies used in the industry.				
	CO 3	Apply logistics management techniques to solve real-world problems, such as route optimization, inventory control, and demand forecasting, using relevant tools and methodologies.				

	CO 4	Analyze logistics and supply chain performance by evaluating key performance indicators (KPIs), identifying bottlenecks and proposing improvements to enhance operational efficiency.
	CO 5	Evaluate logistics strategies, technologies, and systems to assess their effectiveness in meeting organizational goals, sustainability objectives, and customer requirements.
	CO 6	Design innovative logistics and supply chain solutions, including distribution networks, warehouse layouts, or technology-driven systems, to address complex business challenges and improve overall performance.
Prerequisites	Basic business knowledge and quantitative skills for logistics and cost analysis.	
e-Learning Tools used as Teaching Pedagogy	PPTs and Videos	

KSA Approach		
Knowledge	**Skills**	**Attitude**
Logistics concepts Transportation strategies Emerging technologies	System analysis Operation coordination Sustainable practices	Strategic thinking Risk mitigation Innovation

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Fundamentals of Logistics Management**	a. Definition, scope, and importance of logistics management b. Evolution of logistics: From traditional transportation to modern supply chain logistics c. Key components of logistics: Transportation, warehousing, inventory management, and packaging d. Role of logistics in the supply chain and business competitiveness e. Introduction to logistics network design	4
2	**Transportation Management**	a. Overview of transportation in logistics b. Types of transportation: Road, rail, air, sea, and multimodal c. Transportation modes: Advantages, disadvantages, selection criteria d. Transportation cost management and optimization e. Role of technology in transportation management (GPS, tracking, TMS)	4
3	**Logistics Planning and Coordination**	a. Logistics planning process and strategies b. Demand forecasting and supply chain coordination c. Distribution network design: Centralized vs. decentralized systems d. Key performance indicators (KPIs) in logistics e. Risk management and contingency planning in logistics	4
4	**Digital Transformation and Sustainable Logistics**	a. The Role of Technology in Logistics (ERP, IoT, Blockchain, AI), b. E-Commerce Logistics and Omni channel Supply Chains, c. Reverse Logistics and Circular Economy Practices, d. Sustainable Logistics Strategies and Green Supply Chains, e. Risk Management in Logistics	4

5	**Emerging Trends in Logistics**	a. Role of technology: Automation, IoT, AI, and blockchain in logistics b. Green logistics: Sustainable practices and environmental concerns c. E-commerce and its impact on logistics management d. Last-mile delivery and challenges e. Future trends: Smart logistics, digital supply chains, and robotics	4

Required Textbook	1. Logistics Management and Strategy by Alan Harrison and Remko van Hoek
	2. Supply Chain Logistics Management by Donald J. Bowersox, David J. Closs, and M. Bixby
	3. The Handbook of Logistics and Distribution Management by Alan Rushton, Phil Croucher, and Peter Baker
Recommended Readings	1. Global Logistics and Supply Chain Management by John Mangan, Chandra Lalwani, and Tim Butcher
	2. Operations and Supply Chain Management by F. Robert Jacobs and Richard B. Chase
	3. Introduction to Logistics Systems Management by G. R. S. Balu and D. C. Shukla
Online Resources	1. Logistics Management Courses - https://www.udemy.com/topic/logistics-management/
	2. MIT Open Course Ware - Logistics and Supply Chain Management: https://ocw.mit.edu
	3. Supply Chain Logistics - https://www.coursera.org/learn/supply-chain-logistics

Alignment of Course Outcomes (COs) with Units

Unit No.	Title of Unit	Relevant COs
1	Fundamentals of Logistics Management	CO 1, CO 2
2	Transportation Management	CO 2, CO 3
3	Logistics Planning and Coordination	CO 3, CO 4
4	Digital Transformation and Sustainable Logistics	CO 4, CO 5
5	Emerging Trends in Logistics	CO 5, CO 6

THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Strategies Sourcing and Procurement Management**				**Course Code**	**MOE205**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	Strategy Sourcing and Procurement Management focuses on the strategic aspects of sourcing and procurement within organizations. The course explores how effective sourcing decisions can drive competitive advantage, optimize supply chains, and create long-term value. It covers key concepts such as supplier relationship management, cost control, ethical sourcing, and global procurement strategies, while emphasizing the integration of procurement with broader business strategies.					
Course Objectives	**1**	To understand the role of strategic sourcing in aligning procurement with organizational goals.				
	2	To evaluate procurement processes and identify opportunities for cost reduction and risk management.				
	3	To develop skills in managing supplier relationships for long-term collaboration and sustainability.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Identify strategies for supplier collaboration and managing global supply chains.				
	CO 2	Discuss cost-reduction techniques in procurement and identify opportunities for operational efficiency				
	CO 3	Demonstrate an understanding of the full procurement cycle, from sourcing to payment				
	CO 4	Analyze and design effective sourcing strategies to support business goals.				
	CO 5	Evaluate supplier performance and manage supplier risk through data-driven decisions.				
	CO 6	Develop an understanding of ethical considerations and sustainability practices in sourcing and procurement management.				
Prerequisites	Financial Management, Negotiation Skills and Contract Management					

e-Learning Tools used as Teaching Pedagogy	PPTs, Videos

KSA Approach		
Knowledge	**Skills**	**Attitude**
Strategic sourcing vs. procurement. Sourcing strategies (Global, Local, Hybrid), Ethical and sustainable sourcing.	Supplier evaluation using KPIs. Negotiation and contract management. Risk assessment in procurement.	Align sourcing with business goals, Build strong supplier relationships, Implement ethical and sustainable sourcing.

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction of Strategic Sourcing**	a. Definition and importance of strategic sourcing b. Procurement vs. sourcing c. Types of sourcing strategies: global, local, and hybrid d. Role of sourcing in supply chain management e. Factors influencing sourcing decisions (e.g., cost, quality, delivery, risk)	4
2	**Procurement Process and Lifecycle**	a. Steps in the procurement process b. Identifying and assessing sourcing needs c. Supplier identification and evaluation d. Negotiation tactics and contract management e. Managing purchase orders and supplier invoicing	4
3	**Supplier Relationship Management (SRM)**	a. Supplier selection and performance measurement b. Key performance indicators (KPIs) for supplier evaluation c. Building collaboration and trust with suppliers d. Supplier development programs e. Managing risks in the supply chain through SRM	4
4	**Global Sourcing and Supply Chain Management**	a. Benefits and challenges of global sourcing b. Trade regulations and compliance issues in international procurement c. Global logistics and risk management d. Cross-cultural negotiations and communication e. Impact of global supply chains on sustainability	4
5	**Ethical and Sustainable Sourcing**	a. Ethical sourcing principles b. Sustainability and green procurement c. Corporate social responsibility (CSR) in sourcing d. Managing social and environmental risks in the supply chain e. Legal and regulatory compliance in sustainable procurement	4
Required Textbook		1. "Purchasing and Supply Chain Management" by Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero, and James L. Patterson	
		2. “The Procurement Acumen, Notion Press” by Sendil Arasu Vijaya Kumar	
		3. "Procurement and Supply Chain Management" by Kenneth Lysons & Brian Farrington	

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Recommended Readings	1. "Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra & Peter Meindl		
	2. "The New Procurement and Supply Chain Management" by Darren S. B. Ray		
	3. "Sourcing and Procurement in the Supply Chain" by John T. Mentzer & Mark J. Moon		
Online Resources	1. https://www.cips.org/		
	2. https://www.procurement-academy.com/		
	3. https://hbr.org/		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction of Strategic Sourcing	CO 1, CO 4
	2	Procurement Process and Lifecycle	CO 2, CO 3
	3	Supplier Relationship Management (SRM)	CO 1, CO 5
	4	Global Sourcing and Supply Chain Management	CO 1, CO 4, CO 5
	5	Ethical and Sustainable Sourcing	CO 5, CO 6

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Name of Program	**MMS**				**Semester**	**II**
Name of Course	**Operations Strategy**				**Course Code**	**MOE206**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course delves into the strategic management of business operations, focusing on how organizations can leverage their operational capabilities to gain a competitive advantage.					
Course Objectives	**1**	Develop a strategic understanding of operations management				
	2	Analyze the relationship between operations and competitive advantage				
	3	Formulate and evaluate operational strategies for different business contexts				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Describe the core concepts, frameworks, and components of operations strategy, including competitive priorities, process design and resource allocation in achieving organizational objectives.				
	CO 2	Explain how operations strategy aligns with business goals, enhances competitive advantage and integrates with other functional strategies such as marketing and finance.				
	CO 3	Apply operations strategy principles to develop solutions for operational challenges, such as capacity planning, quality management and supply chain coordination, using relevant tools and techniques.				
	CO 4	Analyze the effectiveness of operations strategies by assessing performance metrics, identifying operational inefficiencies and evaluating their impact on organizational success.				
	CO 5	Evaluate alternative operations strategies and their implications for cost, quality, flexibility and sustainability, making informed recommendations for strategic improvements.				
	CO 6	Design comprehensive operations strategies, including process layouts, technology adoption plans, or supply chain frameworks, to address complex business needs and drive long-term competitiveness.				

Prerequisites	Operations Management – Concepts such as process design, capacity and quality management; Strategic Management – Business-level strategies and competitive positioning; Quantitative Analysis – Basic understanding of performance metrics, forecasting and resource allocation
e-Learning Tools used as Teaching Pedagogy	Smart Board, PPTs, Videos etc.

KSA Approach		
Knowledge	**Skills**	**Attitude**
Strategy Principles, Application Insights, Analytics Tools	Analytical Thinking, Strategy Creation, Technical Proficiency	Value Creation, Ethical Practice Adaptability

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Operations and its importance**	a. An Introduction to Operations Strategy operational planning b. An overview of the operations strategy's content the matrix of operations strategy	3
2	**Overview of operational performance**	a. Objectives for operational performance a compromise b. Operational and targeting focus Strategy for Process of Operations c. Sustainable Alignment, Alignment that endures over time d. Formulation method and results e. Analysis for formulation, alignment models for formulation f. The difficulties in developing an operations plan	4
3	**The overall degree of operational capacity**	a. The overall degree of operational capacity, or capacity strategy size and quantity of locations, change in capacity b. Strategic importance of product and service development, organizational capacity for product and service development c. The process of developing products and services, considering market demands when developing products and services Developing products and services from the standpoint of operations resources	4
4	**Supply Network Strategy**	a. Do or buy when choosing an outsourcing partner? b. Partnership-based supply, supplier and network partnerships, and conventional market-based supply Network activity network administration development and improvement as part of an improvement strategy c. Choosing the course, Performance mapping for importance Creating operational capabilities and putting them into use	4
5	**Process engineering Scale and scalability in strategy**	a. Process engineering Scale and scalability in strategy, as well as each technological component capacity Automation level and analytical content the extent of the linkage or connectedness the matrix of products and processes A review of process technology b. Operation Process: putting strategy into practice Meaning, The strategic context for the purpose Process: the methodological context c. Entry Point: the organizational context, the context of project management for delivery, The operational context for participation	5

Required Textbook	1. Nigel Slack and Michael Lewis (2010) : Operations Strategy, Pearson Education		
	2. Sara L. Beckman, Donald Barry Rosen field, Operations Strategy, McGraw – Hill Higher Education		
	3. Competing Through Capabilities: Strategic Innovation and Change in Mfg.		
Recommended Readings	1. Global Operations Strategy: Fundamentals and Practice: Springer; 2013 edition		
	2. "The Goal: A Process of Ongoing Improvement" by Eliyahu M. Goldratt		
	3. "Competing Against Time: How Time-Based Competition Is Reshaping Global Markets" by George Stalk Jr. and Thomas M. Hout		
Online Resources	1. MIT Open Courseware (OCW)		
	2. Industry Publications and Blogs (e.g., McKinsey, BCG, Harvard Business Review)		
	3. APICS (now ASCM): The Association for Supply Chain Management (ASCM) is a leading professional organization for operations and supply chain management		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Operations and its importance	CO 1, CO 2
	2	Overview of operational performance	CO 2, CO 4
	3	The overall degree of operational capacity	CO 3, CO 5
	4	Supply Network Strategy	CO 3, CO 6
	5	Process engineering Scale and scalability in strategy	CO 4, CO 5, CO 6

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On-Job-Training Guidelines

1. The On-the-Job Training (OJT) program carries a weightage of Two Credits. Every student is required to undergo OJT for a minimum 60 hours training in a recognized business enterprise, organization, industry or institution.
2. Students are required to complete their OJT either during the Second Semester or immediately after the Semester II exam and before the commencement of summer internship / by end of month of May.
3. The OJT project must be undertaken individually. Joint or group projects shall not be permitted under any circumstances. Each student is required to prepare and submit an individual OJT report based on the actual training undertaken.
4. The student shall prepare a comprehensive report covering the objectives, learning outcomes, organizational profile, work undertaken, observations, analysis and conclusions related to the training experience. The report must be duly certified by the concerned faculty guide / mentor confirming that the OJT work has been satisfactorily completed.
5. The organization / industry supervisor is required to provide the OJT completion certificate and feedback regarding the student's performance, attendance, punctuality and conduct during the training period.
6. Each student shall submit:
   6.1. Two hard copies (Spiral bound) of the OJT Report
   6.2. One soft copy of the report in PDF format or through the prescribed digital submission mode.
   6.3. To promote environmental sustainability and reduce paper consumption, double-sided printing of the report is permitted.
7. Students shall maintain regular attendance, discipline, professional ethics and proper conduct during the OJT period. Any misconduct or irregularity reported by the organization may lead to cancellation of the OJT or disciplinary action by the institute.

8. Evaluation Pattern: The evaluation of the On-the-Job Training (OJT) program will consist of two components with equal weightage:

Component	Evaluator	Weightage
External Evaluation	Industry Supervisor	25 Marks
Internal Evaluation	Faculty Mentor	25 Marks
Total		**50 Marks**

A. External Evaluation by Industry Supervisor (25 Marks): The Industry Supervisor from the organization where the student undergoes OJT shall evaluate the student based on the following parameters:

Sr. No.	Parameter	Marks
1	Professional Discipline, Attendance & Punctuality	5
2	Work Performance, Technical Skills & Task Completion	10
3	Communication Skills, Teamwork & Professional Behaviour	10
	Total Marks	**25 Marks**

B. Internal Evaluation by Faculty Mentor (25 Marks): The Faculty Mentor appointed by the institute shall evaluate the student based on the following parameters:

Sr. No.	**Parameter**	**Marks**
1	Application of Management Concepts	10
2	Understanding of Industry and Functional Processes	10
3	OJT Report structure, Documentation	05
	Total Marks	**25 Marks**

CERTIFICATE OF ON-THE-JOB TRAINING (OJT)

This is to certify that Mr. / Ms. _____,

student of ***ZCT's Thakur Institute of Management Studies and Research, Mumbai***, pursuing Master of Management Studies (MMS), has successfully completed the On-the-Job Training (OJT) for minimum 60 hours at _____ (Name of the Organization / Company) from ___ / ___ / _____ to ___ / ___ / _____.

During the training period, the student worked in the department of _____ and was assigned tasks / projects related to _____.

Date: _____

Place: _____

Signature of Industry Supervisor

Name: _____

Designation: _____

Organization Seal & Stamp

Contact Details: _____

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CERTIFICATE OF COMPLETION OF ON-THE-JOB TRAINING (OJT)

This is to certify that Mr. / Ms. _____,

(Roll No. _____) student of ***ZCT's Thakur Institute of Management Studies and Research, Mumbai***, pursuing Master of Management Studies (MMS), has successfully completed the On-the-Job Training (OJT) for minimum 60 hours and submitted the report titled: "___**_____**" in partial fulfilment of the requirements for the award of the degree / programme during the academic year _____.

The report submitted by the student is a genuine record of the work carried out during the training period and has been found satisfactory with respect to the objectives, learning outcomes, analysis and conclusions related to the training experience.

Name and Signature of Faculty / Guide **Name and Signature of Director**

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DECLARATION

I, Mr. / Ms. _____, (Roll No. _____) student of ***ZCT's Thakur Institute of Management Studies and Research, Mumbai***, pursuing Master of Management Studies (MMS), hereby declare that the On-the-Job Training (OJT) Report titled "_____" submitted to the institute, is a genuine record of the work carried out by me during the training period.

The report has not been submitted earlier to any other University or Institution for the award of any degree, diploma or certificate.

Date: _____ Name and Signature of Student

Place: _____ (Roll No. _____)

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- Cover Page
- Certificate from Organization / Industry
- Certificate by Institute
- Declaration by Student
- Acknowledgement
- Table of Contents

Chapter Scheme

1. Chapter 1: Introduction to Training
   1.1. Introduction
   1.2. Objectives of the Training
   1.3. Scope of the Training
2. Chapter 2: Industry and Organization Profile
3. Chapter 3: Work Undertaken During OJT
   3.1. Profile / Task / Activities Assigned
   3.2. Application of Management Concepts
   3.3. Tasks / Projects Handled
   3.4. Tools / Techniques Used
   3.5. Roles and Responsibilities performed
4. Chapter 4: Key Learnings and Observations
5. Chapter 5: Contribution to the organization
6. Annexures
   6.1. Attendance Record
   6.2. Geo-tagged Photographs
   6.3. Supporting Documents (Daily Logs, Work Samples if any)

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Formatting Guidelines for OJT Report

Particulars	Specifications
Paper Size	A4 Size
Printing	Double-sided printing permitted
Font Style	Times New Roman
Font Size for Text	12 pt
Font Size for Headings	14 pt Bold
Line Spacing	1.5 Line Spacing
Alignment	Justified
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THAKUR ZCT's ™
TIMSR
THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

www.timsrmumbai.in
TIMSR | THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH
Approved by AICTE, Govt. of Maharashtra | Affiliated to University of Mumbai
• ISO 21001 : 2018 Certified
• Accredited with 'A+' Grade by National Assessment & Accreditation Council (NAAC)
• MMS Programme Accredited by National Board of Accreditation (NBA)

ON-THE-JOB TRAINING (OJT) REPORT

On

_____ **(Title of the Project)**

Submitted by

Name of the Student: _____

Roll Number: _____

Program: Master of Management Studies (MMS)

Submitted to

ZCT's Thakur Institute of Management Studies and Research, Mumbai

in partial fulfilment for the award of Master of Management Studies (MMS)

Name of the Organization / Company: _____

Duration of OJT: From ___ / ___ / _____ to ___ / ___ / _____.

Academic Year 2025 – 26



Zagdu Singh Charitable Trust's (Regd.)

Thakur Institute of Management Studies and Research, Mumbai

An Autonomous Institute, approved by AICTE, Govt. of Maharashtra & Affiliated to University of Mumbai

Accredited with A+ Grade by NAAC in 2nd Cycle | MMS Program accredited by NBA | ISO 21001:2018

Curriculum introduced as per NEP guidelines

Master of Management Studies (MMS)

Semester III & IV (Batch 2026-28)

About the Institute

Thakur Institute of Management Studies and Research (TIMSR) was established in the year 2002 by the Thakur Education Group under the aegis of Zagdu Singh Charitable Trust. It is an autonomous institute affiliated to the University of Mumbai and approved by the All India Council for Technical Education (AICTE) and Govt. of Maharashtra. The institute is accredited with A+ grade from the National Assessment and Accreditation Council (NAAC), and its MMS program is accredited by the National Board of Accreditation (NBA). TIMSR is also ISO 21001:2018 certified and listed in the UGC 2(f) list. Recognized for its excellence, the institute was awarded the "Best Management College in West India for Infrastructure 2023" by the Centre for Education Growth and Research (CEGR) and named one of India's Best B-Schools for 2025 by Career 360. The institute ranked 2nd in Mid-Day B-School Survey 2025.

Vision of the Institute

To be a globally connected management institute with focus on academic excellence, transformative research and innovation for sustainable impact.

Mission of the Institute

1. To establish a global network with organizations to integrate validated quality standards, enhancing academic and operational excellence.
2. To deliver outcome-driven management education through immersive pedagogy.
3. To enable a research-driven ecosystem that advances knowledge, promotes innovation, and provides solutions for business and society.
4. To develop value-driven leaders who create sustainable, entrepreneurial, and positive impact.

About the Program

Name of the Program: Master of Management Studies (MMS)

Duration : 2-years Full Time Master's Degree

Eligibility Criteria : As per the directives of the Competent Authority Maharashtra State Common Entrance Test (CET) Cell, Mumbai, Directorate of Technical Education, Government of Maharashtra

Preamble

The Master of Management Studies (MMS) program is a comprehensive two-year postgraduate degree designed to align with the National Education Policy (NEP) 2020, the AICTE Model Curriculum, and contemporary industry requirements. The program equips students with a strong foundation in core management areas such as Finance, Marketing, Human Resource, and Operations, while also integrating cutting-edge subjects like artificial intelligence in business, sustainable finance, digital marketing, and cybersecurity in operations. Emphasis is placed on multidisciplinary learning, experiential education, and skill-based development to ensure students are industry-ready and future-focused. Courses like Design Thinking, Power BI, Tableau, Advanced Excel, and domain-specific Analytics foster digital fluency and decision-making capabilities essential in today's data-driven world.

Aligned with NEP's emphasis on flexibility and holistic education, the program includes components such as field projects, innovation labs, summer internships, and MOOCs, allowing students to engage with real-world business challenges. The inclusion of Indian Knowledge System (IKS), Yoga, and Positive Psychology reflects a commitment to developing ethically grounded and emotionally resilient managers. AICTE's Outcome-Based Education (OBE) model is embedded through continuous assessment methods and the integration of contemporary tools and strategic frameworks. Graduates of the MMS program are expected to be strategic thinkers, digitally skilled professionals and socially responsible leaders who can thrive in a dynamic, global business environment. They will be equipped not only with

academic knowledge but also with practical insights, soft skills, and an innovation mindset necessary to lead and transform organizations in a rapidly evolving world. The MMS program thus serves as a platform for grooming future-ready leaders capable of navigating the challenges and opportunities of the 21st-century business landscape.

Graduate Attributes		
Management Knowledge	The Manager and Society	Design and Development of Solutions
Problem Analysis	Environment and Sustainability	Individual and Teamwork
Conduct Investigation of Complex Problems	Ethics	Project Management and Finance
Modern Tool Usage	Communication	Life Long Learning

Program Educational Objectives (PEOs)	
PEO 1	Demonstrate the ability to operate effectively in diverse international and multicultural business environments.
PEO 2	Apply advanced management knowledge and analytical skills to make informed decisions and drive organizational success.
PEO 3	Engage in continuous learning, conduct impactful research, and develop innovative solutions for complex business challenges.
PEO 4	Lead ethically and responsibly, fostering sustainable practices and creating positive impact for organizations and society.

Program Outcomes (POs) and Program Specific Outcomes (PSOs)	
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop value-based leadership ability.
PO4	Ability to analyse and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the attainment of organizational goals contributing effectively to team environment.
PSO1	Apply advanced knowledge and skills in core areas like Finance, Marketing, HR and Operations to create effective strategies that improve business performance and support long-term growth.
PSO2	Synthesize advanced business analysis to formulate innovative and sustainable business strategies across sectors and geographies.
PSO3	Demonstrate leadership, teamwork, and innovation to manage teams, drive change and improve business processes in a global and competitive environment.

Structure of the Program

The courses under the revised structure and curriculum fall under two categories Mandatory and Electives (choice for students within specializations) leading towards specialization. The electives component provide flexibility for adoption of new courses that nurture professional competencies. In addition to the above, the curriculum also provides hands on learning opportunities through OJT, Field Projects, internships and industry and society relevant research projects.

The Learning levels expected to be attained as per Bloom's Taxonomy: under curriculum are: L1: Remembering; L2: Understanding; L3: Applying; L4: Analysing; L5: Evaluating, and; L6: Creating.

Teachers are expected to impart knowledge along-with traditional teaching through new and innovative pedagogical approaches like Field Work, Workshops, Mentoring Sessions, Assignments, Quizzes, Live Projects, Case Studies, Presentations, Simulations, Industrial Visits, Use of statistical software and other data analysis and application tools, Inculcation of industry specific skills and training & development sessions through co-curricular activities.

The Formative Assessment and Summative Assessment to be in Ratio 50-50.

Duration of Session: Each session comprises 90 minutes of teaching–learning activities.

Assessment Structure

The assessment structure was divided in 2 ways i.e. Formative Assessment and Summative Assessment. In formative assessment, 3 concurrent evaluations were included whereas end semester examination is part of summative assessment.

All questions are application-based, designed to assess higher-order thinking skills as per Bloom's Taxonomy Levels 4 – 6 (Application, Analysis, Evaluation, and Creation).

Following are the tables highlighting assessment structure for 2 credit course and 3 credit course:

2 Credit Course / 50 Marks	
Component	Marks
Concurrent Evaluations (CCE) 1	5
Concurrent Evaluations (CCE) 2	15
Concurrent Evaluations (CCE) 3	5
Semester End Examination + Experiential /Applied Component	25 (20+5*)
Total	**50**

3 Credit Course / 100 Marks	
Component	Marks
Concurrent Evaluations (CCE) 1	10
Concurrent Evaluations (CCE) 2	30
Concurrent Evaluations (CCE) 3	10
Semester End Examination + Experiential /Applied Component	50 (40+10*)
Total	**100**

** The Application – oriented evaluation is a part of CCE 2. The practical element of the course that students will undertake during the semester, will be evaluated before the semester end examination.*

Structure of Question Paper

Structure of Question Paper (2 Credit)	Structure of Question Paper (3 Credit)
Duration: 60 minutes	Duration: 120 minutes
Total Marks: 20	Total Marks: 40
Attempt any TWO questions out of the Four.	Attempt any FOUR questions out of the Six.
Each question carries 10 marks.	Each question carries 10 marks.
• All questions are application-based, designed to assess higher-order thinking skills as per Bloom's Taxonomy Levels 4–6 (Application, Analysis, Evaluation, and Creation).	
• Questions are framed to assess integrated learning across all modules of the course.	

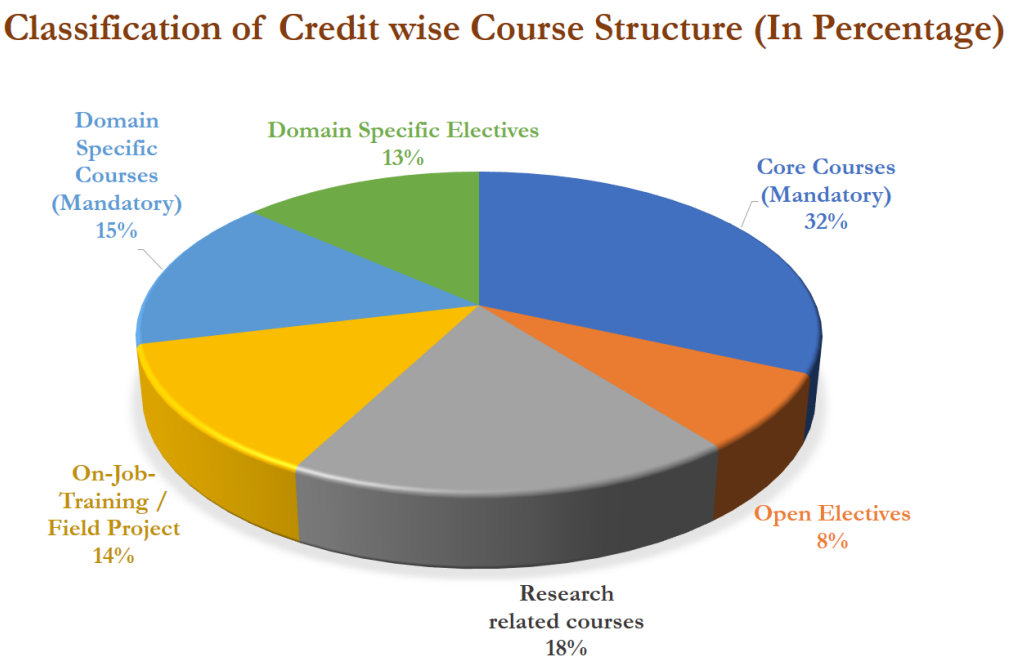
Classification of course structure:

a) Based on the Types of Courses

Type of Courses	Credit
Core Courses (Mandatory)	33
Open Electives	08
Research related courses	19
On-Job-Training / Field Project	14
Domain Specific Courses (Mandatory)	16
Domain Specific Electives	14
Total Credit in 2 Years Program	**104**

b) Semester-wise

Type of Courses	Credit
Semester I	26
Semester II	26
Semester III	26
Semester IV	26
Total Credit in 2 Years Program	**104**



Rationale for the L-T-P Scheme

The proposed Lecture – Tutorial - Practical (L-T-P) scheme has been designed considering the nature of management education, where conceptual understanding, critical thinking, case-based learning, experiential pedagogy and skill development are equally important. As per the AICTE Credit Framework, one hour of Lecture (L) or Tutorial (T) per week carries one credit, whereas two hours of Practical (P) per week carry one credit. Accordingly, theory-oriented courses emphasize lectures and tutorials, while analytics, software, simulation, field-based, and project-oriented courses include practical sessions to strengthen application-oriented learning. Tutorial hours are allocated to courses that require case analysis, group discussions, presentations, role plays, business simulations, problem-solving exercises, and reflective learning. Practical hours are assigned to courses involving software tools such as Advanced Excel, Power BI, Tableau, Financial Modelling, HR Analytics, Digital Marketing, ERP, research software and field-based experiential activities. This balanced L-T-P distribution supports Outcome-Based Education (OBE), enhances experiential learning, and aligns the curriculum with industry expectations and the National Education Policy (NEP) 2020.

Course Nature	Credits	L-T-P	Justification
Pure Theory / Conceptual Management Courses	2	**1-1-0**	These courses focus on conceptual understanding and managerial frameworks. Tutorial sessions provide opportunities for case discussions, presentations, debates and application of concepts without requiring laboratory work.
Theory with Quantitative or Software Applications	3	**2-0-2**	Theoretical concepts are complemented by practical sessions using analytical software, spreadsheets, statistical tools or simulations. Practical exposure enhances problem-solving and decision-making skills.
Pure Theory Courses	3	**2-1-0**	These courses require strong conceptual foundations along with tutorials for solving business cases, classroom discussions and collaborative learning activities.
Skill-Based / Technology-	2	**1-0-2**	Such courses require hands-on practice using business software, digital platforms, AI tools or simulations.

Enabled Courses			Practical sessions are therefore prioritized over tutorials.
Design Thinking / Innovation-Oriented Courses	2	**1-0-2**	These courses are workshop-based and emphasize ideation, prototyping, collaborative problem-solving and experiential learning rather than traditional classroom instruction.
Analytics / Financial Modelling / HR Analytics	2	**1-0-2**	Students learn concepts through lectures and develop analytical competencies through extensive software-based practical sessions using real datasets and business scenarios.
Field-Based Courses (Internship, Field Project)	2	**0-0-4**	Learning is achieved entirely through experiential engagement in organizations or field settings. Assessment is based on practical work, reports, presentations and mentor evaluation.
Innovation Lab / Seminar / Workshop	2	**0-0-4**	These courses emphasize experiential learning, innovation, teamwork, presentations and practical implementation, making dedicated practical hours most appropriate.
Summer Internship Project	8	**0-0-16**	The internship is a fully experiential learning component undertaken in industry. All credits are earned through practical engagement, project execution and evaluation by industry and faculty mentors.
Dissertation I & II	8	**0-0-16**	Dissertation courses involve independent research, data collection, analysis, report writing and viva-voce. Since learning is research-based, the entire credit allocation is practical in nature.

Curriculum Structure w. e. f. Academic Year 2026-27										
Master of Management Studies (Semester - I) (Batch 2026-28)										
Course Description			Teaching Scheme		Evaluation Scheme					
Course Category	Course Code	Course Title	Hours / Semester	Credits	Formative		Summative		Total Marks	Duration of Exam (Hours)
					Internal Evaluation		Semester End			
					Min	Max	Min	Max		
Core Course (CC) (Mandatory)	MGM101	Principles of Management	30	2	13	25	13	25	50	01:30
	MGM102	Organizational Behaviour	30	2	13	25	13	25	50	01:30
	MGM103	Business Economics	45	3	25	50	25	50	100	02:30
	MGM104	Statistics for Business	45	3	25	50	25	50	100	02:30
	MGM105	Essentials of Marketing	45	3	25	50	25	50	100	02:30
	MGM106	Financial Accounting	45	3	25	50	25	50	100	02:30
	MGM107	Fundamentals of HRM	45	3	25	50	25	50	100	02:30
	MGM108	Operations Management	45	3	25	50	25	50	100	02:30
Open Electives (OE) (Any 2)	MGE101	Emerging Trends in Business	30	2	13	25	13	25	50	01:30
	MGE102	Business Communication	30	2	13	25	13	25	50	01:30
	MGE103	Information Technology for Managers	30	2	13	25	13	25	50	01:30
	MGE104	Yoga and Positive Psychology for Managing Career and Life	30	2	13	25	13	25	50	--

Curriculum Structure w. e. f. Academic Year 2026-27										
Master of Management Studies (Semester - II) (Batch 2026-28)										
Course Description			Teaching Scheme		Evaluation Scheme					
Course Category	Course Code	Course Title	Hours / Semester	Credits	Formative		Summative		Total Marks	Duration of Exam (Hours)
					Internal Evaluation		Semester End			
					Min	Max	Min	Max		
Core Course (CC) (Mandatory)	MGM201	Entrepreneurship Management	30	2	13	25	13	25	50	01:30
	MGM202	Legal & Tax Aspect of Business	45	3	25	50	25	50	100	02:30
Research Methodology	MGM203	Business Research Methods	45	3	25	50	25	50	100	02:30
OJT / FP	MGM204	On-Job-Training	30	2	13	25	13	25	50	--
Open Electives (OE) (Any 1)	MGE201	Advanced Excel for Business	30	2	13	25	13	25	50	01:30
	MGE202	Design Thinking	30	2	13	25	13	25	50	01:30
	MGE203	Indian Knowledge System: Management Perspectives	30	2	13	25	13	25	50	01:30
Specialization: Finance										
Domain Specific Course (DSC) (Mandatory)	MFM201	Corporate Finance	45	3	25	50	25	50	100	02:30
	MFM202	Analysis of Financial Statements	45	3	25	50	25	50	100	02:30
Domain Specific	MFE201	Cost and Management Accounting	30	2	13	25	13	25	50	01:30
	MFE202	Banking Services and Credit Analysis	30	2	13	25	13	25	50	01:30

Electives (DSE) (Any 4)	MFE203	Financial Markets and Regulations	30	2	13	25	13	25	50	01:30
	MFE204	Fixed Income Securities	30	2	13	25	13	25	50	01:30
	MFE205	Behavioural Finance	30	2	13	25	13	25	50	01:30
	MFE206	Sustainable Finance and ESG Investing	30	2	13	25	13	25	50	01:30
Specialization: Marketing										
Domain Specific Course (DSC) (Mandatory)	MMM201	Product and Branding Strategy	45	3	25	50	25	50	100	02:30
	MMM202	Consumer Behaviour	45	3	25	50	25	50	100	02:30
Domain Specific Electives (DSE) (Any 4)	MME201	Digital Marketing	30	2	13	25	13	25	50	01:30
	MME202	Tech-Driven Marketing	30	2	13	25	13	25	50	01:30
	MME203	Retail & Distribution Management	30	2	13	25	13	25	50	01:30
	MME204	Sales Management & Personal Selling	30	2	13	25	13	25	50	01:30
	MME205	Ethical Marketing in the Digital Age	30	2	13	25	13	25	50	01:30
	MME206	Integrated Marketing Communications	30	2	13	25	13	25	50	01:30
Specialization: Human Resource										
Domain Specific Course (DSC) (Mandatory)	MHM201	Contemporary Talent Management	45	3	25	50	25	50	100	02:30
	MHM202	Learning and Development	45	3	25	50	25	50	100	02:30
Domain Specific	MHE201	Inclusive Workplace Cultures (Diversity, Equity, Inclusion & Belongingness)	30	2	13	25	13	25	50	01:30

Electives (DSE) (Any 4)	MHE202	Human Resource Development and Planning	30	2	13	25	13	25	50	01:30
	MHE203	Industrial Relations and Labour Legislations - I	30	2	13	25	13	25	50	01:30
	MHE204	Industrial Psychology	30	2	13	25	13	25	50	01:30
	MHE205	Leadership & Change Management	30	2	13	25	13	25	50	01:30
	MHE206	Employer Branding and Employee Value Proposition	30	2	13	25	13	25	50	01:30
Specialization: Operation										
Domain Specific Course (DSC) (Mandatory)	MOM201	Supply Chain Management and Design	45	3	25	50	25	50	100	02:30
	MOM202	Quantitative Models in Operations-I	45	3	25	50	25	50	100	02:30
Domain Specific Electives (DSE) (Any 4)	MOE201	Warehouse Management	30	2	13	25	13	25	50	01:30
	MOE202	Total Quality & Maintenance Management	30	2	13	25	13	25	50	01:30
	MOE203	Inventory Management	30	2	13	25	13	25	50	01:30
	MOE204	Logistics Management	30	2	13	25	13	25	50	01:30
	MOE205	Strategic Sourcing & Procurement Management	30	2	13	25	13	25	50	01:30
	MOE206	Operations Strategy	30	2	13	25	13	25	50	01:30
Exit option: Students who have successfully completed the first year shall be eligible for the award of a Postgraduate Diploma (PG Diploma) upon completion of an additional 4 credits of On-the-Job Training (OJT).										

Curriculum Structure w. e. f. Academic Year 2027-28											
Master of Management Studies (Semester - III)											
Course Description			Page No.	Teaching Scheme		Evaluation Scheme					
						Formative		Summative		Total Marks	Duration of Exam (Hours)
Course Category	Course Code	Course Title		Hours / Semester	Credits	Internal Evaluation		Semester End			
						Min	Max	Min	Max		
Core Course (CC) (Mandatory)	MGM301	Strategic Management	*18*	30	2	13	25	13	25	50	01:00
	MGM302	International Business	*21*	30	2	13	25	13	25	50	01:00
OJT / FP	MGM304	Summer Internship Project	*24*	--	8	50	100	50	100	200	--
Open Electives (OE) (Any 1)	MGE301	Power BI and Tableau	*29*	30	2	13	25	13	25	50	01:00
	MGE302	AI in Business	*32*	30	2	13	25	13	25	50	01:00
Specialization: Finance											
Domain Specific Course (DSC) (Mandatory)	MFM301	Security Analysis and Portfolio Management	*35*	30	2	13	25	13	25	50	01:00
	MFM302	Corporate Valuation and Financial Modelling	*38*	30	2	13	25	13	25	50	01:00
	MFM303	Financial Analytics	*41*	30	2	13	25	13	25	50	01:00
Domain Specific Electives (DSE) (Any 3)	MFE301	Entrepreneurial Finance	*44*	30	2	13	25	13	25	50	01:00
	MFE302	Derivatives and Risk Management	*47*	30	2	13	25	13	25	50	01:00
	MFE303	Financial Planning and Wealth Management	*50*	30	2	13	25	13	25	50	01:00
	MFE304	Investment Banking	*53*	30	2	13	25	13	25	50	01:00

	MFE305	International Finance	*56*	30	2	13	25	13	25	50	01:00
	MFE306	Mergers and Acquisitions	*59*	30	2	13	25	13	25	50	01:00
Specialization: Marketing											
Domain Specific Course (DSC) (Mandatory)	MMM301	Marketing Research & Analytics	*62*	30	2	13	25	13	25	50	01:00
	MMM302	Marketing Strategy	*65*	30	2	13	25	13	25	50	01:00
	MMM303	Services Marketing	*68*	30	2	13	25	13	25	50	01:00
Domain Specific Electives (DSE) (Any 3)	MME301	Customer Relationship Management	*71*	30	2	13	25	13	25	50	01:00
	MME302	B2B Marketing	*74*	30	2	13	25	13	25	50	01:00
	MME303	Social Media Marketing	*77*	30	2	13	25	13	25	50	01:00
	MME304	Marketing of Financial Services	*80*	30	2	13	25	13	25	50	01:00
	MME305	Rural Marketing	*83*	30	2	13	25	13	25	50	01:00
	MME306	Sports and Entertainment Marketing	*86*	30	2	13	25	13	25	50	01:00
Specialization: Human Resource											
Domain Specific Course (DSC) (Mandatory)	MHM301	Performance Management Systems	*89*	30	2	13	25	13	25	50	01:00
	MHM302	Compensation and Reward Management	*92*	30	2	13	25	13	25	50	01:00
	MHM303	HR Analytics and Data-Driven Decision Making	*95*	30	2	13	25	13	25	50	01:00
Domain Specific Electives (DSE) (Any 3)	MHE301	HR Technology and Digital Transformation	*98*	30	2	13	25	13	25	50	01:00
	MHE302	Strategic Human Resource Management	*101*	30	2	13	25	13	25	50	01:00

	MHE303	Competency Mapping and Assessment Center	*104*	30	2	13	25	13	25	50	01:00
	MHE304	HR Audit and HR Scorecard	*108*	30	2	13	25	13	25	50	01:00
	MHE305	Industrial Relations and Labour Legislations- II	*111*	30	2	13	25	13	25	50	01:00
	MHE306	Managing Change and Organisational Development	*114*	30	2	13	25	13	25	50	01:00
Specialization: Operation											
Domain Specific Course (DSC) (Mandatory)	MOM301	Operations Analytics	*117*	30	2	13	25	13	25	50	01:00
	MOM302	Service Operations Management	*120*	30	2	13	25	13	25	50	01:00
	MOM303	Quantitative Models in Operations - II	*123*	30	2	13	25	13	25	50	01:00
Domain Specific Electives (DSE) (Any 3)	MOE301	Productivity Management	*126*	30	2	13	25	13	25	50	01:00
	MOE302	World Class Manufacturing	*129*	30	2	13	25	13	25	50	01:00
	MOE303	Benchmarking and Business process re-engineering	*132*	30	2	13	25	13	25	50	01:00
	MOE304	Enterprise Resource Planning	*135*	30	2	13	25	13	25	50	01:00
	MOE305	Integrated Operations Management	*138*	30	2	13	25	13	25	50	01:00
	MOE306	Cybersecurity in Services Operations	*141*	30	2	13	25	13	25	50	01:00

Curriculum Structure w. e. f. Academic Year 2027-28												
Master of Management Studies (Semester - IV)												
Course Description			Page No.	Teaching Scheme		Evaluation Scheme					
						Formative		Summative		Total Marks	Duration of Exam (Hours)
Course Category	Course Code	Course Title		Hours / Semester	Credits	Internal Evaluation		Semester End			
						Min	Max	Min	Max		
Core Course (CC) (Mandatory)	MGM401	Business Environment & Sustainability	*144*	30	2	13	25	13	25	50	01:00
Research Project (Mandatory)	MGM402	Dissertation - I	*147*	--	8	50	100	50	100	200	--
	MGM403	Dissertation - II	*151*	--	8	50	100	50	100	200	--
OJT / FP (Any 2)	MGE401	Innovation Lab	*155*	30	2	13	25	13	25	50	--
	MGE402	Field Project	*158*	30	2	13	25	13	25	50	--
	MGE403	Seminar / Workshop	*159*	30	2	13	25	13	25	50	--
	MGE404	MOOC	*160*	30	2	13	25	13	25	50	01:00
Specialization: Finance											
Domain Specific Course (DSC) (Mandatory)	MFM401	Corporate Governance and Ethical Finance	*161*	30	2	13	25	13	25	50	01:00
	MFM402	Financial Strategies (Case Study Based)	*164*	30	2	13	25	13	25	50	01:00

Specialization: Marketing											
Domain Specific Course (DSC) (Mandatory)	MMM401	International Marketing	*167*	30	2	13	25	13	25	50	01:00
	MMM402	Marketing applications and practices	*170*	30	2	13	25	13	25	50	01:00
Specialization: Human Resource											
Domain Specific Course (DSC) (Mandatory)	MHM401	HR Compliance	*173*	30	2	13	25	13	25	50	01:00
	MHM402	Mergers and Acquisition - Case Study based approach	*176*	30	2	13	25	13	25	50	01:00
Specialization: Operations											
Domain Specific Course (DSC) (Mandatory)	MOM401	Project Management	*179*	30	2	13	25	13	25	50	01:00
	MOM402	Operations applications and Cases	*182*	30	2	13	25	13	25	50	01:00
On successful completion: Award of PG Degree – "Master of Management Studies"											

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Strategic Management**				**Course Code**	**MGM301**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 1					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides students with an in-depth understanding of strategic management principles, frameworks, and real-world applications. It covers strategy formulation, competitive advantage, corporate strategies, and contemporary trends in business strategy.					
Course Objectives	**1**	To introduce students to the fundamental concepts and frameworks of Strategic Management.				
	2	To provide knowledge of corporate strategies, competitive advantage, and business expansions.				
	3	To develop a problem-solving approach using case studies and real-world business examples.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall fundamental concepts, principles, and frameworks of Strategic Management, including definitions, strategy levels and historical perspectives				
	CO 2	Explain and interpret key strategic analysis tools such as SWOT, PESTEL, Porter's Five Forces and Value Chain Analysis to assess a company's competitive environment.				
	CO 3	Apply competitive strategy models (e.g., Porter's Generic Strategies, Blue Ocean Strategy) to real-world business cases and formulate appropriate strategic responses.				
	CO 4	Analyze business problems using corporate strategy frameworks, including diversification, mergers & acquisitions, and strategic alliances, and evaluate their impact on competitive advantage.				
	CO 5	Critically evaluate strategy implementation and control measures (e.g., Balanced Scorecard) to assess the effectiveness of corporate strategies.				
	CO 6	Design and propose innovative strategic solutions by integrating emerging business trends, digital transformation and sustainability principles to develop future-ready organizations.				

Prerequisites	Basic understanding of business and management principles. Familiarity with concepts of marketing, operations, and finance.
e-Learning Tools used as Teaching Pedagogy	NPTEL Videos on Strategic Management IIMBx Online Modules, Harvard Business Case Studies Industry Reports from McKinsey, BCG, and HBR

KSA Approach		
Knowledge	Skills	Attitude
Understanding strategic concepts Industry analysis frameworks	Analytical decision-making Business model evaluation	Strategic thinking mindset Leadership approach

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Strategic Management**	a. Concept of strategy b. Levels of strategy (Corporate, Business, Functional) c. Strategic vs. Operational Planning d. Mintzberg's 5P of Strategy	4
2	**Environmental Analysis & Strategic Tools**	a. SWOT, PESTEL b. Porter's Five Forces c. VRIO Framework (Resource-Based View) d. Value Chain Analysis	3
3	**Strategy Formulation, Corporate-Level & Business Level Strategy & Strategic Schools of Thought**	a. Competitive advantage b. Michael Porter’s Generic Strategies c. McKinsey 7-S Framework d. Blue Ocean Strategy e. BCG Matrix, Ansoff Matrix f. Mergers & Acquisitions g. Strategic Alliances h. Diversification i. Vertical & Horizontal Integration j. Ten Thought Schools of Strategy (Strategy Safari Framework)	5
4	**Strategy Implementation; Evaluation & Controls**	a. Balanced Scorecard b. Risk Management c. Strategic Evaluation and Controls d. Types of Controls e. Change Management	4
5	**Emerging Trends in Strategy & Digital Transformation, Case Study and Practical Sessions**	a. AI & Big Data in Strategy b. Sustainability & ESG Strategies c. Agile Strategy Execution d. Digital Business Models, e. Business ecosystems f. Application of frameworks through real-world case studies, business simulations, Strategic Decision-Making Exercises	4

Required Textbook	1) Srinivasan Iyenger Jay B. Barney, William Hesterly, Arunaditya Sahay (2024) Strategic Management and Competitive Advantage: Concepts and Cases, Pearson, 6th edition ISBN-13 : 978-9361591112
	2) Kim, W. C., & Mauborgne, R. A. (2017). *Blue ocean leadership (Harvard business review classics)*. Harvard Business Review Press.
	3) Thompson Jr, A. A., & Strickland III, A. J. Strategic Management Concepts and Cases. 1992. *IRWIN Homewood, Boston*.
	4) David, F. R. (2011). *Strategic management concepts and cases*. Prentice hall.
Recommended Readings	1) Harvard Business Review (HBR) – Articles on Strategy (10 must read on Strategy)
	2) McKinsey & BCG Reports on Corporate Strategy
	3) Competitive strategy: techniques for analysing Industries and competitors – Michael Porter
	4) Competitive advantage: creating and sustaining superior performance - Michael Porter
Online Resources	1) IIMBx Strategic Management Course (https://iimbx.iimb.ac.in/)
	2) NPTEL Strategic Management Course (https://nptel.ac.in/courses/)
	3) Harvard Business School Case Studies (https://hbsp.harvard.edu/)
	4) MIT Sloan Business Strategy Lectures (https://mitsloan.mit.edu/)
	5) "Strategic Management: Concepts and Cases – A Competitive Advantage Approach" – Fred R. David & Forest R. David

Alignment of Course Outcomes (COs) with Units

Unit No.	Title of Unit	Relevant COs
1	Introduction to Strategic Management	CO 1
2	Environmental Analysis & Strategic Tools	CO 2
3	Strategy Formulation, Corporate-Level Strategy & Strategic Schools of Thought	CO 3, CO4
4	Strategy Implementation; Evaluation & Controls	CO 4, CO 5
5	Emerging Trends in Strategy & Digital Transformation, Case Study and Practical Sessions	CO 3, CO 5, CO 6

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**International Business**				**Course Code**	**MGM302**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course explores global business operations, international markets, cross-cultural management, global strategies, and current trends, equipping students to thrive in dynamic, multicultural, and digitally transforming business environments.					
Course Objectives	**1**	To understand the global business environment and its influencing factors.				
	2	To evaluate strategic decisions for international market entry and expansion.				
	3	To analyze cultural, operational, and ethical complexities in global business contexts.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain foundational theories and concepts of international trade and globalization.				
	CO 2	Analyze international market opportunities and risks for strategic entry.				
	CO 3	Apply cross-cultural frameworks for effective global communication.				
	CO 4	Evaluate global supply chain and operations strategies.				
	CO 5	Create strategic international business plans considering current global trends.				
	CO 6	Justify ethical decisions and responsible practices in international operations.				
Prerequisites	Basic knowledge of business management Principles of Marketing and Economics Familiarity with strategic management concepts					
e-Learning Tools used as Teaching Pedagogy	Online Simulators, Kahoot and Mentimeter (For interactive quizzes, polls and reinforcing key financial concepts), YouTube and TED Talks, Data Visualization Tools such as Tableau, Power BI etc. Online Risk Assessment platforms					

KSA Approach		
Knowledge	Skills	Attitude
Global trade theories International Market Strategies Cross-cultural Frameworks	Strategic Thinking Communication and Negotiation Global Risk Assessment	Cultural Sensitivity Ethical Judgement Adaptability & Global Mindset

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Hours
1	**Introduction to International Business**	a. Introduction to International Business b. Drivers and Theories of International Trade (Comparative Advantage, Porter's Diamond, etc.) c. International Business Environment d. Globalization and its Impacts b. International Institutions (WTO, IMF, World Bank, UNCTAD)	4
2	**International Market Entry and Strategies**	a. Modes of Entry: Exporting, Licensing, Franchising, Joint Ventures, Wholly Owned Subsidiaries b. Strategic Planning for International Markets c. Country Selection and Market Screening d. International Risk Assessment e. Strategic Alliances and Global Mergers & Acquisitions	4
3	**Cross Cultural Management**	a. Understanding Culture (Hofstede, Trompenaars, GLOBE) b. Managing Multicultural Teams c. International Negotiation and Communication Styles d. Ethics and Social Responsibility in a Global Context e. Cultural Intelligence (CQ) and its Business Application	4
4	**Global Operations and Supply Chain Management**	a. Global Production and Sourcing b. International Logistics and Distribution c. Technology and Innovation in Global Operations d. Quality Standards and Compliance (e.g., ISO, WTO regulations) e. Supply Chain Resilience and Disruption Management	4
5	**Current Trends and Challenges in International Business**	a. Emerging Markets and New Trade Blocs b. Impact of International Trade Agreements c. Sustainability and Green Business Practices d. Digital Transformation and E-commerce in International Business e. Role of Startups in International Business	4

Required Textbook	1. Cherunilam, F. (2024). *International Business: Text and Cases*. PHI Learning Pvt. Ltd.
	2. Rao, S. (2021). *International Business Environment*. Himalaya Publishing House.
	3. Sumati, V. (2015). *International business*. Pearson Education India.
Recommended Readings	1. Journal of International Money and Finance
	2. Journal of International Economics
	3. Journal of International Business Studies
	4. RBI Publications

Online Resources	1. Harvard Business Review
	2. Global EDGE
	3. World Bank and IMF Publications
	4. Bloomberg Business - International Finance News
	5. CFA Institute - Global Financial Markets Resources

	Unit No.	**Title of Unit**	**Relevant COs**
Alignment of Course Outcomes (COs) with Units	1	Introduction to International Business	CO 1
	2	International Market Entry and Strategies	CO2, CO 5
	3	Cross Cultural Management	CO 3, CO 6
	4	Global Operations and Supply Chain Management	CO 4
	5	Current Trends and Challenges in International Business	CO 2, CO 5, CO 6

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Name of Program	MMS		Semester	III
Name of Course	Summer Internship Project		Course Code	MGM303
Credit	8			
Evaluation Scheme	Internal Assessment			100
	External Assessment			100
	Total			**200**
Course Description	Summer Internship Project (SIP) is an immersive, field-based learning component designed to bridge classroom knowledge with industry practices. This course provides students with practical exposure to real-world business environments through a structured internship spanning 8 weeks, typically undertaken after the second semester. Students are placed in organizations relevant to their area of specialization where they observe, learn and contribute to ongoing business processes or specific projects. Under the joint supervision of an industry mentor and a faculty guide, students identify problems, gather data and offer insights or solutions. The course culminates in the submission of a professional internship report and a viva-voce, enabling students to demonstrate their understanding of business practices, analytical thinking and communication skills.			
Course Objectives	**1**	To expose students to real-life organizational practices and professional work culture.		
	2	To bridge the gap between theoretical concepts and business applications.		
	3	To develop skills in problem-solving, communication, and project execution.		
	4	To encourage reflective learning through practical engagement		
	5	To prepare students for career readiness in their area of specialization.		
Course Outcome ***On Successful completion of this course enables the students to -***	**CO 1**	Demonstrate an understanding of professional work environments, organizational structures, and workplace culture.		
	CO 2	Apply classroom knowledge to real-life business problems within the functional area of specialization.		
	CO 3	Identify organizational challenges and develop practical, evidence-based solutions.		
	CO 4	Communicate findings, insights, and recommendations effectively through reports and presentations.		
	CO 5	Exhibit professional behavior, time management, and teamwork in a real-world setting.		
	CO 6	Reflect on internship experiences to assess personal learning, skill development, and career preparedness.		

Prerequisites	Basics of Research Methodology and Domain Knowledge
e-Learning Tools used as Teaching Pedagogy	SPSS, Advanced Excel, MS Word

KSA Approach

Knowledge	Skills	Attitude
Functional domain knowledge Research methodology concepts Data analysis tools and techniques Industry practices, compliance norms Report writing	Analytical Problem-solving Data Interpretation Decision Making	Professionalism Proactive learning mindset Accountability and responsibility

Summer Internship – Guidelines

Introduction: The SIP (Summer Internship Project) shall commence after completion of 2nd Semester and the report shall be submitted in the III Semester. The marks and the credits shall be allotted in Semester III. Students shall be awarded credit points out of 8 credit points based on aggregate of his/her report submitted and performance in viva voce as per the rubrics provided.

Evaluation Ratio

The evaluation of the Summer Internship shall be conducted in the following ratio:

Internal Assessment (Guide/Mentor): 50%

External Assessment (Panel of Examiners): 50%

Internal Assessment (50%) - By Guide / Mentor

The internal assessment shall be based on the following criteria:

1. Problem Identification and Objectives
2. Literature Review and Conceptual Foundation
3. Research Design and Methodology
4. Data Analysis and Interpretation
5. Report Organization and Academic Writing

External Assessment (50%) - By Panel of Examiners and SIP Competition

The external evaluation shall be conducted by a panel comprising academic faculty and / or industry experts. The criteria include:

1. Industry Relevance and Practical Application
2. Analytical Depth and Critical Thinking
3. Quality of work done and contribution to the organization
4. Presentation and Professional Communication
5. Subject Knowledge and Response to Questions

Documentation to be Submitted by Learner related to Summer Internship:

1. Internship Completion Certificate from the organization
2. Final Project Report

Format of Project Report: The project report must be original and follow this structure:

1. Preliminary Pages
   - 1.1. Title Page
   - 1.2. Certificate from the Company
   - 1.3. Certificate from the Institute
   - 1.4. Declaration by Student

1.5. Acknowledgement
1.6. Executive Summary
1.7. Table of Contents
2. Introduction to the Organization / Company Profile
3. Literature Review
4. Research Methodology
5. Analysis and Interpretation of Data
6. Findings / Conclusion & Suggestions
7. References and Annexures

Formatting of Project Report:

• Font: Times New Roman, 12 pt
• Spacing: 1.5-line spacing
• Margins: 1 inch on all sides. 0.5 Gutter on left
• Binding: 2 copies Hardbound (for final submission)

Internal Assessment (100 Marks) – By Guide / Mentor

Criteria	Weight	Level Descriptors for Grading
1. Problem Identification and Objectives	**20**	**17–20:** Problem is clearly identified, relevant to the organization, and supported by well-defined, specific, measurable, and achievable objectives.
		13–16: Problem and objectives are clear with minor gaps in focus or alignment.
		9–12: Problem identified but objectives are broad, vague, or partially aligned.
		0–8: Problem and objectives are unclear, poorly defined, or missing.
2. Literature Review and Conceptual Foundation	**20**	**17–20:** Comprehensive review of recent and relevant literature; strong conceptual and theoretical foundation with critical synthesis.
		13–16: Good coverage of relevant literature with adequate conceptual linkage.
		9–12: Limited literature review; weak integration of concepts and theories.
		0–8: Poor, inadequate, or missing literature review.
3. Research Design and Methodology	**20**	**17–20:** Research design is appropriate, systematic, and well justified; methodology aligns strongly with objectives.
		13–16: Suitable methodology with minor limitations in design or justification.
		9–12: Methodology is basic, partially appropriate, or insufficiently explained.
		0–8: Methodology is inappropriate, poorly described, or absent.
4. Data Analysis and Interpretation	**20**	**17–20:** Data is analyzed using appropriate tools; findings are interpreted accurately and linked effectively to objectives.
		13–16: Good analysis with logical interpretation and reasonable linkage to objectives.
		9–12: Basic analysis with limited interpretation and insight.
		0–8: Inadequate, inaccurate, or incomplete analysis and interpretation.

5. Report Organization and Academic Writing	**20**	**17–20:** Report is well-structured, coherent, professionally written, and follows prescribed formatting and referencing standards.
		13–16: Good organization and writing quality with minor formatting or language issues.
		9–12: Acceptable structure but contains inconsistencies in presentation, language, or formatting.
		0–8: Poorly organized report with significant writing and formatting deficiencies.

External Assessment (100 Marks) – By Panel of Examiners and SIP Competition 50 marks each

Criteria	Weight	Level Descriptors for Grading
1. Industry Relevance and Practical Application	**20**	**17–20:** Project addresses a significant business issue and demonstrates strong practical applicability and managerial relevance.
		13–16: Project is relevant to organizational needs with reasonable practical application.
		9–12: Limited practical application and moderate relevance to organizational context.
		0–8: Weak relevance and little evidence of practical applicability.
2. Analytical Depth and Critical Thinking	**20**	**17–20:** Demonstrates strong analytical ability, critical evaluation of issues, and evidence-based conclusions.
		13–16: Good analytical approach with logical reasoning and adequate justification.
		9–12: Analysis is largely descriptive with limited critical evaluation.
		0–8: Superficial analysis with weak reasoning and unsupported conclusions.
3. Quality of Work Done and Contribution to the Organization	**20**	**17–20:** Work demonstrates significant value addition to the organization through meaningful insights, solutions, or recommendations.
		13–16: Work contributes positively and provides useful organizational insights.
		9–12: Limited contribution with moderate practical value.
		0–8: Minimal contribution or impact on organizational objectives.
4. Presentation and Professional Communication	**20**	**17–20:** Presentation is highly professional, well-structured, engaging, and delivered with confidence and clarity.
		13–16: Good presentation skills with clear communication and minor delivery gaps.
		9–12: Adequate presentation and communication but lacks confidence, clarity, or organization.
		0–8: Poor communication, weak structure, and ineffective delivery.
5. Subject Knowledge and Response to Questions	**20**	**17–20:** Demonstrates comprehensive understanding of the project and responds confidently, accurately, and logically to questions.
		13–16: Good understanding with appropriate responses to most questions.
		9–12: Basic understanding with partially correct or limited responses.

		0–8: Inadequate understanding and inability to respond effectively to questions.

Required Textbook	1. Cooper, D. R., Schindler, P. S., & Sharma, J. K. (2018). *Business research methods, 12/E (SIE)*. McGraw-Hill Education.	
	2. Kothari, C. R. (2017). research methodology methods and techniques by CR Kothari. *Published by New Age International (P) Ltd., Publishers*, *91*.	
	3. Krishnaswamy, K. N., Mathirajan, M., & Sivakumar, A. I. (2016). *Management Research Methodlogy: Integration of Principles, Medthods and Techniques*. Pearson Education India.	
Recommended Readings	1. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches – John W. Creswell – Sage Publications.	
	2. Case Study Research and Applications – Robert K. Yin – Sage Publications	
	3. The Art of Case Study Research – Robert E. Stake – Sage Publications.	
	4. Report Writing for Business Students – John D. Lester – Pearson Education	
Online Resources	1. National Programme on Technology Enhanced Learning **(NPTEL)** – Courses on Research Methodology, Data Analysis, and Business Analytics.	
	2. SWAYAM – Government of India MOOCs on Management, Research, and Entrepreneurship.	
	3. Coursera – Courses on Business Research, Excel, Data Analytics, and Presentation Skills.	
	4. Harvard Business Review **(HBR)** – Articles on industry practices, innovation, leadership, and real-world business problem solving.	
Alignment of Course Outcomes (COs) with Units	**Course Module**	**Relevant COs**
	Summer Internship, Report and Viva-voce	CO 1, CO 2, CO 3, CO 4, CO 5, CO 6

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Power BI & Tableau**				**Course Code**	**MGE301**
Credit	2	**Required Lectures (In Hours)**			60	
Teaching Scheme	Lecture	0	Tutorial	0	Practical	4
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 1					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course introduces students to the principles of data visualization and its application in business intelligence using two industry-leading tools: Power BI and Tableau. Through hands-on experience, students will learn how to connect, clean, and analyze data from various sources and create interactive dashboards to visualize insights effectively. The course emphasizes the practical application of visualization techniques to solve real-world business problems and support data-driven decision-making. Students will develop skills in designing user-friendly reports, utilizing advanced features like calculated fields, DAX expressions and geospatial mapping, and comparing the capabilities of Power BI and Tableau. By the end of the course, students will be equipped with the technical know-how and creative tools necessary for careers in analytics, business intelligence and data-driven management.					
Course Objectives	**1**	Understand the principles of data visualization and its importance in decision-making				
	2	Gain proficiency in using Power BI and Tableau for creating interactive dashboards and reports.				
	3	Learn to connect, clean, and analyze data from various sources.				
	4	Develop skills to present data insights effectively for business applications.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Understand Data Visualization Principles				
	CO 2	Select appropriate Power BI and Tableau features				
	CO 3	Connect and Transform Data & Compare Tools and Apply Best Practices				
	CO 4	Analyze Data and Generate Insights & Create and Present Interactive Dashboards				
	CO 5	Develop Problem-Solving Skills				
	CO 6	Construct appropriate structure to work Collaboratively on Projects				

Prerequisites	Basic Computer literacy, Spreadsheet knowledge, Basic data concepts, Basic mathematical and statistical skills, logical reasoning, general knowledge, business awareness
e-Learning Tools used as Teaching Pedagogy	**Tableau Public** (for creating and sharing interactive visualizations), Google Classroom, Kahoot / Quizizz, **Power BI Service** (for publishing and collaborative dashboards)

KSA Approach

Knowledge	Skills	Attitude
Research types & Research Process Research Design & Methodology Sampling Methods, Research paper writing	Decision making skills Analytical skills Leadership skills Critical Thinking	Proactiveness Attention in detail Group Cohesiveness Innovations

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Data Visualization**	a. Importance and value of data visualization. b. Overview of data visualization tools: Power BI and Tableau. c. Types of data and data abstraction.	3
2	**Getting Started with Tableau**	a. Tableau interface and basic terminologies. b. Connecting to data sources in Tableau. c. Creating basic visualizations: bar charts, line graphs, pie charts. d. Building interactive dashboards and stories.	3
3	**Advanced Tableau Features**	a. Using calculated fields and parameters. b. Creating hierarchies and groups. c. Working with filters, sets, and actions. d. Geospatial visualizations and mapping.	3
4	**Getting Started with Power BI**	a. Installing and setting up Power BI Desktop. b. Connecting to data sources in Power BI. c. Data transformation and cleaning using Power Query. d. Creating basic visualizations: tables, charts, and slicers.	4
5	**Advanced Power BI Features**	a. DAX (Data Analysis Expressions) basics for calculated columns and measures. b. Building relationships and data models. c. Creating interactive dashboards and reports. d. Publishing and sharing reports on Power BI Service.	4
6	**Comparative Analysis and Case Studies**	a. Comparing features and use cases of Power BI and Tableau. b. Real-world case studies in business intelligence. c. Best practices for effective data visualization.	3

Required Textbook	1) Deckler, G. (2022). *Learn Power BI: A comprehensive, step-by-step guide for beginners to learn real-world business intelligence*. Packt Publishing Ltd.
	2) Milovanović, I. (2013). *Python data visualization cookbook*. Packt Publishing Ltd.

	3) Panda, S. P., & Padhy, A. (2025). *Business Intelligence with Power BI and Tableau: Cloud-Based Data Warehousing, Predictive Analytics, and Artificial Intelligence-Driven Decision Support*. Deep Science Publishing.
	4) Knight, D., Knight, B., Pearson, M., & Quintana, M. (2018). *Microsoft Power BI quick start guide: Build dashboards and visualizations to make your data come to life*. Packt Publishing Ltd.
Recommended Readings	1) Russo, M., & Ferrari, A. (2019). *The Definitive Guide to DAX: Business Intelligence for Microsoft Power BI, SQL Server Analysis Services, and Excel*. Microsoft Press.
	2) Puls, K., & Escobar, M. (2015). *M Is for (Data) Monkey: A Guide to the M Language in Excel Power Query*. Holy Macro! Books.
	3) Murray, D. G. (2013). *Tableau your data!: fast and easy visual analysis with tableau software*. John Wiley & Sons.
	4) Knaflic, C. N. (2025). *Storytelling with data: A data visualization guide for business professionals*. John Wiley & Sons.
Online Resources	1) "Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master" by Ryan Sleeper
	2) https://learn.microsoft.com/en-us/power-bi/
	3) Tableau Learning Resources
	4) https://www.youtube.com/ & Kaggle Datasets – for practice and real-world use cases

Alignment of Course Outcomes (COs) with Units

Unit No.	Title of Unit	Relevant COs
1	Introduction to Data Visualization	CO 1
2	Getting Started with Tableau	CO 2, CO 4
3	Advanced Tableau Features	CO 2, CO 4
4	Getting Started with Power BI	CO 2, CO 3
5	Advanced Power BI Features	CO2, CO 3, CO 4
6	Comparative Analysis and Case Studies	CO 3, CO 5, CO 6

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Artificial Intelligence (AI) in Business**				**Course Code**	**MGE302**
Credit	**2**	**Required Lectures (In Hours)**			**45**	
Teaching Scheme	Lecture	1	Tutorial	0	Practical	2
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					50
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course introduces students to Artificial Intelligence (AI) concepts and their applications in business contexts. It blends theoretical knowledge with practical exposure, enabling students to apply AI tools for solving business problems and improving decision-making processes. The course covers AI fundamentals, machine learning techniques and practical implementation in marketing, finance, operations and customer service.					
Course Objectives	**1**	To introduce core concepts of Artificial Intelligence and its impact on business processes.				
	2	To enable students to analyze and evaluate AI solutions for business challenges.				
	3	To build ethical awareness and responsible AI usage in business.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Define core concepts and applications of AI in business.				
	CO 2	Analyze AI applications across business functions.				
	CO 3	Apply AI tools and techniques to real-life business problems.				
	CO 4	Design and implement simple AI solutions for business challenges.				
	CO 5	Evaluate the ethical and regulatory implications of AI in business.				
	CO 6	Explore emerging AI trends and assess their potential impact on businesses.				
Prerequisites	Basic understanding of business processes and management. Familiarity with data analytics concepts.					
e-Learning Tools used as Teaching Pedagogy	Learning Management System (LMS): Course material, assignments, and evaluations. AI Simulation Platforms: Hands-on experience with AI tools. Google Colab / Jupyter Notebooks: Running AI models and coding exercises. Case Studies & Group Discussions: Analyzing AI applications in real-world scenarios.					

KSA Approach		
Knowledge	Skills	Attitude
Basics of AI, Machine Learning, and Data Analytics. AI applications in different business functions. Ethical concerns and governance in AI implementation.	Hands-on use of AI tools for business process optimization. Application of machine learning models to business challenges. Analyzing and interpreting AI-generated insights.	Ethical and responsible use of AI technologies. Analytical thinking and problem-solving mindset. Open-mindedness to explore emerging AI innovations.

Course Contents and Schedule			
Unit No.	**Title of Unit**	**Content**	**No. of Sessions**
1	**Introduction to AI and Its Business Applications**	a. Definition and Evolution of AI b. AI vs Human Intelligence c. AI in Digital Transformation and Business Automation d. Applications of AI in Marketing, Finance, HR, and Operations e. - Case Studies: AI Implementations in Business	4
2	**AI Tools, Technologies, and Machine Learning Concepts**	a. Overview of AI Tools: ChatGPT, Google Dialogflow, Microsoft Azure AI b. Introduction to NLP: Text Analysis and Sentiment Detection c. Basics of Machine Learning: Supervised vs Unsupervised Learning d. - Practical: Building a Simple Prediction Model Using Python	4
3	**Practical Applications and AI Project Development**	a. Identifying Business Problems for AI Application b. AI in Workflow Automation: Introduction to RPA c. Steps in AI Model Development: Data Collection, Training, and Evaluation d. - Practical: Developing an AI Prototype to Solve a Business Problem	4
4	**Ethical, Regulatory Frameworks, and AI Governance**	a. Ethical Concerns in AI: Bias, Privacy, and Security b. Regulatory Frameworks for AI in Business c. AI Governance and Compliance d. - Case Studies: Ethical Dilemmas in AI Implementation	4
5	**Emerging AI Trends, Strategic Decision-Making, and Project Evaluation**	a. AI in IoT, Blockchain, and Predictive Analytics b. AI-Driven Decision-Making for Business Growth c. Group Project: AI Prototype Presentation and Evaluation d. - Peer Review and Instructor Feedback	4

Required Textbook	1) Russell, S. J., & Norvig, P. (2016). Artificial intelligence: a modern approach. Pearson Pub: Malaysia.
	2) Davenport, T. H. (2018). *The AI advantage: How to put the artificial intelligence revolution to work*. MIT Press.
	3) Chopra, R. (2012). *Artificial Intelligence*. S. Chand Publishing..
	4) Alpaydin, E. (2020). *Introduction to machine learning*. MIT press.

Recommended Readings	1) Bostrom, N. Superintelligence: Paths, Dangers, Strategies.
	2) Mitchell, T. M., Carbonell, J. G., & Michalski, R. S. (Eds.). (1986). *Machine learning: a guide to current research* (Vol. 12). Springer Science & Business Media.
	3) Analytics, McKinsey. "Global survey: The state of AI in 2020." *Image* (2020)..
	4) Harvard Business Review Case Studies on AI Applications.
Online Resources	1) Kaggle: AI Project Datasets and Case Studies.
	2) MIT OpenCourseWare: Artificial Intelligence Fundamentals.

Alignment of Course Outcomes (COs) with Units

Unit No.	Title of Unit	Relevant COs
1	Introduction to AI and Its Business Applications	CO 1, CO 2
2	AI Tools, Technologies, and Machine Learning Concepts	CO 2, CO 3
3	Practical Applications and AI Project Development	CO 3, CO 4, CO 5
4	Ethical, Regulatory Frameworks, and AI Governance	CO 5
5	Emerging AI Trends, Strategic Decision-Making, and Project Evaluation	CO 4, CO 5, CO 6

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Security Analysis and Portfolio Management**				**Course Code**	**MFM301**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Continuous Concurrent Evaluation – I					5
	Continuous Concurrent Evaluation – II					15
	Continuous Concurrent Evaluation – III					5
	Semester End Examination + Experiential / Applied Component*					25(20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides a comprehensive understanding of SAPM, covering risk–return analysis, equity and fixed income valuation, and capital market theories. It introduces market efficiency, indexing and benchmarking, technical and fundamental analysis and factor-based valuation models. The course emphasizes portfolio construction, optimization and performance measurement using both traditional and post-modern portfolio theory. It equips learners with analytical tools aligned with contemporary market practices and global standards.					
Course Objectives	**1**	To develop an understanding of risk–return characteristics of different securities and apply quantitative tools for security analysis and valuation.				
	2	To analyze capital market theories, market efficiency, and factor models for informed investment decision-making.				
	3	To enable students to construct, manage, and evaluate portfolios using modern and post-modern portfolio performance measures.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Understand the concept, types, and functioning of securities and analyze the risk–return characteristics using statistical tools.				
	CO 2	Apply probability-based and absolute loss approaches to measure and manage systematic and unsystematic risk.				
	CO 3	Evaluate equity securities through industry, company, and valuation analysis using reliable financial information sources.				
	CO 4	Explain the construction, adjustment, and tracking of market indices for benchmarking investment performance.				
	CO 5	Analyze fixed income securities, technical indicators, and capital market theories including CAPM and factor models.				
	CO 6	Construct, optimize, and evaluate investment portfolios using modern and post-modern performance measures.				

Prerequisites	Financial Markets, Accounting Basics, Economics, Statistics
e-Learning Tools used as Teaching Pedagogy	LMS, PPTs, Video Lectures, Online Simulators, Financial Databases

KSA Approach		
Knowledge	Skills	Attitude
Securities Risk–Return Valuation Market Efficiency Portfolio Theory	Analysis Valuation Risk Measurement Portfolio Construction Performance Evaluation	Analytical Ethical Disciplined Objective Market-oriented

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Securities & Risk–Return Analysis**	a. Concept and types of securities, role of securities markets b. Risk and Return Analysis c. Types of Securities d. Probability v/s absolute Loss in risk management, volatility in prices e. Statistical tools for risk calculation f. Systematic and Unsystematic risk	3
2	**Market Efficiency, Equity Analysis & Indexing**	a. Equity research and valuation Sources of financial information, b. Industry analysis c. Company analysis d. Valuation of equity shares e. Indexing and Benchmarking Creation of an index f. Adjusting for corporate adjustments in the index g. Tracking an index.	5
3	**Fixed Income Securities**	a. Fixed income security analysis - Basics and Bond valuation including Macaulay Duration and modified duration b. Inflation Bonds c. Technical analysis tools, trends, indicators and charting techniques	4
4	**Capital Market Theories & Factor Models**	a. Capital market theories - Capital Asset Pricing Model b. Portfolio risk and return c. Factor based valuation models and arbitrage pricing theory-factor based valuation model d. Risk free arbitrage	4
5	**Portfolio Theory & Performance Measurement**	a. Portfolio theory - construction, analysis and optimization b. Portfolio Management Strategies c. Modern and post-modern portfolio theory d. Performance measurement using Sharpe, Treynor, Sortino, Alpha and downside deviation ratios	4

Required Textbook	1) Prasanna Chandra, Security Analysis and Portfolio Management
	2) Donald Fische and Ronald Jordan, Security Analysis and Portfolio Management.
	3) "Security Analysis" by Benjamin Graham and David Dodd - Whittlesey House, McGraw-Hill Book Company
	4) Financial Derivatives: Theory, Concepts, and Problems – S.L. Gupta (PHI Learning)
Recommended Readings	1) Steven Achelis, Technical Analysis
	2) John Murphy, Technical Analysis of Financial Markets
	3) "The Intelligent Investor" by Benjamin Graham
Online Resources	1) SEBI Investor Education Portal
	2) CFA Institute (Curriculum & Learning Ecosystem)
	3) Money control
	4) Investopedia

	Unit No.	**Title of Unit**	**Relevant COs**
Alignment of Course Outcomes (COs) with Units	1	Introduction to Securities & Risk–Return Analysis	CO 1, CO 2
	2	Market Efficiency, Equity Analysis & Indexing	CO 3, CO 4
	3	Fixed Income Securities & Technical Analysis	CO 5
	4	Capital Market Theories & Factor Models	CO 5
	5	Portfolio Theory & Performance Measurement	CO 6

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Corporate Valuation and Financial Modelling**				**Course Code**	**MFM302**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	**Lecture**	1	**Tutorial**	1	**Practical**	0
Evaluation Scheme	Continuous Concurrent Evaluation – I					5
	Continuous Concurrent Evaluation – II					15
	Continuous Concurrent Evaluation – III					5
	Semester End Examination + Experiential/Applied Component*					25(20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides an in-depth understanding of corporate valuation concepts and financial modeling techniques used in modern financial decision-making. It equips students with theoretical knowledge and hands-on spreadsheet-based skills to value firms, equity, brands, start-ups, and distressed companies using DCF models, relative valuation, and application-oriented financial modeling.					
Course Objectives	**1**	To introduce students to the fundamental concepts of corporate valuation and financial modeling, including asset-based, income-based, and market-based valuation approaches.				
	2	To develop the ability to apply discounted cash flow, dividend-based valuation techniques, and integrated spreadsheet-based financial models for valuation and forecasting.				
	3	To enhance analytical, interpretative, and decision-making skills required for evaluating complex valuation and investment scenarios.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain the concept of value, objectives, scope, principles of corporate valuation and the role of financial modeling in valuation decisions.				
	CO 2	Apply appropriate valuation approaches and build basic financial models using financial statements and assumptions.				
	CO 3	Analyze equity value using dividend discount models, free cash flow models and supporting financial forecasts.				
	CO 4	Evaluate corporate value using asset-based, income-based and relative valuation techniques supported by financial models.				
	CO 5	Analyze valuation challenges in special cases such as start-ups, brands and distressed firms using customized models.				
	CO 6	Create an integrated financial model and valuation report incorporating forecasting, valuation and sensitivity analysis.				

Prerequisites	Basic knowledge of financial management, accounting principles and financial statements and an understanding of the time value of money.
e-Learning Tools used as Teaching Pedagogy	Microsoft Excel, financial databases, financial software tools and relevant online resources and websites.

KSA Approach		
Knowledge	Skills	Attitude
Concepts and theories of corporate valuation Valuation models and financial forecasting techniques Cost of capital and risk assessment	Financial statement analysis Building valuation and financial models using Excel Analytical and critical thinking	Ethical approach to valuation and reporting Problem-solving mindset Teamwork and collaborative learning

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Fundamentals of Valuation & Modeling Basics**	a. Concept of Value b. Nature and Scope of Valuation c. Objectives and Importance, d. Misconceptions e. Principles of Valuation f. Valuation Approaches g. Fair Market Value h. Introduction to Financial Modeling i. Model Structure, Assumptions and Drivers	4
2	**Equity Valuation & Forecasting Models**	a. Dividend Discount Models – Zero Growth, Constant Growth, Two-Stage, H-Model, Three-Stage Models b. Revenue & Cost Forecasting c. Pro-forma Financial Statements	4
3	**Corporate Valuation – Asset & Income Approach**	a. Asset-Based Valuation (Book Value, Adjusted Book Value), Income Approach, Cost of Capital (WACC) b. Cash Flow Forecasting, DCF Model c. FCFE d. Adjusted Present Value e. Economic Profit Model f. Model Validation & Limitations	5
4	**Relative Valuation & Sensitivity Analysis**	a. Market Multiples b. Trading Multiples c. Transaction Multiples d. Takeover Premiums e. Peer Selection f. Sensitivity Analysis g. Scenario Analysis h. Model Interpretation	4

5	**Advanced Financial Modeling & Special Valuation Cases**	a. Integrated Financial Models b. Start-up Valuation Models c. Brand Valuation d. Distressed Firm Valuation e. Model Building & Presentation	3

Required Textbook	1. Prasanna Chandra, Corporate Valuation and Value Creation, McGraw-Hill Education.
	2. Aswath Damodaran, Damodaran on Valuation, Wiley.
	3. Simon Benninga — *Financial Modeling*
	4. Corporate Valuation A Guide to Analysis, Managers and Investors
Recommended Readings	1. Financial Analysis and Modeling using Excel and VBA — Chandan Sengupta
	2. Valuation: Measuring and Managing the Value of Companies — Tim Koller, Marc Goedhart & David Wessels
	3. Investment Valuation: Tools and Techniques for Determining the Value of Any Asset — Aswath Damodaran
	4. Principles of Corporate Finance — Brealey, Myers, Allen & Edmans
Online Resource	1. www.cousera.org
	2. NSE India (National Stock Exchange of India)
	3. Moneycontrol / Screener.in
	4. Trading Economics/ World Bank Data

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Fundamentals of Valuation & Modeling Basics	CO1
	2	Equity Valuation & Forecasting Models	CO2 , CO3
	3	Corporate Valuation – Asset & Income Approach	CO2, CO3, CO4
	4	Relative Valuation & Sensitivity Analysis	CO4, CO6
	5	Advanced Financial Modeling & Special Valuation Cases	CO5, CO6

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Financial Analytics**				**Course Code**	**MFM303**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	**Lecture**	1	**Tutorial**	0	**Practical**	2
Evaluation Scheme	Continuous Concurrent Evaluation – I					5
	Continuous Concurrent Evaluation – II					15
	Continuous Concurrent Evaluation – III					5
	Semester End Examination + Experiential/Applied Component*					25(20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course introduces students to advanced analytical tools and techniques used in financial decision-making. It covers financial data analysis, predictive modeling, risk management, and optimization in the context of corporate finance, investments, and financial markets.					
Course Objectives	**1**	Develop an understanding of financial modeling and analytics tools.				
	2	Use financial data analysis for corporate decision-making.				
	3	Learn to optimize investment portfolios, evaluate risks, and predict financial outcomes				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Build and apply financial models for investment analysis, forecasting, and budgeting.				
	CO 2	Analyze financial data using predictive analytics and machine learning techniques.				
	CO 3	Measure and manage financial risk using quantitative methods				
	CO 4	Optimize portfolios and allocate assets using advanced financial analytics.				
	CO 5	Make data-driven financial decisions and effectively communicate findings to stakeholders.				
	CO 6	Able to build data-driven models to solve real-world financial problems.				
Prerequisites	Knowledge of Statistics, Financial Management and Financial Analysis and Excel					
e-Learning Tools used as Teaching Pedagogy	Microsoft Excel, Financial Databases and Financial Software and various websites					

KSA Approach		
Knowledge	Skills	Attitude
Financial Data and its types Understanding of Financial Software Understanding of Financial Databases	Decision Making Critical Thinking Analytical Skills	Attention to Detail Accountability Optimistic

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Financial Analytics**	a. Role of analytics in Finance: - Types of financial data (market data, accounting data, macroeconomic data) b. Introduction to Excel and other tools for financial analysis (e.g., R, Python) c. Overview of financial software & databases (Bloomberg, Reuters) d. Descriptive statistics: Mean, Median, Mode, Standard Deviation, and Variance e. Data visualization techniques for financial data (charts, graphs, and dashboards) f. Data cleaning and pre-processing g. Introduction to time series data and analysis	3
2	**Financial Modeling and Forecasting**	a. Building Financial Models in Excel and AI b. Introduction to financial modeling concepts c. Building income statements, balance sheets, and cash flow projections in Excel Scenario analysis and sensitivity analysis d. Time Series Analysis and Forecasting e. Time series decomposition (trend, seasonality, noise) f. Moving averages and exponential smoothing g. Forecasting stock prices, sales, and other financial indicators h. Predictive Analytics in Finance i. Introduction to predictive modeling techniques (Regression Analysis, Classification) j. Linear and logistic regression for financial predictions k. Predicting stock returns, bond prices, and economic indicators	5
3	**Risk Management and Optimization**	a. Risk measurement techniques (Value at Risk, Conditional Value at Risk) b. Analyzing and managing credit risk, market risk & operational risk c. Stress testing and scenario analysis d. Credit scoring models and default prediction	4
4	**Applications of Financial Analytics**	a. Using financial data to assess company performance (ROI, ROE, etc.) Mergers & Acquisitions: Valuation models and synergies b. Corporate budgeting and forecasting using analytics c. Financial statement analysis using predictive models	4
5	**Data-Driven Decision Making in Finance**	a. Role of financial analytics in corporate decision-making b. Data-driven financial decision-making frameworks c. Using financial analytics for budgeting, forecasting, and planning d. Case studies of financial analytics-driven companies	4

Required Textbook	1. Financial Analytics for Decision Makers by Vikash Gaur & Vikas Srivastava		
	2. Haskell Financial Data Modeling and Predictive Analytics Paperback – Import, 25 Oct 2013 by Pavel Ryzhov		
	3. Quantitative Financial Analytics: The Path to Investment Profits Paperback – Import, 11 Sep 2017 by Edward E Williams (Author), John A Dobelman.		
	4. Statistics and Data Analysis for Financial Engineering by David Ruppert, with Indian case studies		
Recommended Readings	1. Data Science for Finance by J.D. McDoughall		
	2. Python for Finance by Yves Hilpisch (Indian Edition)		
	3. Data Science for Finance by K. S. Sastry		
	4. Quantitative Financial Analytics: The Path to Investment Profits by Amit Goyal		
Online Resource	1. www.cousera.org		
	2. NSE India (National Stock Exchange of India)		
	3. Money Control, Statista		
	4. Trading Economics		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Financial Analytics	CO 1, CO 2
	2	Financial Modeling and Forecasting	CO 1, CO 2, CO 6
	3	Risk Management and Optimization	CO 3, CO 4, CO 6
	4	Applications of Financial Analytics	CO 1, CO 4, CO 5
	5	Data-Driven Decision Making in Finance	CO 5, CO 6

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Name of Program	**MMS**					**Semester**	**III**
Name of Course	**Entrepreneurial Finance**					**Course Code**	**MFE301**
Credit	2	**Required Lectures (In Hours)**				30	
Teaching Scheme	**Lecture**	1	**Tutorial**	1		**Practical**	0
Evaluation Scheme	**Component**						**Marks**
	Concurrent Evaluation (CCE) 1						5
	Concurrent Evaluation (CCE) 2						15
	Concurrent Evaluation (CCE) 3						5
	Semester End Examination + Experiential / Applied Component*						25 (20+05*)
	Total						**50**
	**The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*						
Course Description	This course focuses on financial decision-making in entrepreneurial ventures and startups. It examines funding sources, valuation of early-stage firms, venture capital financing, financial planning, and exit strategies. The course equips students with practical tools to evaluate startup investments and design financing strategies for high-growth ventures.						
Course Objectives	**1**	To understand the financial challenges unique to entrepreneurial ventures.					
	2	To evaluate various startup financing options across different stages of growth.					
	3	To apply valuation techniques suitable for early-stage businesses.					
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain the financial lifecycle of startups and entrepreneurial ventures.					
	CO 2	Evaluate various sources of entrepreneurial finance including angel investment, venture capital, and crowdfunding.					
	CO 3	Apply startup valuation methods such as VC method and discounted cash flow for early-stage firms.					
	CO 4	Develop financial projections and assess funding requirements.					
	CO 5	Analyze term sheets and deal structures in venture capital financing.					
	CO 6	Design exit strategies including IPO, acquisition, and buybacks.					
Prerequisites	Corporate Finance Financial Statement Analysis Basic knowledge of Capital Markets						

e-Learning Tools used as Teaching Pedagogy	Start-up India Portal PitchBook / Tracxn database (for case analysis) Excel-based start-up financial modeling Case Studies (Harvard / Ivey / Indian start-up cases) Shark Tank India deal analysis

KSA Approach		
Knowledge	Skills	Attitude
Startup financing lifecycle Venture capital & angel funding Term sheets & deal structuring	Financial modeling for startups Startup valuation techniques Investor pitch financial analysis	Risk-taking orientation Entrepreneurial mindset Ethical fundraising practices

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Entrepreneurial Finance Ecosystem**	a. Startup lifecycle b. Financial challenges in startups c. Bootstrapping d. Funding stages (Seed to Growth) e. Indian startup ecosystem	4
2	**Sources of Entrepreneurial Finance**	a. Angel investors b. Venture capital c. Private equity d. Crowdfunding e. Incubators & Accelerators f. Government schemes (Startup India, SIDBI)	4
3	**Startup Valuation Techniques**	a. Valuation challenges in startups b. VC method c. First Chicago method d. Scorecard method e. DCF in high-growth firms f. Pre-money & Post-money valuation	4
4	**Venture Capital Financing & Deal Structuring**	a. Term sheets b. Equity vs convertible instruments c. ESOPs d. Dilution e. Liquidation preference f. Cap table analysis	4
5	**Financial Planning & Exit Strategies**	a. Startup financial projections b. Cash burn & runway c. Unit economics d. Break-even analysis e. IPO f. Acquisition g. Strategic exit planning	4

Required Textbook	1. Vasant Desai – The Dynamics of Entrepreneurial Development and Management – Himalaya Publishing House
	2. Entrepreneurial Finance – Leach & Melicher
	3. Venture Deals – Brad Feld & Jason Mendelson
	4. The start-up Owner's Manual – Steve Blank & Bob Dorf
Recommended Readings	1. The Lean start-up – Eric Ries
	2. NASSCOM start-up Reports
	3. Startup India Portal & Reports
	4. SIDBI Venture Fund Reports
Online Resources	1. Start-up India Portal
	2. SIDBI Website
	3. NASSCOM Reports
	4. Investopedia (Startup Valuation & VC Section)

	Unit No.	Title of Unit	Relevant COs
Alignment of Course Outcomes (COs) with Units	1	Entrepreneurial Finance Ecosystem	CO1
	2	Sources of Entrepreneurial Finance	CO2
	3	Startup Valuation Techniques	CO3
	4	Venture Capital Financing & Deal Structuring	CO5
	5	Financial Planning & Exit Strategies	CO4, CO6

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Derivatives and Risk Management**				**Course Code**	**MFE302**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Continuous Concurrent Evaluation – I					5
	Continuous Concurrent Evaluation – II					15
	Continuous Concurrent Evaluation – III					5
	Semester End Examination + Experiential/Applied Component*					25(20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides a comprehensive understanding of derivatives, including futures, forwards, options, and swaps, with a focus on pricing, valuation, and risk management. Students will learn to apply trading strategies, hedge risks, and leverage derivatives in various asset classes. Through practical applications, they will analyze market factors, option Greeks, and valuation models to optimize financial decision-making.					
Course Objectives	**1**	Understand the Fundamentals of Derivatives				
	2	Apply Derivatives for Risk Management and Speculation				
	3	Gain proficiency in option valuation techniques (Binomial, Black-Scholes), options Greeks, and practical trading strategies to manage market exposure and optimize returns.				
Course Outcome ***On successful completion of this course enables the students to -***	**CO 1**	Identify and describe key derivative instruments and their uses in financial markets.				
	CO 2	Apply option pricing models to determine fair value and use Greeks to assess risk exposure in trading strategies.				
	CO 3	Utilize put-call parity to detect arbitrage opportunities and assess option moneyness.				
	CO 4	Evaluate the influence of market factors on derivative pricing and hedging strategies.				
	CO 5	Evaluate various option trading strategies and determine their effectiveness in different market conditions.				
	CO 6	Develop and implement risk management strategies using derivatives for portfolio optimization.				
Prerequisites	Financial Markets, Investment Management, Risk, Trading					

e-Learning Tools used as Teaching Pedagogy	Option Simulators, NSE Portal, Websites for margin calculator and stress testing & back testing.

KSA Approach		
Knowledge	Skills	Attitude
Derivatives, Pricing, Risk Management Option Greeks, Hedging	Decision-making, Risk Management, Strategic Thinking	Application, Adaptability, Openness

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Derivatives and Risk Management**	a. Application of Derivatives – for Risk Management & Speculation (Leveraging) b. Basic Terms & properties of Options, Futures, Forwards, SWAPS	3
2	**Futures & Forwards**	a. Pricing & Valuation of Futures/Forwards b. Risk Management using Futures c. Introduction to Currencies, Commodity, Interest rate futures	4
3	**Mechanics & Properties of Options**	a. Introduction to Call and Put Option b. Options sensitivity to the Underlying, Volatility, Strike price, Interest rate, Time to expiration. c. Option Moneyness, d. Option Chain analysis	4
4	**Option Trading Strategies**	a. Directional Strategies (Bullish and Bearish Spread) b. Volatility based strategies (Straddle, Strangle, Calendar Spread) c. Protective Put · Covered Call	4
5	**Option Valuation and Options Greeks**	a. Option Greeks b. Binomial Model for Valuation c. Black & Scholes Model d. Put-call parity and its interpretation e. Stress Testing & Back Testing	5

Required Textbook	1. Options, Futures, and Other Derivatives by John C. Hull, Pearson
	2. Derivatives Markets by Robert L. McDonald, Pearson
	3. Fundamentals of Financial Derivatives – Prasanna Chandra (McGraw Hill)
	4. Financial Derivatives: Theory, Concepts, and Problems – S.L. Gupta (PHI Learning)
Recommended Readings	1. NSE Derivatives Series VIII module
	2. The Complete Guide to Option Pricing Formulas – Espen Gaarder Haug
	3. Financial Engineering and Derivatives – Robert W. Kolb, James A. Overdahl
	4. Investment Science – David G. Luenberger
Online Resources	1. The Options Industry Council (OIC)
	2. BSE India - Derivatives Market
	3. NSE India - Derivatives Market
	4. MCX

	Unit No.	Title of Unit	Relevant COs
Alignment of Course Outcomes (COs) with Units	1	Introduction to Derivatives and Risk Management	CO1
	2	Futures & Forwards	CO1, CO4. CO6
	3	Mechanics & Properties of Options	CO2, CO3, CO4
	4	Option Trading Strategies	CO2, CO5, CO6
	5	Option Valuation and Options Greeks	CO2, CO4, CO6

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Financial Planning and Wealth Management**				**Course Code**	**MFE303**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Continuous Concurrent Evaluation – I					5
	Continuous Concurrent Evaluation – II					15
	Continuous Concurrent Evaluation – III					5
	Semester End Examination + Experiential / Applied Component*					25(20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The course equips students with the skills to develop comprehensive financial strategies, including investment, retirement, and estate planning. The course focuses on managing personal wealth, optimizing financial decisions, and mitigating risks to achieve long-term financial goals.					
Course Objectives	**1**	To help students understand the process of financial planning.				
	2	To help students to understand clients currents financial situation and develop a strategy to help client to achieve his/her financial goals				
	3	To introduce students to various asset classes and financial products				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall key concepts in financial planning and wealth management				
	CO 2	Explain the relationship between financial planning and wealth management in achieving financial goals.				
	CO 3	Apply financial planning and wealth management strategies to create personalized plans for clients.				
	CO 4	Analyze clients' financial situations to assess their health and recommend improvements.				
	CO 5	Evaluate investment strategies, tax plans, and wealth management tools for suitability based on client goals.				
	CO 6	Design comprehensive financial and wealth management plans, incorporating investment, retirement, and estate strategies.				
Prerequisites	Basics of personal finance, economics, investment fundamentals, etc.					
e-Learning Tools used as Teaching Pedagogy	Simulations, webinars, polls and quizzes, videos, etc.					

KSA Approach		
Knowledge	Skills	Attitude
Investment strategies Tax-planning Risk management, regulations	Communication skills Problem-solving skills Negotiation skills	Client-centered approach, Ethical responsibility Attention to detail

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Financial Planning**	a. Process of financial planning b. Time value of money applications - assessment of risks, insurance, inflation, taxation, etc. c. Personal financial statements d. Cash flow and debt management.	3
2	**Client Goals, Constraints and Client Education**	a. Client interactions b. Client profiling c. Goal setting d. Types of Goals e. Goal prioritization - time dimension f. Data gathering, constraints g. Sample risk tolerance questionnaire h. Investment process i. Return on investment j. Sources of risk k. Diversification l. Market timing fallacy m. Asset allocation	4
3	**Investment Planning**	a. Introduction to asset classes b. Debt as an asset class c. Role of debt in investing d. Equity as an asset class e. Investing in stocks, derivatives and structured products f. Real estate as an asset class, g. Mutual fund investment h. Hedge funds investment i. Insurance j. Commodities as an asset class k. Risk Return Analysis of asset classes	4
4	**Introduction to Wealth Management**	a. Meaning of Wealth management b. Scope of Wealth management c. Components of Wealth management d. Phases in Wealth management process e. Wealth management market in India f. Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans	5

		g. Life Cycle Management h. Annuities i. Use of capital budgeting techniques in personal finance	
5	**Investment Analysis and Retirement Planning**	a. Types of Investment Risk b. Legal aspects of financial planning c. Asset Allocation Strategies (Strategic, Tactical, Lifecycle based) d. Active and Passive Investment Strategies e. Components of a portfolio f. Financial Life Cycle g. Wealth creation h. Basics of Retirement Planning, Retirement benefits, defined benefit plans, defined contribution plans, superannuation and other retirement plans, retirement needs analysis, retirement income streams, life cycle investment advice model	4

Required Textbook	1) Financial Planning and Wealth Management
	2) Investment Analysis and Portfolio Management: Prasanna Chandra
	3) Financial Planning and Wealth Management: Concepts and Practice
	4) Indian Financial System : M.Y.Khan
Recommended Readings	1) You Can Be Rich Too by Ravi Mehta
	2) ET wealth newspaper - weekly
	3) The Intelligent Investor by Benjamin Graham
	4) Financial Planning in India: A Practitioner's Guide by M.S. S. Ramaswamy
Online Resources	1) Money control
	2) Value Research Online
	3) Coursera - Financial Planning Courses
	4) PersonalFN (Personal Financial Network)

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Financial Planning	CO 1, CO 3
	2	Client Goals, Constraints and Client Education	CO 3, CO 4
	3	Investment Planning	CO 1, CO 5
	4	Introduction to Wealth Management	CO 2, CO 4
	5	Investment Analysis and Retirement Planning	CO 5, CO 6

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Investment Banking**				**Course Code**	**MFE304**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	**Lecture**	1	**Tutorial**	1	**Practical**	0
Evaluation Scheme	Continuous Concurrent Evaluation – I					5
	Continuous Concurrent Evaluation – II					15
	Continuous Concurrent Evaluation – III					5
	Semester End Examination + Experiential/Applied Component*					25(20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides a comprehensive understanding of investment banking, covering valuation, issue management, corporate restructuring, and regulatory frameworks. It prepares students for careers in investment banking.					
Course Objectives	**1**	To provide students with the necessary theoretical and conceptual tools used in investment banking.				
	2	To provide an introduction and general understanding of investment banking activities.				
	3	To perform valuation and prepare reports on important components of investment banking, and to know corporate restructuring, such as mergers & acquisitions, project finance, IPO analysis, etc.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Develop a strong intellectual and conceptual foundation for pursuing careers or internships in investment banking and allied financial services.				
	CO 2	Apply corporate finance principles and analytical tools to evaluate investment banking activities, financial transactions, and deal structures.				
	CO 3	Demonstrate an understanding of core banking and financial concepts relevant to investment banking operations in primary and secondary markets.				
	CO 4	Analyze capital market instruments, investment processes, and regulatory frameworks governing fundraising and trading activities.				
	CO 5	Assess the role, functions, and strategic importance of investment bankers within the broader financial system and economic development.				
	CO 6	Integrate theoretical knowledge with practical insights to enhance employability and readiness for roles in investment banking firms and financial institutions				

Prerequisites	Basic Financial Accounting Fundamentals of Corporate Finance Introductory Knowledge of Capital Markets
e-Learning Tools used for Teaching Pedagogy	PowerPoint Presentations Video Lectures Financial Databases and Online Platforms Case Studies and Simulation Tools

KSA Approach

Knowledge	Skills	Attitude
Investment Banking Concepts Corporate Finance Valuation Techniques Capital Markets Corporate Restructuring	Interpretation of financial statements for transactions Preparation of pitch books and investment memos Risk assessment and credit evaluation Deal structuring and transaction analysis	Analytical Thinking Ethical Orientation attention to detail Risk Awareness Confidentiality and responsibility Ethical and compliant decision-making

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Investment Banking**	a. Evolution and Structure of Investment Banking b. Functions and Business Models (Global vs Indian Context) c. Merchant Banking vs Investment Banking d. Regulatory Framework (SEBI Guidelines, Companies Act) e. Code of Ethics and Chinese Wall Concept f. IPO Process (Book Building vs Fixed Price) g. FPO, Rights Issue, Preferential Allotment h. Private Placements and QIPs i. Pricing of Issues j. Underwriting and Syndication	6
2	**Debt Capital Markets & Structured Finance**	a. Corporate Bonds and Debentures b. Credit Rating and Risk Assessment c. Debt Syndication d. Project Finance e. Structured Products and Securitization f. Infrastructure Financing	3
3	**Investment banking and business valuation**	a. Value and Valuation b. Corporate Value vs Investment Value c. Business Valuation d. Drivers for Value Creation e. Asset-based valuation model f. Financial forecasting g. Determinants of financial forecasting h. Free cash flow i. Relevant Case Studies.	3

4	**Corporate Restructuring**	a. Corporate Re-organization b. Rationale for Corporate Re-organization c. Mergers and Amalgamations d. Types of Mergers e. Structure of an Amalgamation f. Investment Banking Perspective in Merger and Amalgamations g. Introduction to Acquisitions h. Takeover and Buyout i. Strategic Acquisitions j. Negotiated	4
5	**Private Equity, Venture Capital & Advanced IB Practices**	a. PE & VC Investment Cycle b. Term Sheets and Exit Strategies c. Start-up Funding Stages d. Distressed Asset Resolution e. Investment Banking Pitch Book f. Financial Modeling for Deal Evaluation	4

Required Textbook	1. Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions — Rosenbaum & Pearl
	2. Investment Banking — S. Pratap Giri
	3. Investment Banking & Financial Services — Taxmann
	4. Investment Valuation – Aswath Damodaran Wiley
Recommended Readings	1. McKinsey & Company — Investment Banking Practice Publications
	2. Deloitte / PwC / EY / KPMG — Deals & Capital Markets Annual Reviews
	3. SEBI Annual Reports / SEBI Guidelines on Issue Management and Underwriting
	4. Goldman Sachs — Global Investment Research & Deal Insights 5. J.P. Morgan — Global Markets & Investment Banking Reports 6. Morgan Stanley — Capital Markets & M&A Outlook Report
Online Resource	1. Securities and Exchange Board of India (SEBI) Issue management guidelines, IPO regulations, merchant banking norms, annual reports 2. Bombay Stock Exchange (BSE) IPO data, listed company disclosures, market analytics 3. Corporate Finance Institute (CFI) Practical modules on valuation, M&A, and financial modelling

Alignment of Course Outcomes (COs) with Units

Unit No.	Title of Unit	Relevant COs
1	Introduction to Investment Banking	CO 3, CO 5
2	Debt Capital Markets & Structured Finance	CO 2, CO 4
3	Investment Banking and Business Valuation	CO 2, CO 6
4	Corporate Restructuring	CO 2, CO 4
5	Private Equity, Venture Capital & Advanced IB Practices	CO 1, CO 6

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**International Finance**				**Course Code**	**MFE305**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides a comprehensive understanding of international financial systems, foreign exchange markets, exchange rate mechanisms, international financial instruments, risk management, and multinational financial management. The course equips students with analytical and decision-making skills required in global financial environments.					
Course Objectives	**1**	To understand the structure and functioning of the international monetary and financial system.				
	2	To analyze exchange rate determination and foreign exchange market operations.				
	3	To evaluate international financial risks and apply hedging techniques.				
	4	To develop financial decision-making skills in a multinational corporate environment.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain the structure of the international monetary system and global financial institutions.				
	CO 2	Analyze foreign exchange markets and exchange rate determination theories.				
	CO 3	Apply hedging techniques using derivatives to manage foreign exchange risk.				
	CO 4	Evaluate international investment and financing decisions.				
	CO 5	Assess country risk and political risk in international financial management.				
	CO 6	Formulate multinational financial strategies for capital budgeting and working capital management.				
Prerequisites	Financial Management, Macroeconomics, Basic knowledge of Financial Markets					

e-Learning Tools used as Teaching Pedagogy	RBI Database and Reports, IMF Data Portal, Excel-based forex simulations, Case studies (Harvard / Ivey)

KSA Approach		
Knowledge	**Skills**	**Attitude**
International monetary systems, Forex markets and derivatives, Global financial institutions	Exchange rate forecasting, Hedging using forwards, futures, options, International capital budgeting, Country risk assessment	Global financial awareness, Risk-sensitive decision making, Ethical global finance practices

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**International Monetary System & Financial Environment**	a. Evolution of International Monetary System b. International Financial Institutions c. Balance of Payments d. International Capital Flows	4
2	**Foreign Exchange Market**	a. Structure of Forex Market b. Forex Market Instruments c. Exchange Rate Quotations d. Exchange Rate Determination e. Arbitrage	4
3	**Foreign Exchange Risk Management**	a. Types of Foreign Exchange Exposure b. Measurement of Forex Exposure c. External Hedging Techniques d. Internal Hedging Techniques e. Risk Management	4
4	**International Financial Markets and Instruments**	a. International Equity Markets b. International Debt Markets c. International Banking & Regulation d. Global Financial Crisis	4
5	**Multinational Financial Management**	a. International Capital Budgeting b. Cost of Capital in MNCs c. International Financing Decisions d. Working Capital Management in MNCs e. Country Risk & Political Risk	4
Required Textbook		1. International Money and Finance – Taylor and Francis Group	
		2. International Finance – V A Avadhani – Himalaya Publishing House	
		3. Foreign Exchange International Finance Risk Management – A V Rajwade	
		4. International Financial Management – Dr. Jayanta Kumar Seal - Wiley	
Recommended Readings		1. Shapiro, A., *Multinational Financial Management*	
		2. Levi, M., *International Finance*	
		3. RBI Annual Reports	
		4. IMF World Economic Outlook Reports	

Online Resources	1. International Monetary Fund Data Portal		
	2. Reserve Bank of India Database		
	3. World Bank Open Data		
	4. Investopedia (Forex & Derivatives Section)		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	International Monetary System & Financial Environment	CO1
	2	Foreign Exchange Market	CO 2
	3	Foreign Exchange Risk Management	CO 3
	4	International Financial Markets and Instruments	CO 4, CO 5
	5	Multinational Financial Management	CO 4, CO 5, CO 6

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Merger & Acquisition**				**Course Code**	**MFE306**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	**The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The objective of this course is to understanding and basic knowledge of how mergers and acquisitions happen. This course will help them to understand the procedure of implementation from proposal through valuation to integration.					
Course Objectives	**1**	To provide an understanding of the essential elements of Mergers and Acquisitions and various strategies to M & A				
	2	To evaluate and critically view the post-mergers and takeovers.				
	3	Ability to examine the merger and acquisition process in the capital market.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Remembering the concept of merger and acquisition				
	CO 2	Understanding about the Merger Process and process of merger integration				
	CO 3	Applying the strategic perspective & strategic approaches to M & A				
	CO 4	Examine the Takeover process, Takeover defenses in detail				
	CO 5	Evaluate the issues involved in takeover process and identify areas of reform.				
	CO 6	Investigation of the Post-Merger Evaluation.				
Prerequisites	Basic understanding of Corporate Finance and Financial Management					
e-Learning Tools used as Teaching Pedagogy	E-books, digital case studies.					

KSA Approach		
Knowledge	Skills	Attitude
Basics of merger and acquisition Demerger, Post-merger evaluation	Critical Thinking, Decision Making, Analytical	Attention to Detail, Resilience Pro-activeness, Ethical Mindset

Course Contents and Schedule			
Unit No.	**Title of Unit**	**Content**	**No. of Sessions**
1	**Overview of Mergers & Acquisition**	a. Nature of merger and acquisitions b. Types of mergers c. Motives behind mergers d. Theories of mergers e. Operating, financial and managerial synergy of mergers f. Value creation in horizontal g. Vertical and conglomerate mergers h. Internal and external change forces contributing to M&A activities i. Understanding cross border acquisitions	4
2	**Merger Process: Dynamics of M&A process**	a. Identification of targets negotiation-closing the deal b. Models of M&A - Five-stage model c. Process of merger integration d. Organizational and Human aspects e. Managerial challenges of M&A	4
3	**Merger &Acquisition activities**	a. Understanding cross border acquisitions M&A b. Strategic perspective c. Industry life cycle and product life cycle analysis in M&A decision d. Strategic approaches to M&A e. SWOT analysis f. BCG matrix g. Porter's Five forces model h. Trends in merger activities India and abroad	5
4	**Demerger**	a. Meaning, types of De-merger b. Reverse merger c. Buyback of shares d. Leverage buy-out strategy e. Takeover and its types f. Takeover strategy g. Takeover bids h. Legal framework for mergers and acquisitions i. Leverages and buyouts;	4
5	**Post-Merger Evaluation**	a. Financial Evaluation of Mergers and Acquisitions b. Impact on shareholders' Wealth c. Methods of payment and financing options in mergers and acquisitions d. Competition law 2002 e. SEBI (Securities and Exchange Board of India).	3
Required Textbook		1. The Merger & Acquisition Leader's Playbook, by George B Bradt, Jeffrey P Pritchett (2022)	
		2. Masterminding the Deal: Breakthroughs in M&A Strategy and Analysis" by Peter Clark and Roger Mills (2013)	

	3. Mergers and Acquisitions: A Step–by–Step Legal and Practical Guide (2008)
	4. Creating Value from Mergers and Acquisitions: The Challenges," Sudi Sudarsanam (2004)
Recommended Readings	1. P Mohan Rao, Mergers and Acquisitions, Deep and Deep Publications
	2. Machiraju, Mergers and Acquisitions, New Age Publishers
	3. Valuation for mergers Buyouts & Restructuring, Arzak, Wiley India (P) Ltd.
	4. Merger Acquisitions & Corporate Restructuring, Chandrashekar Krishna Murthy &Vishwanath. S.R, Sage Publication.
Online Resources	1. Corporate Finance Institution
	2. Harward Business review
	3. McKinney Reports

	Unit No.	**Title of Unit**	**Relevant COs**
Alignment of Course Outcomes (COs) with Units	1	Overview of Mergers & Acquisition	CO 1, CO 3
	2	Merger Process: Dynamics of M&A Process	CO 2, CO 3
	3	Merger & Acquisition Activities	CO 3, CO 4
	4	Demerger	CO 4, CO 5
	5	Post-Merger Evaluation	CO 5, CO 6

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Marketing Research and Analytics**				**Course Code**	**MMM301**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	**The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course focuses on the application of marketing research insights and analytical techniques for data-driven marketing decision-making. It introduces students to methods for analyzing customer data, predicting market trends, and evaluating marketing performance using tools such as Excel and R. The course emphasizes practical analytics techniques for deriving actionable marketing insights.					
Course Objectives	**1**	To develop an understanding of how marketing research insights support managerial decision-making.				
	2	To introduce marketing analytics concepts and techniques used for analyzing marketing data.				
	3	To enable students to evaluate marketing performance and design data-driven marketing strategies.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain the role of marketing research and marketing analytics in marketing decision-making.				
	CO 2	Interpret marketing data and customer information using analytical tools.				
	CO 3	Apply analytical techniques to analyze marketing problems and forecast outcomes.				
	CO 4	Analyze customer behavior and market patterns using segmentation and predictive analytics techniques.				
	CO 5	Evaluate marketing performance using key analytics metrics and attribution models.				
	CO 6	Design data-driven marketing strategies based on insights generated from marketing analytics.				
Prerequisites	Basic Knowledge of Marketing Principles, Fundamentals of Statistics, Research methodology					

e-Learning Tools used as Teaching Pedagogy	Learning Management Systems (LMS), Statistical and Analytics Software, Online Video Lectures and Tutorials, Virtual Classrooms and Web Conferencing Tools. Introduction to R for marketing analytics

KSA Approach		
Knowledge	Skills	Attitude
Marketing analytics concepts and customer data sources Customer analytics and segmentation methods Marketing performance metrics and attribution models	Marketing data interpretation and visualization Predictive marketing analysis Marketing performance evaluation	Data-driven decision-making mindset Analytical curiosity Ethical and responsible use of data

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Applied Marketing Research Foundations**	a. Role of marketing research in managerial decision making b. Transition from traditional marketing research to marketing analytics c. Definition, scope and importance of marketing analytics d. Types of marketing data in marketing research and analytics e. Structured vs. unstructured data f. First-party, second-party and third-party data sources g. Marketing databases and data sources used for analytics	3
2	**Marketing Data Analysis and Visualization**	a. Data preparation and data cleaning techniques b. Exploratory data analysis for marketing datasets c. Data visualization techniques for marketing insights d. Marketing dashboards and reporting systems e. Introduction to analytical tools used in marketing analytics f. Overview of Excel and R for marketing data analysis	5
3	**Prediction in Marketing Analytics**	a. Concept and applications of predictive analytics in marketing b. Regression models for marketing forecasting c. Sales and demand prediction using analytics techniques d. Customer response modeling e. Decision trees for marketing decision making f. Applications of predictive analytics in campaign targeting	4
4	**Customer and Market Analytics**	a. Customer segmentation using clustering techniques b. K-means clustering for market segmentation c. Hierarchical clustering for customer grouping d. Market basket analysis and association rule mining e. Consumer behavior insights from transactional data f. Text and sentiment analytics from customer reviews and social media	4
5	**Marketing Performance and Customer Value Analytics**	a. Concept and importance of Customer Lifetime Value (CLV) b. Methods to calculate CLV (historical and predictive approaches) c. Customer retention and churn analytics	4

		d. Key marketing performance metrics: ROI, CAC, conversion rates, churn rate e. A/B testing and experimental design in marketing campaigns f. Attribution modelling: first-touch, last-touch and multi-touch attribution	

Required Textbook	1) Naresh K. Malhotra – Marketing Research: An Applied Orientation, Pearson.
	2) Wedel & Kannan – Marketing Analytics for Data-Rich Environments, Springer.
	3) Lilien, Rangaswamy & De Bruyn – Principles of Marketing Engineering and Analytics, DecisionPro.
	4) Thomas Davenport & Jeanne Harris – Competing on Analytics, Harvard Business Press.
Recommended Readings	1) Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques – Mike Grigsby
	2) Marketing Data Science: Modeling Techniques in Predictive Analytics with R and Python – Thomas W. Miller
	3) Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die – Eric Siegel
	4) Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques – Mike Grigsby
Online Resources	1) Coursera – *Foundations of Marketing Analytics*
	2) Coursera – Marketing Analytics (UVA Darden)
	3) DataCamp – Machine Learning for Marketing Analytics in R
	4) Internetrix – Advanced Guide to Attribution Modelling

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Applied Marketing Research Foundations	CO1
	2	Marketing Data Analysis and Visualization	CO2
	3	Prediction in Marketing Analytics	CO3, CO4
	4	Customer and Market Analytics	CO3, CO4
	5	Marketing Performance and Customer Value Analytics	CO5, CO6

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Marketing Strategy**				**Course Code**	**MMM302**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	**The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course focuses on strategic decision-making in marketing, moving beyond functional understanding to integrated, competitive, and growth-oriented marketing strategy. It equips students to analyze dynamic market environments, design value-driven strategies, and align marketing decisions with corporate objectives. Emphasis is placed on real-world application, data-driven insights and contemporary strategic challenges such as digital disruption, sustainability and AI-enabled marketing.					
Course Objectives	**1**	To develop an advanced understanding of marketing strategy in competitive business environments				
	2	To equip students with strategic frameworks for market and competitive analysis				
	3	To enable formulation of integrated marketing strategies aligned with business goals				
	4	To enhance decision-making skills for segmentation, positioning and growth strategies				
	5	To build capabilities for implementing and evaluating marketing strategies in dynamic contexts				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Analyze industry structure, competition and customer value drivers using strategic frameworks				
	CO 2	Evaluate alternative marketing strategies at business and corporate levels.				
	CO 3	Apply segmentation, targeting and positioning frameworks to identify market opportunities.				
	CO 4	Design competitive and growth strategies using appropriate models and tools.				
	CO 5	Develop an integrated marketing strategy aligned with organizational objectives.				
	CO 6	Assess implementation effectiveness using KPIs, dashboards, and strategic control mechanisms.				

Prerequisites	Basic understanding of strategic marketing concepts such as strategy/tactics, competition, 5 Cs framework, decision-making, opportunity analysis, SWOT / STP analysis etc.,
e-Learning Tools used as Teaching Pedagogy	Smart board, Videos, e-books, online quiz, etc.

KSA Approach

Knowledge	Skills	Attitude
Macroeconomic Environment and marketing programs Changes driven by consumer behavior, new technologies etc., Influence of Strategies and tactics to sustain Competitive Environment Need for Market Research	Planning and Decision-making Problem-solving of Macroeconomic challenges Innovations at a price-effective strategy Creating brand image for consumers' preference	Managing right mix of strategies Understand importance of alliances Accepting technological and other macroeconomic changes to achieve company targets

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Strategic Role of Marketing**	a. Evolution of marketing strategy (market-driven vs market-driving) b. Strategic hierarchy: Corporate, Business, Functional strategy c. Role of marketing in value creation and competitive advantage d. Strategic vs tactical decisions e. Customer-centric vs competitor-centric strategies f. Marketing strategy in platform and digital ecosystems	4
2	**Strategic Situation Analysis**	a. Industry analysis: Porter's Five Forces b. Competitor analysis & strategic group mapping c. Customer analysis: value drivers, journey, experience d. Internal analysis: resources, capabilities, core competencies e. Value chain analysis f. SWOT & TOWS framework g. 5C Analysis (Company, Customer, Competitor, Collaborator, Context)	4
3	**Strategic Market Choices (STP & Value Proposition)**	a. Advanced segmentation (B2C, B2B, psychographic, behavioral) b. Evaluating segment attractiveness c. Targeting strategies (concentrated, differentiated, mass, niche) d. Positioning and value proposition design e. Perceptual mapping and repositioning strategies f. Differentiation and blue ocean thinking	4
4	**Competitive & Growth Strategies**	a. Generic strategies: Cost leadership, differentiation, focus b. Market leader, challenger, follower, niche strategies c. Growth strategies using Ansoff Matrix d. Innovation and new product strategy e. Strategic alliances, partnerships, co-branding f. Pricing as a strategic tool (value-based, dynamic pricing) g. Channel strategy and competitive advantage	4

5	**Strategy Implementation, Control & Emerging Trends**	a. Translating strategy into execution plans b. Marketing metrics: KPIs, CLV, ROI c. Marketing dashboards and analytics d. Strategic control and performance evaluation e. Ethical, sustainability, and ESG considerations f. AI, automation, and data-driven marketing strategy g. Omnichannel and personalization strategies	4

Required Textbook	1) Nirmalya Kumar – *Marketing as Strategy*, Harvard Business School Press
	2) Marketing Strategy. Orville Walker, Harper Boyd Jr, John Mullins. McGraw Hill
	3) Strategic Market Management. David A. Aaker. Wiley
	4) Michael Porter – *Competitive Strategy*
Recommended Readings	1) Harvard Business Essentials: Marketer's Toolkit. Harvard Business Review Press
	2) Tilt: Shifting your Strategy from Products to Customers. Niraj Dawar. Harvard Business Review Press
	3) Marketing as Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation. Nirmalya Kumar. Harvard Business School Press. Boston, MA
	4) Ivey Publishing Marketing Cases
	5) HBR Marketing Strategy case studies
Online Resources	1) Coursera: *Marketing Strategy Specialization* (Illinois) HubSpot Academy: *Inbound Marketing*
	2) Harvard Business Review (HBR) case studies Michael Porter's resources (via HBR, YouTube lectures)
	3) Hofstede Insights (online cultural dimensions tool) 4) MIT Sloan Management Review articles
	5) LinkedIn Learning: *SMART Goal Setting* Google Digital Garage: *Analytics & Measurement*
	6) Qualtrics XM Blog (customer experience) HubSpot CRM tutorials
	7) edX: *Digital Marketing Strategy* (Wharton) MarketLine Advantage (industry reports)
	8) https://youtu.be/zG95qL3HV8Q; https://youtu.be/dqmH5VwFZwg; https://youtu.be/pd9CqEK3WK8; https://youtu.be/pd9CqEK3WK8; https://youtu.be/rGG3qGeratA; https://youtu.be/ct436vqZ2EQ; https://youtu.be/LiO9pzOR1FA

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Strategic Role of Marketing	CO 1
	2	Strategic Situation Analysis	CO 1, CO 3
	3	Strategic Market Choices (STP & Value Proposition)	CO 3, CO 4
	4	Competitive & Growth Strategies	CO 2, CO 4, OC5
	5	Strategy Implementation, Control & Emerging Trends	CO 2, CO 5, CO6

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Services Marketing**				**Course Code**	**MMM303**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	**The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course focuses on designing, pricing, and delivering service offerings using the extended marketing mix (7Ps). It emphasizes service operations, service design, and strategic decision-making in competitive and technology-driven service environments.					
Course Objectives	**1**	To understand the distinctive nature and strategic role of services in modern economies				
	2	To develop managerial capabilities in designing and delivering service offerings using the 7Ps framework				
	3	To enable effective decision-making in service delivery, pricing, and operational management				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain the characteristics and economic significance of services.				
	CO 2	Apply the 7Ps framework to design service offerings and delivery systems.				
	CO 3	Analyze service operations, customer interactions, and delivery challenges.				
	CO 4	Evaluate pricing, distribution, and promotion strategies in service contexts.				
	CO 5	Design service delivery systems and service recovery mechanisms.				
	CO 6	Assess service performance and operational effectiveness using managerial tools.				
Prerequisites	Fundamentals of Marketing (STP, Marketing Mix), Basic understanding of Consumer Behaviour, Introductory knowledge of Services and Digital Platforms					

e-Learning Tools used as Teaching Pedagogy	PPT, video

KSA Approach		
Knowledge	Skills	Attitude
Services marketing concepts and models used in service industries Industry-specific service strategies and customer experience frameworks	Analytical and problem-solving skills for service delivery challenges Strategic planning and decision-making in service environments Customer experience mapping and service quality assessment	Strong customer-centric and service-oriented mindset Professional, ethical, and globally relevant perspective Adaptive and innovation-driven approach to managing services

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Services in the Contemporary Business Environment**	a. Nature and characteristics of services vs goods b. The 4 I's of services c. Role of services in Indian and global economy d. Service-dominant logic (introductory) e. Experience economy and emerging service trends (AI, platforms)	4
2	**Designing the Service Offering**	a. Service product: Core, supplementary, augmented services b. Service concept and value proposition c. Service differentiation strategies d. Introduction to service blueprinting (design perspective)	4
3	**Managing Service Delivery**	a. Extended marketing mix (7Ps – operational view) b. People: Internal marketing, employee roles c. Process: Service delivery systems, standardization vs customization d. Physical Evidence: Servicescape and digital interfaces e. Managing demand and capacity (waiting lines, yield management basics)	4
4	**Pricing and Distribution of Services**	a. Pricing challenges in services b. Value-based pricing and differential pricing c. Capacity-based pricing (yield management) d. Service distribution: channels, intermediaries, omnichannel delivery	4
5	**Managing Service Quality and Performance**	a. Service encounters and moments of truth (operational lens) b. GAP Model of Service Quality (managerial diagnosis) c. SERVQUAL model (conceptual application only) d. Service failure and recovery strategies e. Role of technology in service delivery improvement	4
Required Textbook		1) Lovelock, C., & Wirtz, J. (2021). *Services Marketing: People, Technology, Strategy* (9th ed.). World Scientific Publishing.	

<table>
<tr><td></td><td colspan="3">2) Zeithaml, V., Bitner, M., & Gremler, D. (2018). Services Marketing: Integrating Customer Focus Across the Firm (7th ed.). McGraw-Hill Education.</td></tr>
<tr><td rowspan="2">Recommended Readings</td><td colspan="3">1) Wirtz, J., Lovelock, C., & Chew, P. (2012). Essentials of Services Marketing (2nd ed.). Pearson Education.</td></tr>
<tr><td colspan="3">2) Rao, K. R. M. (2011). Services Marketing (2nd ed.). Pearson India.</td></tr>
<tr><td rowspan="2">Online Resources</td><td colspan="3">1) edX – https://www.edx.org</td></tr>
<tr><td colspan="3">2) Harvard Business School Publishing – https://hbsp.harvard.edu</td></tr>
<tr><td rowspan="6">Alignment of Course Outcomes (COs) with Units</td><td>Unit No.</td><td>Title of Unit</td><td>Relevant COs</td></tr>
<tr><td>1</td><td>Services in the Contemporary Business Environment</td><td>CO1</td></tr>
<tr><td>2</td><td>Designing the Service Offering</td><td>CO2</td></tr>
<tr><td>3</td><td>Managing Service Delivery</td><td>CO2, CO3</td></tr>
<tr><td>4</td><td>Pricing and Distribution of Services</td><td>CO4</td></tr>
<tr><td>5</td><td>Managing Service Quality and Performance</td><td>CO5, CO6</td></tr>
</table>

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Customer Experience Management**				**Course Code**	**MME301**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	Customer Experience Management focuses on designing, managing, and improving the holistic experiences customers have with brands across multiple touchpoints. Customer Experience Management focuses on designing, managing, and improving the holistic experiences customers have with brands across multiple touchpoints.					
Course Objectives	**1**	To develop an understanding of the strategic role of customer experience management and its impact on customer satisfaction, loyalty, and organizational competitiveness.				
	2	To equip students with analytical tools and frameworks to map customer journeys, manage touchpoints, and measure customer experience across multiple channels.				
	3	To enable students to design and evaluate customer-centric strategies using digital technologies, data insights, and service innovation principles.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain key concepts, frameworks, and terminology related to customer experience management.				
	CO 2	Describe the components of customer journeys and the role of touchpoints in shaping customer experiences.				
	CO 3	Apply customer journey mapping tools to analyze customer interactions across channels.				
	CO 4	Analyze customer experience data and identify gaps in service delivery and customer engagement.				
	CO 5	Evaluate organizational strategies for improving customer satisfaction, loyalty, and brand advocacy.				
	CO 6	Design innovative customer experience strategies that enhance value across the customer lifecycle.				

Prerequisites	Basic understanding of Principles of Marketing, consumer behavior, basic understanding of Service Marketing concepts
e-Learning Tools used as Teaching. Pedagogy	Videos, e-books, online quiz, survey, google forms, etc.

KSA Approach

Knowledge	Skills	Attitude
Customer Experience Concepts Customer Journey Frameworks CX Measurement Metrics Omnichannel and Digital CX Service Design and CX Strategy	Customer Journey Mapping CX Data Analysis Touchpoint Evaluation CX Strategy Development Customer Insight Interpretation	Customer-Centric Mindset Empathy towards Customers Ethical Responsibility in CX Service Orientation Continuous Improvement Orientation

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Foundations of Customer Experience Management**	a. Evolution from product-centric to experience-centric marketing b. Difference between Customer Service, Customer Satisfaction, and Customer Experience c. Key concepts in Customer Experience Management d. Experience Economy e. Role of emotions in customer experiences f. Customer experience as a source of competitive advantage g. Relationship between CX, brand loyalty, and customer lifetime value	4
2	**Customer Journey and Touchpoint Design**	a. Understanding the customer journey b. Customer journey stages (pre-purchase, purchase, post-purchase) c. Touchpoint management d. Customer journey mapping techniques e. Identifying pain points and moments of truth f. Persona development and empathy mapping g. Designing seamless customer journeys	4
3	**Measuring and Analyzing Customer Experience**	a. Importance of measuring customer experience b. Key CX metrics: i. Net Promoter Score (NPS) ii. Customer Satisfaction Score (CSAT) iii. Customer Effort Score (CES) c. Voice of Customer (VoC) d. Customer feedback systems e. Customer data analytics in CX f. Service quality measurement (SERVQUAL overview)	4
4	**Digital Customer Experience and Omnichannel**	a. Digital transformation in customer experience b. Omnichannel vs multichannel strategies c. Role of AI and automation in CX d. Personalization and recommendation systems	4

	Engagement	e. Social media and customer engagement f. Chatbots and conversational commerce g. Managing CX across digital platforms	
5	**Designing and Managing Experience-Centric Organizations**	a. Customer-centric culture b. Employee experience and its impact on CX c. CX strategy development d. Service design thinking e. Managing customer complaints and service recovery f. Experience innovation and differentiation g. Case studies of organizations known for superior CX	4

Required Textbook	1. Lemon, Katherine N. & Verhoef, Peter C., Customer Experience Management: A Multidisciplinary Approach, Oxford University Press
	2. Peppers, Don & Rogers, Martha, Managing Customer Experience and Relationships: A Strategic Framework, Wiley India Pvt. Ltd., Edition: 3rd Edition, 2016
	3. Meyer, Christopher & Schwager, Andre, Understanding Customer Experience (Harvard Business Review Article Compilation), Harvard Business Review Press, Reprint Collection
	4. Rawson, Alex, Duncan, Ewan & Jones, Conor – *The Customer Journey: A Journey-Based Approach to CX*
Recommended Readings	1. Pine, B. Joseph & Gilmore, James H., The Experience Economy, Harvard Business Review Press, Updated Edition, 2019
	2. Rawson, Alex, Duncan, Ewan & Jones, Conor, The Customer Journey: Transforming Business through Customer Experience, Harvard Business Review Press
	3. Klaus, Philipp & Maklan, Stan, Customer Experience: Are We Measuring the Right Things?, Palgrave Macmillan
Online Resources	1. McKinsey Customer Experience Insights
	2. Qualtrics Customer Experience Research

Alignment of Course Outcomes (COs) with Units

Unit No.	Title of Unit	Relevant COs
1	Foundations of Customer Experience Management	CO1
2	Customer Journey and Touchpoint Design	CO2, CO3
3	Measuring and Analyzing Customer Experience	CO3, CO4
4	Digital Customer Experience & Omnichannel Engagement	CO3, CO4, CO5
5	Designing & Managing Experience-Centric Organizations	CO4, CO5, CO6

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**B2B Marketing**				**Course Code**	**MME302**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	**The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides a strategic framework for understanding the complexities of business markets. Unlike consumer marketing, B2B marketing focuses on organizational buying behavior, long-term relationship management, and value-based selling. Students will learn to design specialized marketing mixes for industrial products and services.					
Course Objectives	**1**	To develop understanding of the characteristics and dynamics of B2B markets and organizational buying behaviour.				
	2	To examine strategic frameworks used for segmentation, targeting, value creation, and relationship management in industrial markets.				
	3	To enable students to analyze and design B2B marketing strategies using digital tools, analytics, and relationship-based approaches.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Define the terms and concepts related to business to business.				
	CO 2	Explain how these terms and concepts apply in real-world b2b contexts, including the roles of relationships, long buying cycles, and organizational decision-making.				
	CO 3	Apply principles of segmentation, targeting, and positioning (stp) to b2b markets.				
	CO 4	Formulate an effective b2b marketing mix (product, price, place, promotion) tailored to institutional or industrial customers.				
	CO 5	Evaluate strategic decisions in business-to-business (b2b) marketing by critically assessing market segmentation, targeting, positioning, and the effectiveness of marketing mix elements.				
	CO 6	Design marketing mix strategy tailored for different b to b segments that integrates digital tools, sales force alignment, and customer value propositions.				

Prerequisites	Knowledge of Marketing Fundamentals and Operations.
e-Learning Tools used as Teaching Pedagogy	Cases, Class exercises, Role Plays, Immersion Activities

KSA Approach		
Knowledge	Skills	Attitude
B2B Markets Organizational Buying Behavior B2B Offering, Business Process	Persuasion Technical writing, Negotiation Relationship Management	Analytical Approach Trust development, Integrity

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Hours
1	**Foundations of B2B Marketing and Organizational Buying**	a. Concept of B2B marketing b. B2B vs B2C markets c. Characteristics of business markets d. Business customers e. Buygrid framework f. Buying centre and organizational buying process g. Strategy formulation overview	4
2	**Segmentation, Targeting and Positioning in B2B Markets**	a. B2B segmentation framework b. Macro and micro segmentation variables c. Target market strategies d. Criteria for target market selection e. Value-based segmentation f. Positioning strategies and issues in STP	4
3	**Product and Pricing Strategy in B2B Markets**	a. Industrial product management b. New product development c. Product life cycle d. Innovation and technology e. Service and maintenance f. Pricing strategies (cost, value, competitive) g. Competitive bidding and leasing	4
4	**Business Marketing Communication and Relationship Management**	a. Industrial advertising b. Sales promotion and public relations c. Trade shows and exhibitions d. Personal selling e. Sales force management f. Buyer–seller relationships g. Customer relationship management fundamentals	4
5	**Strategic Relationship Management and Digital Transformation in B2B Markets**	a. Buyer–seller relationships b. Key Account Management (KAM) c. CRM systems in B2B markets d. E-procurement and enterprise integration e. B2B marketplaces and digital trading platforms f. AI-enabled lead generation and digital sales enablement	4

<table>
<tr><td>Required Textbook</td><td>1) Anderson, J. C., & Narus, J. A. - Business Market Management: Understanding, Creating, and Delivering Value, Pearson Education.</td></tr>
<tr><td></td><td>2) Havaldar, K. K. - Business Marketing: Text and Cases, Tata McGraw Hill.</td></tr>
<tr><td></td><td>3) Hutt, M. D., & Speh, T. W. - Business Marketing Management: B2B (South Asian Perspective), Cengage Learning.</td></tr>
<tr><td>Recommended Readings</td><td>1) Using Aggregate Project Planning to Link Strategy, Innovation, and the Resource Allocation Process
2) By: Clayton M. Christensen
3) Background Note, HBS Case Collection, September 2000 (Revised November 2021)</td></tr>
<tr><td></td><td>1) The B2B Elements of Value How to measure—and deliver—what business customers want
2) by Eric Almquist, Jamie Cleghorn and Lori Sherer
3) Harvard Business Review (March–April 2018)
4) https://hbr.org/2018/03/the-b2b-elements-of-value</td></tr>
<tr><td></td><td>5) Anderson, J. C., Kumar, N., & Narus, J. A. (2007). Value merchants: Demonstrating and documenting superior value in business markets. Harvard business press.</td></tr>
<tr><td>Online Resources</td><td>1) Marketing White Book (Latest edition)</td></tr>
<tr><td></td><td>2) Almquist, E., Cleghorn, J., & Sherer, L. (2018, February 20). The B2B elements of value. Bain. https://www.bain.com/insights/the-b2b-elements-of-value-hbr/</td></tr>
<tr><td>Alignment of Course Outcomes (COs) with Units</td><td>
<table>
<tr><th>Unit No.</th><th>Title of Unit</th><th>Relevant COs</th></tr>
<tr><td>1</td><td>Foundations of B2B Marketing and Organizational Buying</td><td>CO1, CO2</td></tr>
<tr><td>2</td><td>Segmentation, Targeting and Positioning in B2B Markets</td><td>CO3, CO5</td></tr>
<tr><td>3</td><td>Product and Pricing Strategy in B2B Markets</td><td>CO4, CO5</td></tr>
<tr><td>4</td><td>Business Marketing Communication and Relationship Management</td><td>CO4, CO5</td></tr>
<tr><td>5</td><td>Strategic Relationship Management and Digital Transformation in B2B Markets</td><td>CO4, CO5, CO6</td></tr>
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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Social Media Marketing**				**Course Code**	**MME303**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	**The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The course aims to provide basic knowledge of social media marketing concepts, to enhance skills as social media marketers and start a career in social media marketing.					
Course Objectives	**1**	To develop an understanding of the strategic role of social media in contemporary marketing practices.				
	2	To apply social media concepts, tools, and frameworks for planning and managing brand communication.				
	3	To build analytical and decision-making skills for evaluating social media marketing performance.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain the concepts, evolution, and scope of social media marketing				
	CO 2	Apply social media marketing concepts to create basic platform-specific content and posting schedules for brands.				
	CO 3	Analyze consumer behavior and engagement patterns across social media platforms				
	CO 4	Evaluate the role of influencer marketing and paid social media in brand building				
	CO 5	Analyze social media metrics and analytics for managerial decision-making.				
	CO 6	Design basic platform-specific content and social media strategies for brands.				
Prerequisites	Possess foundational knowledge of digital channels, online consumer behavior, and basic analytics.					

e-Learning Tools used as Teaching Pedagogy	Videos, social media platforms, analytics tools, Canva, etc.

KSA Approach		
Knowledge	Skills	Attitude
Social media ecosystem Influencer marketing Social media metrics	Social media Listening, Analytics Campaign planning Designing basic social media strategies	Customer-centric and community-oriented mindset Creative thinking supported by data-driven insights Adaptability

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Social Media Marketing**	a. The Social Media Landscape Overview b. Evolution of social media and Web 2.0 c. Role of social media in the marketing mix d. Types of social media platforms e. Social media marketing funnel	3
2	**Social Media Platforms & Consumer Behavior**	a. Overview of major platforms: Facebook, Instagram, LinkedIn, X (Twitter), YouTube b. Platform-specific user demographics c. Consumer behavior and engagement patterns d. Social listening and online communities e. Brand-consumer interactions on social media	4
3	**Content Strategy & Storytelling**	a. Content marketing fundamentals b. Types of content: text, image, video, reels, stories c. Content calendars and scheduling d. Brand voice and storytelling e. Introduction to AI tools for content creation	4
4	**Influencer Marketing & Paid social media**	a. Influencer marketing concepts and types of influencers b. Influencer selection and collaboration models c. Introduction to paid social media advertising d. Basic ad objectives, targeting, and budgeting	4
5	**Social Media Plan, Analytics, Ethics & Emerging Trends**	a. Key social media metrics and KPIs b. Introduction to social media analytics tools c. ROI measurement in social media marketing d. Ethical issues, privacy, and regulations e. Emerging trends: social commerce, AI, and metaverse marketing	5
Required Textbook		1) Social Media Marketing: An Hour a Day- Dave Evans & Jake McKee, (McGraw-Hill)	
		2) Social Media Marketing by Michael R. Solomon, Tracy Tuten, Pearson	
		3) Social Media Marketing: A Strategic Approach – Melissa Barker, Donald Barker, Nicholas Bormann, Krista Neher, Cengage	
		4) Social Media Marketing: A Practitioner Approach | Indian Edition, Marc Oliver Opresnik, Svend Hollensen & Philip Kotler, Vikas Publishing	

<table>
<tr><td rowspan="4">Recommended Readings</td><td colspan="3">1) Digital Marketing, Seema Gupta, 3rd edition, Mcgraw Hill</td></tr>
<tr><td colspan="3">2) Instagram Marketing: Become a Master of Instagram and Use Its Power to Build Your Social Media Marketing Strategy for Your Business (2022 Guide for Beginners) by Justin Cohen |</td></tr>
<tr><td colspan="3">3) AI-Powered Social Media Marketing 2025: Cutting-Edge Strategies to Boost Engagement and Make Money Online with Facebook, YouTube, Instagram, X, TikTok, SEO, and More by Jason P Anderson</td></tr>
<tr><td colspan="3">4) Marketing 5.0: Technology for Humanity 1st Edition, Kindle Edition
5) by Philip Kotler, Hermawan Kartajaya, Iwan Setiawan</td></tr>
<tr><td rowspan="4">Online Resources</td><td colspan="3">1) IAMAI Reports (India Digital Ecosystem) https://www.iamai.in</td></tr>
<tr><td colspan="3">2) Google Digital Garage – https://learndigital.withgoogle.com</td></tr>
<tr><td colspan="3">3) Meta Blueprint – https://www.facebook.com/business/learn</td></tr>
<tr><td colspan="3">4) Think with Google – https://www.thinkwithgoogle.com</td></tr>
<tr><td rowspan="6">Alignment of Course Outcomes (COs) with Units</td><td>Unit No.</td><td>Title of Unit</td><td>Relevant COs</td></tr>
<tr><td>1</td><td>Introduction to Social Media Marketing</td><td>CO 1</td></tr>
<tr><td>2</td><td>Social Media Platforms & Consumer Behavior</td><td>CO 3</td></tr>
<tr><td>3</td><td>Content Strategy & Storytelling</td><td>CO 2, CO 6</td></tr>
<tr><td>4</td><td>Influencer Marketing & Paid social media</td><td>CO 4</td></tr>
<tr><td>5</td><td>Social Media Plan, Analytics, Ethics & Emerging Trends</td><td>CO 5, CO 6</td></tr>
</table>

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Marketing of Financial Services**				**Course Code**	**MME304**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	**The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The course focuses on understanding consumer financial behavior, managing trust and risk perception, designing marketing strategies for financial products, and leveraging digital transformation in financial services. Students will analyze industry practices and develop marketing solutions relevant to contemporary financial service organizations.					
Course Objectives	**1**	To understand the structure and characteristics of financial services markets and institutions.				
	2	To analyze consumer behavior and decision-making in financial product adoption.				
	3	To develop marketing strategies tailored to financial services organizations in a digitally evolving environment.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain the structure, characteristics, and regulatory environment of financial services markets.				
	CO 2	Interpret consumer behavior, trust dynamics, and risk perception in financial decision-making.				
	CO 3	Apply marketing strategies for financial products across banking, insurance, and investment services.				
	CO 4	Analyze marketing practices adopted by banks, insurance firms, and fintech companies.				
	CO 5	Evaluate the impact of digital transformation and regulatory frameworks on financial services marketing.				
	CO 6	Design an integrated marketing strategy for a financial product or service.				

Prerequisites	Principles of Marketing, Basic understanding of Financial Systems or Business Environment
e-Learning Tools used as Teaching Pedagogy	LMS platforms (Google Classroom/Moodle), case study discussions, online simulations, video lectures/webinars, and online quizzes.

KSA Approach

Knowledge	Skills	Attitude
Financial services ecosystem (banks, insurance, NBFCs, fintech) Consumer behaviour in financial decision-making Regulatory framework governing financial services (RBI, SEBI, IRDAI)	Financial services marketing strategy development Customer journey and touchpoint analysis Digital marketing and engagement for financial products	Customer trust and ethical responsibility Customer-centric mindset Responsible and compliant selling orientation

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Financial Services Industry and Marketing Context**	a. Nature and characteristics of financial services b. Structure of the financial services sector (banks, NBFCs, insurance, fintech, wealth platforms) c. Role of financial services in economic development d. Regulatory environment (RBI, SEBI, IRDAI) and its implications for marketing e. Trust, risk, and credibility in financial services marketing f. Emerging trends in financial services industry	4
2	**Consumer Behavior in Financial Services**	a. Financial decision-making process b. Risk perception and trust formation in financial decisions c. Behavioral biases in financial decision-making (loss aversion, heuristics, herd behavior) d. Customer lifecycle in financial services e. Financial inclusion and emerging consumer segments f. Customer journey and touchpoints in financial product adoption	4
3	**Marketing Financial Products and Services**	a. Marketing strategies for banking products (loans, deposits, payment services) b. Marketing insurance products (life, health, general insurance) c. Marketing investment products (mutual funds, ETFs, retirement products) d. Value communication and customer education in financial marketing e. Distribution models for financial services (branch banking, advisors, digital channels) f. Ethical considerations in marketing financial products	4
4	**Digital Transformation and Fintech Marketing**	a. Digital transformation in financial services b. Fintech ecosystem (payments, lending platforms, wealthtech, insurtech)	4

		c. Mobile and app-based financial services marketing d. Social media marketing for financial brands e. Personalization and data-driven marketing in financial services f. Digital customer engagement strategies	
5	**Customer Relationship, Regulation and Strategic Marketing in Financial Services**	a. Customer relationship management in financial services b. Service quality and trust-building strategies c. Regulatory compliance and consumer protection in financial marketing d. Ethical marketing practices in financial services e. Integrated marketing strategy for financial institutions f. Case-based strategic marketing planning	4

Required Textbook	1) Dhananjay Bapat – Marketing of Financial Services, Publisher: Dreamtech Press
	2) *V. A. Avadhani – Marketing of Financial Services, Publisher: Himalaya Publishing House*
	3) *Gordon & Natarajan – Financial Markets and Services, Publisher: Himalaya Publishing House*
	4) *Valarie Zeithaml, Bitner & Gremler – Services Marketing: Integrating Customer Focus Across the Firm, Publisher: McGraw Hill*
Recommended Readings	1) *Marketing Management* – Philip Kotler & Kevin Lane Keller, Pearson, Latest Edition
	2) *Principles and Practice of Banking* – Indian Institute of Banking & Finance, Macmillan, Latest Edition
	3) IIBF – Managing and Marketing of Financial Services, Taxmann
	4) RBI, SEBI and IRDAI annual reports (industry insights)
Online Resources	1) SWAYAM – Courses on banking, financial markets, and fintech (free government platform)
	2) Reserve Bank of India – Reports, financial literacy material, and policy updates
	3) Insurance Regulatory and Development Authority of India – Insurance sector updates and guidelines
	4) Indian Institute of Banking and Finance – Certification programs and training modules

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Financial Services Industry and Marketing Context	CO1
	2	Consumer Behavior in Financial Services	CO2
	3	Marketing Financial Products and Services	CO3, CO4
	4	Digital Transformation and Fintech Marketing	CO 4, CO 5
	5	Customer Relationship, Regulation and Strategic Marketing in Financial Services	CO 5, CO 6

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Rural Marketing**				**Course Code**	**MME305**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	**The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides a comprehensive understanding of rural markets in India, their unique challenges, and marketing strategies tailored to the rural consumer base. The course integrates conceptual knowledge with practical industry applications, contemporary trends, and experiential learning.					
Course Objectives	**1**	To understand the nature, structure, and scope of rural markets in India.				
	2	To analyze rural consumer behavior and decision-making processes.				
	3	To develop marketing strategies tailored to rural markets, including branding, communication, and distribution.				
	4	To integrate digital and technological advancements in rural marketing.				
	5	To provide hands-on learning through case studies, experiential activities, and industry interactions.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall the concepts, scope, and importance of rural marketing.				
	CO 2	Explain rural consumer behaviour and decision-making patterns.				
	CO 3	Apply suitable marketing strategies for rural markets.				
	CO 4	Analyze the role of government and institutional support in rural marketing.				
	CO 5	Evaluate the impact of digital and technological tools in rural marketing.				
	CO 6	Develop innovative rural marketing plans using experiential learning insights.				
Prerequisites	Basic knowledge of marketing principles and consumer behavior.					
e-Learning Tools used as Teaching Pedagogy	Use of Digital Tools and E-Learning Platforms					

KSA Approach		
Knowledge	Skills	Attitude
Rural Market Characteristics Consumer Behavior Analysis Rural Marketing Strategies Government & NGO Roles Digital & Technological Impact	Market Research Consumer Segmentation Strategic Planning Digital Marketing Communication & Persuasion	Empathy for Rural Consumers Adaptability Social Responsibility Innovation Mindset Ethical Marketing Approach

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Rural Marketing**	a. Definition, Scope, and Importance of Rural Marketing b. Characteristics of Rural Markets in India c. Difference Between Urban and Rural Markets d. Rural Marketing Environment (Socio-cultural, Economic, Technological Factors) e. Challenges and Opportunities in Rural Marketing	4
2	**Rural Consumer Behavior**	a. Rural Consumer Characteristics and Buying Behavior b. Factors Affecting Rural Consumer Decision-Making c. Influence of Culture, Tradition, and Media on Rural Consumers d. Rural Consumer Segmentation and Targeting	4
3	**Rural Marketing Strategies**	a. Product Strategies for Rural Markets b. Pricing Strategies and Payment Models c. Distribution Challenges and Innovations (Haats, Mandis, Self-Help Groups, CSCs) d. Promotion and Communication in Rural Markets (Folk Media, Wall Paintings, Digital Media) e. Case Studies of Successful Rural Marketing Campaigns (e.g., HUL's Project Shakti, ITC's e-Choupal)	4
4	**Role of Government, NGOs, and Rural Institutions**	a. Government Initiatives in Rural Development and Marketing b. Role of NGOs in Rural Marketing c. Public Distribution System (PDS) and Rural Co-operatives d. Corporate Social Responsibility (CSR) in Rural Markets	4
5	**Digital & Technological Advancements in Rural Marketing**	a. Role of Technology in Rural Marketing (Fintech, Agritech, Digital Payments) b. Impact of social media and E-commerce in Rural Areas c. Case Studies on Digital Transformation in Rural Marketing d. Future Trends and Emerging Opportunities	4
Required Textbook		1) "Rural Marketing: Text and Cases" – C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan	
		2) "Rural Marketing: Indian Perspective" – Awadhesh Kumar Singh & Satyaprakash Pandey	
		3) "Rural Marketing in India: Strategies and Challenges" – K.S. Habeeb Ur Rahman	
		4) "The Rural Marketing Book" – Pradeep Kashyap	

<table>
<tr><td rowspan="4">Recommended Readings</td><td colspan="3">1) "Rural Marketing: Opportunities and Challenges" – U.C. Mathur</td></tr>
<tr><td colspan="3">2) "Rural Marketing in India" – Sanal Kumar Velayudhan</td></tr>
<tr><td colspan="3">3) "Rural Marketing: Concept and Practices" – Balram Dogra & Karminder Ghuman</td></tr>
<tr><td colspan="3">4) "New Perspectives in Rural and Agricultural Marketing" – Ramkishen Y.</td></tr>
<tr><td rowspan="3">Online Resources</td><td colspan="3">1) Ministry of Rural Development (India) Website</td></tr>
<tr><td colspan="3">2) FICCI & NITI Aayog Reports on Rural Markets</td></tr>
<tr><td colspan="3">3) Research Papers on Rural Marketing from IIMs & Top Universities</td></tr>
<tr><td rowspan="6">Alignment of Course Outcomes (COs) with Units</td><td>Unit No.</td><td>Title of Unit</td><td>Relevant COs</td></tr>
<tr><td>1</td><td>Introduction to Rural Marketing</td><td>CO 1</td></tr>
<tr><td>2</td><td>Rural Consumer Behavior</td><td>CO 2</td></tr>
<tr><td>3</td><td>Rural Marketing Strategies</td><td>CO 3</td></tr>
<tr><td>4</td><td>Role of Government, NGOs, and Rural Institutions</td><td>CO 4</td></tr>
<tr><td>5</td><td>Digital & Technological Advancements in Rural Marketing</td><td>CO 5, CO 6</td></tr>
</table>

TIMSR
THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Sports and Entertainment Marketing**				**Course Code**	**MME306**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	**The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course equips with the strategic and practical foundations of sports and entertainment marketing. It covers fan/customer insights, rights & sponsorships, digital and social engagement, event/product management, pricing and revenue models, media ecosystems, and measurement—preparing learners to design and evaluate marketing programs across leagues, teams, festivals, OTT platforms, and live events.					
Course Objectives	1	To develop understanding of the structure, stakeholders, and dynamics of sports and entertainment industries.				
	2	To analyze fan behavior and engagement strategies used by sports and entertainment brands.				
	3	To enable students to design marketing strategies involving sponsorships, media partnerships, and digital platforms in sports and entertainment sectors.				
Course Outcome ***On completion of this course, students will be able to -***	CO 1	Explain the structure, stakeholders, and characteristics of sports and entertainment markets.				
	CO 2	Interpret fan behavior and audience engagement dynamics in sports and entertainment industries.				
	CO 3	Apply marketing strategies for sports teams, leagues, and entertainment brands.				
	CO 4	Analyze sponsorship, branding, and media partnership strategies in sports and entertainment marketing.				
	CO 5	Evaluate the role of digital media, fan engagement platforms, and emerging technologies in the industry.				
	CO 6	Design a marketing strategy for a sports or entertainment property.				
Prerequisites	Principles of Marketing, Basic understanding of Media and Digital Marketing					

e-Learning Tools used as Teaching Pedagogy	Case videos, OTT dashboards, social listening tools, sponsorship databases, simulation exercises, podcasts, and industry webinars.

KSA Approach		
Knowledge	Skills	Attitude
Industry economics; rights & sponsorships; ticketing & pricing; media & OTT; event marketing; fan analytics; IP/licensing; legal & ethics.	Market analysis; campaign planning; content & community management; negotiation;	Customer-centricity; ethical conduct; inclusivity; agility; collaboration; resilience under event pressure

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Sports and Entertainment Marketing**	a. Overview of sports and entertainment industries b. Unique characteristics of sports and entertainment marketing c. Key stakeholders: teams, leagues, athletes, event organizers, media companies, sponsors d. Revenue models in sports and entertainment industries e. Role of branding in sports and entertainment f. Global and Indian sports and entertainment market landscape g. Structure of the Indian sports ecosystem h. Role of sports leagues (IPL, ISL, Pro Kabaddi) i. Role of sports federations and governing bodies	3
2	**Fan Behavior and Audience Engagement**	a. Fan motivation and identification with teams and celebrities b. Emotional and social aspects of fan engagement c. Consumer behavior in sports and entertainment contexts d. Fan communities and brand loyalty e. Live events and experiential marketing f. Customer journey in sports and entertainment consumption g. Regional fan bases in India h. Celebrity influence on fan loyalty i. Fantasy sports engagement (Dream11, MPL)	4
3	**Sponsorship and Brand Partnerships**	a. Sponsorship in sports and entertainment marketing b. Types of sponsorship (title sponsor, associate sponsor, endorsement partnerships, Title sponsorship models in Indian leagues) c. Athlete branding and celebrity endorsements d. Sponsorship evaluation and return on investment (ROI) e. Brand integration in events and entertainment properties f. Case examples from major leagues and entertainment events	4
4	**Media, Broadcasting and Digital Marketing**	a. Role of media rights and broadcasting in sports marketing and in India b. Streaming platforms and digital content distribution c. Social media engagement strategies in sports and entertainment d. Content marketing and storytelling e. Influencer marketing and athlete branding f. Fan engagement through digital platforms	4

5	**Event Marketing and Strategic Management in Sports and Entertainment**	a. Marketing of sports tournaments and entertainment events b. Event promotion and ticketing strategies c. Merchandising and licensing in sports and entertainment d. Managing fan experiences during events e. Crisis management and reputation management in sports and entertainment f. Strategic marketing planning for sports and entertainment properties	5

Required Textbook	1) Matthew D. Shank & Mark R. Lyberger – Sports Marketing: A Strategic Perspective, Routledge.
	2) Aaron C. Smith – Introduction to Sport Marketing, Routledge.
	3) Larry DeGaris – Sports Marketing: A Practical Approach, Jones & Bartlett Learning.
	4) Michael J. Wolf – Entertainment Economy: How Mega-Media Forces Are Transforming Our Lives, Crown Business.
Recommended Readings	1) Mullin, Hardy & Sutton – Sport Marketing, Human Kinetics.
	2) Philip Kotler & Kevin Lane Keller – Marketing Management, Pearson.
	3) Harvard Business Review articles on sports and entertainment marketing.
Online Resources	1) Sports Business Journal
	2) Nielsen Sports Reports
	3) FIFA / ICC / IPL marketing reports
	4) Deloitte Sports Industry Outlook

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Sports and Entertainment Marketing	CO1
	2	Fan Behavior and Audience Engagement	CO2
	3	Sponsorship and Brand Partnerships	CO3, CO4
	4	Media, Broadcasting and Digital Marketing	CO4, CO5
	5	Event Marketing and Strategic Management in Sports and Entertainment	CO5, CO6

TIMSR
THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Performance Management Systems**				**Course Code**	**MHM301**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	**Component**					**Marks**
	Concurrent Evaluation (CCE) 1					5
	Concurrent Evaluation (CCE) 2					15
	Concurrent Evaluation (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	**The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course focuses on the concepts and practices of Performance Management Systems (PMS) in contemporary organizations. It covers goal setting, competency-based performance management, performance monitoring, feedback, and development planning, while linking individual performance with organizational strategy. The course also explores e-performance management and emerging trends, enabling students to design, evaluate, and improve effective PMS through practical applications.					
Course Objectives	**1**	To explain the theoretical, strategic, and contemporary foundations of Performance Management Systems in organizations.				
	2	To analyze and evaluate performance planning, monitoring, appraisal and feedback mechanisms used in organizations.				
	3	To develop and apply performance goals, competency frameworks, and alignment techniques to support employee development and organizational strategy.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Define the fundamental concepts, objectives and strategic significance of Performance Management Systems in organizations.				
	CO 2	Explain the structure and components of Performance Management Systems in relation to organizational goals.				
	CO 3	Apply performance management practices, including goal setting, continuous feedback and coaching, in organizational contexts.				
	CO 4	Analyze performance appraisal techniques and tools to assess their effectiveness across different organizational contexts.				
	CO 5	Evaluate Performance Management Systems using data-driven insights and emerging performance management trends.				
	CO 6	Design Performance Management Systems aligned with organizational strategy and employee development.				

Prerequisites	Understanding of introductory courses in Human Resource Management
e-Learning Tools used as Teaching Pedagogy	Google Classroom, Guest Lectures, Workshops, Interactive Lectures, Case Studies, Role Play & Simulation

KSA Approach

Knowledge	Skills	Attitude
Performance Management concepts Performance appraisal methods Goal setting	Goal setting Performance evaluation Coaching and counselling,	Fairness and objectivity in performance assessment Ethical and developmental orientation toward PMS Openness to continuous feedback and improvement

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Performance Management System**	a. Introduction to Performance Management System b. Objectives of Performance Management System c. Functions of Performance Management System d. Characteristics of Effective Performance Management System e. Evolution of Performance Management: From Traditional Appraisal to Continuous Performance Management f. Competency –based Performance Management System g. Performance Management System Checklist for Managers h. Electronic Performance Management	4
2	**Performance Planning**	a. Meaning of Performance Planning b. Theories of Goal Setting c. Introduction to Setting Performance Criteria d. Characteristics of Performance Criteria e. Principles of Setting Performance Criteria f. Process of Setting Performance Criteria g. Characteristics of Performance Planning h. Objectives of Performance Planning i. Methodologies of Performance Planning j. Process of Performance Planning k. Barriers to Performance Planning l. Characteristics of Effective Performance Planning	4
3	**Performance Monitoring**	a. Meaning of Performance Monitoring b. Performance Monitoring Defined c. Characteristics of Performance Monitoring d. Objectives of Performance Monitoring e. DSMC/ATI Performance Improvement Model f. Importance of Performance Monitoring g. Process of Performance Monitoring h. Ongoing Mentoring and Portege Development	4

		i. Mentoring Defined j. Performance Management Documentation k. Annual Stocktaking l. Performance Management Audit	
4	**Performance Management Implementation**	a. Bottlenecks in the Implementation of Performance Management b. Strategies for Effective Implementation of Performance Management c. Factors Affecting Effective Use of Performance Management d. Operationalizing Change Through Performance Management e. Concept of High-performance Teams f. Characteristics of High-performance Teams g. Determinants of High Performance Teams h. Building and Leading High Performance Team i. Organizational Culture and Performance Management	4
5	**Ethics in Performance Management**	a. Introduction b. Ethics in Performance Management c. Ethics Defined d. Ethical Performance Management Defined e. Principles of Ethical Performance Management f. Objectives and Significance of Ethics in Performance Management g. Ethical Issues and Dilemmas in Performance Management h. Ethical Strategies in Performance Management i. Developing Code of Ethics in Performance Management j. Future Implications of Ethics in Performance Management k. Performance Management in Multinational Corporations	4
Required Textbook		1. Performance Management – Dr Parul Agarwal 2. Performance Management System: A Holistic Approach – B.D.Singh 3. Performance Management - A S Kohli, Tapomoy Deb	
Recommended Readings		1. Case Studies in Performance Improvement – Timm J Esque & Patricia A Patterson 2. Performance Management Concepts, Metrics and Cases – P V L Raju 3. Performance Basics – Joe Willmore	
Online Resources		1. ResearchGate Articles on Performance Management System 2. HBR Magazine Articles & Cases	

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Performance Management System	CO1, CO2
	2	Performance Planning	CO2, CO3
	3	Performance Monitoring	CO2, CO4
	4	Performance Management Implementation	CO4, CO6
	5	Ethics in Performance Management	CO5, CO6

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Compensation & Reward Management**				**Course Code**	**MHM302**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0

Evaluation Scheme	**Component**	**Marks**
	Concurrent Evaluation (CCE) 1	5
	Concurrent Evaluation (CCE) 2	15
	Concurrent Evaluation (CCE) 3	5
	Semester End Examination + Experiential / Applied Component*	25 (20+05*)
	Total	**50**
	**The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*	

Course Description	This course provides an understanding of compensation and reward management systems, focusing on designing and evaluating equitable, performance-based pay structures aligned with organizational strategy. It also highlights legal, ethical, and contemporary practices to enhance employee motivation, retention, and organizational effectiveness.	
Course Objectives	**1**	To develop conceptual clarity on compensation and reward management systems
	2	To analyze compensation structures in relation to organizational strategy and employee motivation
	3	To design legally compliant, equitable, and performance-linked reward systems
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Define key concepts, components, and principles of compensation and reward management.
	CO 2	Explain compensation strategies and pay structures in relation to organizational objectives.
	CO 3	Apply job evaluation techniques and benchmarking methods to design pay structures.
	CO 4	Analyze incentive systems and performance-based reward mechanisms.
	CO 5	Evaluate legal, statutory, and ethical considerations in compensation management.
	CO 6	Design an integrated compensation and reward system aligned with organizational strategy.

Prerequisites	Basic understanding of the following areas is required: • Principles of Management and organizational structures • Fundamentals of Human Resource Management • Organizational Behaviour, including motivation and performance management • Basic economic concepts related to labour markets and wage determination
e-Learning Tools used as Teaching Pedagogy	Learning Management System (LMS), Online Assessments and Quizzes, Digital Learning Resources, Webinars, and Recorded Video Lectures.

KSA Approach

Knowledge	Skills	Attitude
Key Compensation Components Pay Structures Legal and Ethical Considerations	Employee compensation and reward management Scientific calculations of pay structure	Ethical conduct Fairness Equity in reward management

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Compensation and Reward Management**	a. Definition and scope b. Components: Direct & Indirect compensation c. Compensation vs Rewards d. Role in motivation and retention e. Principles of fairness and equity	4
2	**Compensation Strategy and Pay Structure**	a. Compensation philosophy and strategy b. Alignment with business strategy c. Types of pay systems d. Internal equity & external competitiveness e. Attracting and retaining talent	4
3	**Job Evaluation and Benchmarking**	a. Job evaluation techniques b. Job analysis & documentation c. Designing pay grades & salary bands d. Salary surveys & benchmarking e. Application of evaluation outcomes	4
4	**Incentives and Performance-Based Reward Systems**	a. Types of incentive systems b. Individual, group & organizational incentives c. Merit pay, bonuses, commissions d. Gain-sharing & profit-sharing e. Non-monetary rewards	4
5	**Employee Benefits, Legal, Ethical & Strategic Reward Systems**	a. Employee benefits & welfare measures b. Statutory benefits & labour laws c. Ethical issues in compensation d. Strategic reward management framework e. Designing total reward systems f. Integration of compensation, benefits & recognition g. Managing employee perceptions of equity h. Sustainable and competitive compensation systems	4

Required Textbook	1. Compensation by George T. Milkovich, Jerry M. Newman, and Barry A. Gerhart
	2. Reward Management: A Handbook of Remuneration Strategy and Practice by Michael Armstrong
	3. Compensation management by Bhattacharyya Dipak Kumar
	4. Compensation management by Bhattacharya Mousumi and Sengupta Nilanjan
Recommended Readings	1. Strategic Compensation: A Human Resource Management Approach by Joseph J. Martocchio
	2. Compensation Management by Upadhyay S.S
	3. Performance Appraisal and Compensation management: a modern approach by Goel Dewakar
	4. Managing Human Resources by Wayne F. Cascio
Online Resources	1. McKinsey & Company Reports – https://www.mckinsey.com/business-functions/organization/our-insights
	2. Ministry of Labour and Employment, India – https://labour.gov.in
	3. People Matters – https://www.peoplematters.in
	4. Compensation Café – https://www.compensationcafe.com/

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Compensation and Reward Management	CO1, CO2
	2	Compensation Strategy and Pay Structure	CO2
	3	Job Evaluation and Benchmarking	CO3
	4	Incentives and Performance-Based Reward Systems	CO4
	5	Employee Benefits, Legal, Ethical & Strategic Reward Systems	CO5, CO6

THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**HR Analytics & Data Driven Decision Making**				**Course Code**	**MHM303**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course introduces students to the principles, tools, and techniques of Human Resource Analytics (HRA) to enhance data-driven decision-making in HR practices. The course will emphasize leveraging data to improve HR processes, measure organizational performance, and create strategic value in the workplace.					
Course Objectives	**1**	Understand the role of data and analytics in HR decision-making.				
	2	Learn to apply HR analytics tools to various HR functions.				
	3	Develop skills to interpret and present HR data for better decision-making.				
	4	Understand the impact of data-driven HR strategies on organizational performance.				
	5	Familiarize with data visualization and predictive modelling in HR.				
Course Outcome ***On completion of this course, student will be able to -***	**CO 1**	Explain the concepts, frameworks, and importance of HR Analytics in data-driven decision-making.				
	CO 2	Describe data collection, cleaning, and descriptive analytics techniques used in HR.				
	CO 3	Analyze HR data using statistical and visualization tools to generate insights.				
	CO 4	Evaluate predictive and prescriptive analytics models for HR decision-making scenarios.				
	CO 5	Evaluate ethical, legal, and governance issues in HR analytics applications.				
	CO 6	Design data-driven HR strategies and solutions for organizational challenges.				
Prerequisites	Basic Knowledge of Human Resource Management • Familiarity with basic statistical concepts like mean, median, standard deviation, correlation, and regression					

	• Understanding of Business Analytics Concepts like data collection, cleaning, and analysis. • Basic proficiency in Excel is required for data manipulation, creating pivot tables, and performing basic analytics. • Introductory Knowledge of Data Visualization Tools (Optional)
e-Learning Tools used as Teaching Pedagogy	• Microsoft Excel for data analysis • Tableau or Power BI for data visualization • R/Python for basic predictive modelling (optional)

KSA Approach

Knowledge	Skills	Attitude
HR analytics Predictive Models for HR Ethical Decision-Making	Use of AI and Technology Analytical skills using data	Rational decision making Holistic perspective Collaborative thought process

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to HR Analytics and Data-Driven HR**	a. Overview, definitions, and scope of HR Analytics b. Evolution from traditional HR to analytics-driven HR c. Key HR metrics and analytics frameworks d. Role of analytics in strategic HR decision-making	4
2	**HR Data Management and Descriptive Analytics**	a. Types and sources of HR data (HRIS, surveys, performance data) b. Data collection, cleaning, and preprocessing c. Descriptive statistics (mean, median, standard deviation) d. Introduction to HR dashboards and basic reporting	4
3	**Data Visualization and Analytical Tools in HR**	a. Data visualization techniques b. Tools for HR Analytics (Excel, Power BI, Tableau overview) c. Creating dashboards and reports d. Interpreting and communicating HR insights	4
4	**Predictive and Prescriptive Analytics in HR**	a. Predictive modelling concepts (regression, classification) b. Employee turnover and retention prediction c. Performance prediction models d. Decision trees and optimization models e. Prescriptive analytics for HR strategies	4
5	**Applications, Strategy, and Ethical Issues in HR Analytics**	a. Data-driven recruitment and performance management b. Linking analytics to business strategy c. Ethical concerns (bias, discrimination, privacy) d. Legal and governance implications e. Designing integrated HR analytics strategies	4
Required Textbook		1. HR Analytics: Understanding Theories and Applications – Dipak Kumar Bhattacharyya	
		2. HR Analytics Connecting Data and Theory - Yadav Rama Shankar and Maheshwari Sunil	

	3. New HR Analytics Predicting the Economic Value of Your Company's Human Capital Investments - Fitz Enz Jac
Recommended Readings	1. Winning on HR Analytics – Leveraging Data for Competitive Advantage: Ramesh Soundarajan and Kuldeep Singh
	2. Practical Guide to Human resources information systems by Badgi Satish M
Online Resources	1. IBM HR Analytics: https://www.ibm.com/think/insights/hr-digital-transformation-strategy
	2. Deloitte Human Capital Trends Report: https://www.deloitte.com/us/en/insights/topics/talent/human-capital-trends.html
	3. McKinsey & Company – HR and Workforce Analytics: https://www.mckinsey.com/solutions/orgsolutions/overview/people-analytics
	4. SHRM HR Metrics: https://www.shrm.org/in/topics-tools/tools/toolkits/benchmarking-hr-metrics

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to HR Analytics and Data-Driven HR	CO1, CO2
	2	HR Data Management and Descriptive Analytics	CO2, CO3
	3	Data Visualization and Analytical Tools in HR	CO3, CO4
	4	Predictive and Prescriptive Analytics in HR	CO3, CO4
	5	Applications, Strategy, and Ethical Issues in HR Analytics	CO5, CO6

TIMSR
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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**HR Technology and Digital Transformation**				**Course Code**	**MHE301**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides an in-depth understanding of digital transformation and HR technologies in modern organizations. It explores HR information systems, analytics, artificial intelligence and automation across key HR functions. The course focuses on strategic implementation, vendor evaluation, and change management in digital HR initiatives. It also addresses data security, ethical considerations and emerging trends to enable effective and responsible technology adoption in HR.					
Course Objectives	**1**	To examine the role of digital transformation and HR technologies in enhancing operational efficiency, employee experience, and strategic decision-making.				
	2	To analyze the application of HR analytics, artificial intelligence, and automation across various HR functions.				
	3	To evaluate and design effective implementation strategies for HR technologies while addressing ethical, legal, and data security considerations.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Define the key concepts, components, and terminology related to digital transformation and HR technologies.				
	CO 2	Explain the functionality and business relevance of HR technologies across various HR processes.				
	CO 3	Use HR technology tools and analytics techniques to perform HR process-related tasks and data-driven decisions.				
	CO 4	Differentiate and analyze various HR technology solutions, AI applications, and workforce analytics models for organizational effectiveness.				
	CO 5	Critically evaluate digital transformation strategies, vendor solutions, and data security or ethical challenges in HR technology implementation.				
	CO 6	Design a comprehensive digital transformation roadmap for implementing HR technologies aligned with organizational strategy.				

Prerequisites	Basic understanding of: • Principles of Human Resource Management and core HR functions • Fundamentals of Information Technology and business systems • Organizational processes and business operations • Basic concepts of data, analytics, and digital tools in organizations
e-Learning Tools used as Teaching Pedagogy	Google Classroom, Learning Management System (LMS), Online Assessments and Quizzes, Digital Learning Resources, Webinars, and Recorded Video Lectures.

KSA Approach

Knowledge	Skills	Attitude
Digitalization Automation Analytics	Implementation Integration Configuration	Adaptability Innovation Accountability

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Digital Transformation and HR Technology**	a. Business drivers for technology-enabled transformation b. Evolution of HR and HR Technologies c. Overview of HRIS and HR technology delivery models d. HR technology trends and vendor landscape	4
2	**HR Technology Functionalities Across HR Processes**	a. Technical construct of Information Systems and HRIS b. Functionality of HRIS in: o Organization Management o Employee Lifecycle Management o Leave & Attendance o Recruitment & Onboarding o Performance Management o Compensation & Payroll o Learning & Development & Succession Planning c. Demonstration of e-HRM platforms	5
3	**HR Analytics and AI in HR**	a. Overview of HR Analytics b. Workforce analytics and business intelligence c. Predictive analytics in HR d. AI applications in recruitment and performance management e. Chatbots, automation, and digital engagement tools	4
4	**Digital Transformation Strategy and Implementation**	a. Digital transformation methodology b. Assessing digital maturity levels c. Developing digital transformation roadmap d. Business case preparation and project charter e. Vendor selection, implementation methodology, integration, data migration f. Change management and critical success factors	4

5	**Data Security, Privacy, Ethics, and Future Trends in HR Tech**	a. Data security and personnel data management b. Information security requirements c. Ethical concerns in AI-driven HR practices d. Legal and compliance implications e. Future trends in HR digitalization	3

Required Textbook	1) Kavanagh, M. J., & Thite, M. (2021). Human Resource Information Systems: Basics, Applications, and Future Directions. Sage Publications.
	2) Information technology for management: transforming organization in the digital economy by Turban Efraim, Leidner Dorothy
	3) Digital Transformation by Gupta Seema
Recommended Readings	1) Artificial Intelligence - AI in HR : A blueprint for the future : Actionable insight for seamless AI integration in HR by Kansara Chirag
	2) Managing technology and innovation for competitive advantage by Narayanan, V. K
Online Resources	1) SHRM HR Technology Articles: www.shrm.org
	2) JOSH BERSIN – Insights on Work, Talent, Learning, Leadership, and HR Technology: https://joshbersin.com/
	3) AIHR Digital HR Academy: www.aihr.com
	4) Gartner HR Technology Trends 2024 HR Technology Imperatives 5) Discover the top HR technologies and trends for 2024 and beyond. www.gartner.com

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Digital Transformation and HR Technology	CO1, CO2
	2	HR Technology Functionalities Across HR Processes	CO2, CO3
	3	HR Analytics and AI in HR	CO3. CO4
	4	Digital Transformation Strategy and Implementation	CO4, CO5, CO6
	5	Data Security, Privacy, Ethics and Future Trends in HR Tech	CO5, CO6

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Strategic Human Resource Management**				**Course Code**	**MHE302**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course focuses on the strategic role of Human Resource Management in achieving organizational effectiveness in the contemporary business environment. It emphasizes alignment of HR strategies with business goals, use of technology and analytics in HR decision-making, employee experience management, and emerging trends shaping the future of work.					
Course Objectives	**1**	This course aims to develop an understanding of the strategic role of Human Resource Management in achieving organizational effectiveness.				
	2	It seeks to equip students with contemporary skills related to talent management, performance management, and digital HR practices				
	3	The course also intends to sensitize students towards ethical, inclusive, and sustainable HR practices in the evolving world of work.				
Course Outcome ***On completion of this course, student will be able to -***	**CO 1**	Describe the strategic role of Human Resource Management in dynamic business environments.				
	CO 2	Explain talent acquisition, development, and retention strategies aligned with organizational goals.				
	CO 3	Analyze performance management systems and employee engagement practices for organizational effectiveness.				
	CO 4	Apply HR analytics techniques and digital tools for evidence-based HR decision-making.				
	CO 5	Evaluate emerging HR trends in relation to ethics, sustainability, and inclusivity.				
	CO 6	Develop strategic HR solutions for contemporary organizational challenges.				
Prerequisites	Students are expected to have basic knowledge of Human Resource Management concepts and Organizational Behavior, preferably studied in earlier semesters of the MBA programme.					

e-Learning Tools used as Teaching Pedagogy	Learning Management Systems (LMS) for lectures and assessments HR simulation software for strategic decision-making exercises Case study discussions from real-world companies Webinars and guest lectures from HR industry experts

KSA Approach

Knowledge	Skills	Attitude
Strategic HRM, Talent Management, HR Analytics, Digital HR	Analytical Thinking, Decision-Making, Talent Strategy Design, Change Management	Ethical Orientation, Inclusivity, Adaptability, Strategic Mindset

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Strategic Role of HRM in Organizations**	a. Evolution from Traditional HRM to Strategic HRM b. HR as a Strategic Partner, Change Agent, and Employee Champion c. HR Competency Models (Ulrich, SHRM) d. Strategic Workforce Planning and Skill Gap Analysis	4
2	**Strategic Talent Management**	a. Employer Branding and Employee Value Proposition (EVP) b. Competency-based and Technology-enabled Recruitment c. Learning, Upskilling, and Reskilling Strategies d. Succession Planning and Leadership Development	4
3	**Performance Management and Employee Experience**	a. Modern Performance Management Systems (OKRs, Continuous Feedback) b. Linking Performance with Rewards and Recognition c. Employee Engagement and Experience Management d. Employee Wellbeing and Work–Life Balance Initiatives	4
4	**HR Analytics and Digital Transformation**	a. Introduction to HR Analytics and Evidence-based HRM b. HR Metrics, Dashboards, and Data Interpretation c. Predictive Analytics for Talent and Attrition Management d. HRIS, AI, Automation, and Digital HR Platforms	4
5	**Emerging Trends, Ethics, and Sustainability in HRM**	a. Future of Work: Hybrid, Remote, and Gig Workforce b. Diversity, Equity, and Inclusion (DEI) c. Ethical Challenges in HR Decision-Making d. Green HRM, CSR, and ESG Integration	4

Required Textbook	1. Armstrong, M, Angela Baron – *Handbook of Strategic Human Resource Management.*
	2. Aswathappa, K. – *Human Resource Management*, McGraw Hill
	3. Boxall, P. & Purcell, J. – *Strategy and Human Resource Management*, Palgrave Macmillan.
	4. Regis Richard - *Strategic Human Resource Management and development*
Recommended Readings	1. Ulrich, D. – *HR Champions*, Harvard Business School Press.
	2. Padhi Nayantara – *Theory and Practice- Strategic Human Resource Management*
	3. Cascio, W. – *Managing Human Resources*, McGraw Hill.

Online Resources	1. Deloitte Insights – Future of HR: www2.deloitte.com
	2. SHRM India & Global HR Resources: www.shrm.org
	3. Harvard Business Review HR Insights: www.hbr.org
	4. AIHR Academy – HR & Analytics Learning: www.aihr.com

	Unit No.	Title of Unit	Relevant COs
Alignment of Course Outcomes (COs) with Units	1	Strategic Role of HRM in Organizations	CO1, CO6
	2	Strategic Talent Management	CO2, CO6
	3	Performance Management and Employee Experience	CO3, CO4
	4	HR Analytics and Digital Transformation	CO3, CO4
	5	Emerging Trends, Ethics, and Sustainability in HRM	CO5, CO6

THAKUR ZCT's
TIMSR
THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Competency Mapping and Assessment Centre**				**Course Code**	**MHE303**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course offers a comprehensive understanding of Competency Mapping and the role of the Assessment Centre in identifying, developing, and managing organisational competencies. It equips students with knowledge of tools and techniques used to assess employee skills, behaviors, and potential in alignment with organisational requirements. The course highlights the strategic importance of linking individual competencies with business objectives to enhance performance and strengthen talent management practices.					
Course Objectives	**1**	To develop an understanding of competency mapping and its relevance in talent management.				
	2	To equip students with the skills to identify, assess, and map competencies effectively.				
	3	To understand the role of the assessment Center in organisational development and succession planning.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain the concept, process, and significance of competency mapping in contemporary talent management practices.				
	CO 2	Classify behavioural, functional, and managerial competencies required for different organisational roles.				
	CO 3	Apply appropriate tools and techniques to assess employee competencies, skills, and potential in alignment with organisational needs.				
	CO 4	Analyze the role of assessment centres in employee development, performance management, and succession planning.				
	CO 5	Evaluate competency mapping and assessment practices for workforce planning and organisational development.				
	CO 6	Design competency frameworks and assessment centre processes for organisational applications.				

Prerequisites	Basic Understanding of HR Concepts and awareness of Organizational Structure**:** Understanding of organizational roles, responsibilities, and job requirements.
e-Learning Tools used as Teaching Pedagogy	• Competency Assessment Simulations: Tools like SHL or Mercer Mettl for hands-on practice in assessment and competency mapping. • Blended Learning: Combining online and offline teaching methods for flexibility and better engagement. • Case Study Analysis: Discussion and analysis of real-world scenarios and competency mapping projects to bridge theory and practice. • Project-Based Learning: Designing and implementing a competency mapping framework for a chosen organisation or case scenario.

KSA Approach

Knowledge	Skills	Attitude
Behavioural Indicators Competency Models Assessment Centre concepts	Designing competency frameworks Assessment Centre design Analytical skills	Professionalism Evidence-based thinking Adaptability

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Competency Mapping**	a. Concept and Evolution of Competency Mapping – Meaning of competency, components (knowledge, skills, attitudes), and evolution of competency-based HRM in modern organizations. b. Types and Levels of Competencies – Core, functional, technical, and leadership competencies, and their relevance across organisational hierarchies. c. Competency Mapping Process – Systematic steps: role analysis, identification of key competencies, behavioural indicators, and proficiency levels. d. Tools and Techniques for Competency Identification – Overview of methods such as BEI, FJA, 360-degree feedback, and assessment centres with practical illustrations. e. Strategic Importance of Competency Mapping – Linkage of competencies with business strategy, performance management, talent development, and competitive advantage.	4
2	**Designing Competency Models**	a. Concept and Structure of Competency Models – Definition, purpose, and core components of a competency model, including competency clusters, proficiency levels, and behavioural indicators. b. Approaches to Developing Competency Models – Job-based, role-based, and future-oriented approaches; bottom-up vs. top-down methods aligned with organisational strategy. c. Identification and Validation of Competencies – Use of job analysis techniques (BEI, FJA, workshops, expert panels) to identify and validate critical competencies.	4

		d. Designing Behavioural Indicators and Proficiency Levels – Translating competencies into observable, measurable behaviours across different performance levels. e. Application and Customisation of Competency Models – Integrating competency models with recruitment, performance management, learning & development, and succession planning, supported by real-world case examples.	
3	**Methods used for Competency Mapping**	a. Behavioural Event Interview (BEI) b. Critical Incident Technique c. Assessment Centre d. 360-Degree Feedback e. Functional Job Analysis (FJA) and KPI analysis f. Self-Assessment Surveys & Questionnaires g. Focus Group Discussions / Workshops h. Performance Appraisal Data Analysis	4
4	**Assessment Centers: Tools and Processes**	a. Concept, Purpose, and Framework of Assessment Centres – Understanding the objectives of assessment centres, their role in evaluating employee potential, performance, and behavioural competencies. b. Core Tools and Techniques Used – Group discussions, role-plays, in-basket exercises, case studies, simulations, and psychometric tests to assess skills, decision-making, and interpersonal behaviours. c. Process Design and Implementation – Steps to plan, structure, and execute assessment centres, including candidate selection, exercise design, observer training, and scoring methodology. d. Evaluation and Feedback Mechanisms – Structured observation, performance rating, behavioural scoring, and delivering constructive feedback to participants. e. Strategic Applications and Integration – Using assessment centres for recruitment, leadership development, succession planning, performance management, and talent benchmarking in organizations.	4
5	**Applications and Strategic Integration**	a. Integration with HR Processes – Linking competency mapping and assessment centres with recruitment, selection, training, performance management, and succession planning to ensure strategic alignment with organizational goals. b. Enhancing Leadership and Talent Development – Using competency data to identify high-potential employees, design targeted development programs, and strengthen leadership pipelines.	4

		c. Organizational Impact and Future Trends – Addressing challenges in implementation, measuring ROI, adapting to evolving business needs, and leveraging emerging trends such as digital assessment tools and competency analytics for workforce planning.	

Required Textbook	1**.** Competency-Based Human Resource Management **by** Ganesh Shermon
	2. The Handbook of Competency Mapping by Seema Sanghi
	3. How to Succeed at an Assessment Centre by Robert Wood and Harry Tolley
	4. 360 degree feedback competency mapping and assessment centres: for personal and business development by Sharma Radha
Recommended Readings	**1.** Competency Mapping by Sahu R.K
	2. Human Resource Development by T.V. Rao
	3. Assessment Centers by Cooper Steve
	4. Competency and the learning organization by Shandler Donald
Online Resources	1. **HR.com** https://www.hr.com
	2. **Society for Human Resource Management (SHRM)** https://www.shrm.org
	3. **Chartered Institute of Personnel and Development: https://www.cipd.org/asia/knowledge/essential-resources/**
	4. **T.V. Rao Learning Systems** https://tvrls.com/

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Competency Mapping	CO1, CO2
	2	Designing Competency Models	CO2, CO6
	3	Methods used for Competency Mapping	CO3, CO4
	4	Assessment Centers: Tools and Processes	CO3, CO4
	5	Applications and Strategic Integration	CO5, CO6

THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**HR Audit and HR Scorecard**				**Course Code**	**MHE304**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides an in-depth understanding of HR auditing and the development of HR scorecards. It covers the systematic evaluation of HR policies, practices, and compliance, as well as the use of key performance indicators (KPIs) to assess HR's impact on organizational success. Students will learn how to assess HR functions in alignment with business goals, identify gaps in practices, and use data-driven insights to improve HR performance. The course combines theoretical knowledge with practical application, equipping learners with the skills to conduct effective HR audits and design performance-driven HR scorecards. Ideal for HR professionals, this course helps enhance strategic decision-making and supports continuous improvement in human resource management.					
Course Objectives	**1**	To understand the fundamental concepts and frameworks of HR auditing and HR scorecard.				
	2	To equip learners with the tools and techniques for conducting comprehensive HR audits and developing effective HR scorecards				
	3	To evaluate the alignment of HR practices with organizational goals and strategic objectives.				
Course Outcome ***On completion of this course, student will be able to -***	**CO 1**	Explain the scope, types, and objectives of HR audits and their strategic relevance to organizations.				
	CO 2	Evaluate HR policies, practices, and compliance with labor laws to identify strengths, gaps, and areas for improvement.				
	CO 3	Develop HR scorecards with relevant KPIs aligned to organizational goals for performance tracking.				
	CO 4	Apply systematic steps to conduct HR audits and integrate findings into strategic HR decision-making.				

	CO 5	Design structured audit reports and action plans for continuous improvement in HR functions.
	CO 6	Analyze the role of technology, ethics, and data privacy in enhancing the accuracy and integrity of HR audits.
Prerequisites	The prerequisites for an HR Audit include obtaining management buy-in and defining clear objectives aligned with organizational goals. Additionally, it requires gathering relevant HR data, policies, and procedures for thorough evaluation.	
e-Learning Tools used as Teaching Pedagogy	Google Classroom, Guest Lectures, Workshops, Interactive Lectures, Case Studies, Role Play & Simulation	

KSA Approach

Knowledge	Skills	Attitude
Principles and practices of HR Audits. HR Scorecard frameworks and KPIs. Legal and ethical considerations in auditing HR functions	Conducting comprehensive HR audits. Designing HR Scorecards with relevant metrics. Data analysis and reporting using HR analytics tools	Ethical and unbiased evaluation during HR audits Focus on continuous improvement in HR practices Strategic alignment of HR functions with organizational goals

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Foundations of HR Audit**	a. Overview of HR Audit: Definition, scope, and objectives b. Types of HR Audits: Compliance, performance, strategic alignment c. Key components of an HR audit framework d. Benefits and challenges of conducting an HR audit e. Ethical Considerations in HR Assessment and Reporting f. Legal and Regulatory Compliance through Digital Tools	4
2	**Evaluating HR Policies, Practices, and Compliance**	a. Reviewing HR policies, procedures, and systems b. Compliance with labour laws and regulations c. Assessment of recruitment, compensation, benefits, and employee relations d. Identifying HR strengths, weaknesses, and gaps in alignment with business strategy e. Data Privacy and Confidentiality in HR Audits	4
3	**HR Scorecard Development and Integration**	a. Introduction to the HR Scorecard concept b. Key performance indicators (KPIs) for HR functions c. Designing a balanced HR scorecard aligned with organizational goals d. Data collection and analysis for scorecard development e. Using the HR scorecard to track HR performance over time	4
4	**Conducting HR Audits and**	a. Steps in conducting an HR audit and collecting data b. Using audit findings to drive HR improvements	4

	Driving Improvements	c. Integrating HR scorecards into strategic decision-making d. Communicating audit results and scorecard insights to management	
5	**Reporting, Technology & Continuous Improvement**	a. Writing HR audit reports: Structure and best practices b. Action plans based on audit outcomes c. Continuous improvement strategies and ongoing HR assessments d. Role of HR Technology in Auditing Processes e. Future Trends in Tech-Driven HR Audits	4

Required Textbook	1. HRD Scorecard 2500 Based on HRD Audit - Rao T.V
	2. HRD audit - Rao T V
	3. HRD Audit: Evaluating the Human Resource Function for Business Improvement 2nd ed. - Rao, T. V
Recommended Readings	1. Human Resource Development: Experiences, Interventions, Strategies" - T. V. Rao
	2. Human Resource Management: Text and Cases- K. Aswathappa
Online Resources	1. NHRDN – National HRD Network - https://www.nhrdnmumbai.com
	NPTEL Course on HR Audits and Metrics.

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Foundations of HR Audit	CO 1, CO 6
	2	Evaluating HR Policies, Practices, and Compliance	CO 2, CO 6
	3	HR Scorecard Development and Integration	CO 3
	4	Conducting HR Audits and Driving Improvements	CO 4
	5	Reporting, Technology & Continuous Improvement	CO 5, CO 6

TIMSR
THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Industrial Relations & Labour Legislations II**				**Course Code**	**MHE 305**
Credit	2	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	Industrial Relations and Labour Legislation – II builds on foundational IR concepts and labour laws, focusing on contemporary industrial relations systems, recent labour reforms in India, and emerging workplace challenges. It emphasizes the application of Labour Codes, dispute resolution, collective bargaining, employee participation, and IR in the context of globalization, technology, and the gig economy, while developing analytical, strategic and compliance-oriented skills.					
Course Objectives	**1**	To deepen understanding of contemporary industrial relations practices and strategic IR management.				
	2	To familiarize students with the structure, provisions, and implications of the Indian Labour Codes.				
	3	To analyze advanced dispute resolution mechanisms and collective bargaining strategies.				
	4	To examine employee participation, social security, and occupational safety in modern workplaces.				
	5	To critically evaluate emerging issues such as gig work, contract labour, and digital workplaces				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain contemporary industrial relations systems and their relevance in a globalized economy.				
	CO 2	Interpret the objectives, scope, and key provisions of Indian Labour Codes.				
	CO 3	Apply provisions of the Industrial Relations Code, 2020 in practical and case-based situations.				
	CO 4	Analyze wage regulation, social security, and occupational safety reforms under the Labour Codes.				

	CO 5	Evaluate collective bargaining strategies, employee participation mechanisms and dispute resolution processes.
	CO 6	Design strategic industrial relations solutions addressing emerging employment challenges.
Prerequisites	Successful completion of Industrial Relations and Labour Legislation – I, with knowledge of traditional labour laws, trade unionism, and industrial dispute mechanisms.	
e-Learning Tools used as Teaching Pedagogy	Smart board, PPTs, digital labour law repositories, online case studies on labour reforms, government portals (Labour Codes), NPTEL content, and company policy reviews, Workshops, Interactive Lectures, Role Play & Simulation.	

KSA Approach

Knowledge	Skills	Attitude
Contemporary IR systems, Labour Codes, Regulatory frameworks	Legal interpretation, Policy analysis, Srategic IR planning	Ethical compliance, adaptability, Problem-solving, Inclusiveness

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Contemporary Industrial Relations Environment**	a. Changing nature of industrial relations in the 21st century b. Impact of liberalization, privatization, and globalization on IR c. Strategic industrial relations and HRM integration d. Role of technology, automation, AI, and digital workplaces e. Industrial relations in public, private, and multinational enterprises	4
2	**Labour Law Reforms and Indian Labour Codes**	a. Need and rationale for labour law reforms in India b. Overview of the four Labour Codes: structure and objectives c. Comparison between traditional labour laws and Labour Codes d. Federalism and role of Central and State Governments e. Critical issues and implementation challenges	4
3	**Industrial Relations Code, 2020**	a. Scope, applicability, and key definitions b. Trade unions: recognition, negotiating union/council c. Standing orders and conditions of employment d. Strikes, lockouts, layoff, retrenchment, and closure e. Dispute resolution mechanisms under the IR Code f. Role of Industrial Tribunals and National Industrial Tribunal	4
4	**Wage Regulation, Social Security, and Occupational Safety**	a. Code on Wages, 2019: minimum wages, floor wages, equal remuneration b. Code on Social Security, 2020: EPF, ESIC, Gratuity, Social security for gig, platform, and unorganized workers c. Occupational Safety, Health and Working Conditions Code, 2020 d. Employer responsibilities, compliance, and penalties	4

5	**Employee Participation and Emerging Issues in IR**	a. Employee participation in management: Works Committees, Joint Councils b. Collective bargaining in contemporary organizations c. Industrial relations in gig economy and platform-based work d. Contract labour, outsourcing, and flexible employment e. Gender equity, diversity, and inclusive industrial relations f. Remote work, hybrid workplaces, and future of IR	4

Required Textbook	1. Industrial Relations ,trade unions and labour legislations- Sinha P.R.N and Sinha Indu Bala
	2. Dynamics of Industrial Relations - C.B. Mamoria, Satish Mamoria & S.V. Gankar
	3. Industrial Relations and Labour Laws - Kubendran V
Recommended Readings	1. Industrial Relations and Labour Laws - S.C. Srivastava
	2. Labour and Industrial Laws - P.K. Padhi
	3. Taxmann's labour laws 2011 - Taxmann
	4. Employer""s guide to labour laws – Samant - SR
Online Resources	1. SWAYAM–NPTEL: Industrial Relations and Labour Laws
	2. Ministry of Labour & Employment (India) portals: https://www.labour.gov.in/
	3. ILO official publications on labour standards: https://www.ilo.org/international-labour-standards/publications-international-labour-standards

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Contemporary Industrial Relations Environment	CO1, CO 6
	2	Labour Law Reforms and Indian Labour Codes	CO2, CO5
	3	Industrial Relations Code, 2020	CO3, CO4
	4	Wage Regulation, Social Security, and Occupational Safety	CO3, CO4
	5	Employee Participation and Emerging Issues in IR	CO5, CO6

THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Managing Change & Organization Development**				**Course Code**	**MHE306**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides a comprehensive understanding of the concepts, theories and practices of organizational change and development. It focuses on developing the ability to plan, implement, and manage change initiatives effectively, enhance organizational performance and cultivate a culture of continuous improvement and adaptability in dynamic business environments.					
Course Objectives	**1**	To understand and analyse the concepts, theories, and processes of organizational change and development, including the roles of leadership, culture and change agents.				
	2	To apply, evaluate and design change management models and OD interventions for effective organizational transformation.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Define key concepts, theories, and models related to organizational change and organization development.				
	CO 2	Explain the nature, drivers and processes of organizational change and development in different organizational contexts.				
	CO 3	Apply appropriate change management models and OD interventions to practical organizational situations and case scenarios.				
	CO 4	Analyze organizational systems, culture and readiness to diagnose change requirements and underlying organizational issues.				
	CO 5	Evaluate change strategies, leadership approaches and interventions to assess their effectiveness in managing resistance and sustaining change.				
	CO 6	Design an integrated organizational change and development plan addressing strategic, structural, cultural and human process dimensions.				
Prerequisites	Basic understanding of the following areas is required: • Principles of Management and organizational structures • Fundamentals of Human Resource Management					

	• Organizational Behaviour, including motivation and performance management • Basic economic concepts related to labour markets and wage determination
e-Learning Tools used as Teaching Pedagogy	Google Classroom, Learning Management System (LMS), Online Assessments and Quizzes, Digital Learning Resources, Webinars and Recorded Video Lectures.

KSA Approach

Knowledge	Skills	Attitude
Change Management Theories Organizational Diagnosis Models Change Strategies and Interventions	Organizational Diagnosis Change Planning, Intervention Design Resistance Management	Adaptability, Proactiveness Ethical Orientation Resilience

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Foundations of Organizational Change and OD**	a. Meaning, nature, and scope of change & OD b. Internal and external drivers of change c. Planned vs. unplanned change d. Historical evolution of change management e. Major change models: Lewin, Kotter f. Systems and contingency perspectives	4
2	**Organizational Diagnosis and Change Readiness**	a. Purpose of organizational diagnosis b. Diagnostic models: o Open Systems Model o Weisbord's Six-Box Model o McKinsey 7-S Framework c. Data collection methods (surveys, interviews, observation) d. Assessing readiness and identifying performance gaps	4
3	**OD Interventions and Change Strategies**	a. Classification of OD interventions b. Human process interventions (team building, sensitivity training, process consultation) c. Techno-structural interventions (job redesign, restructuring) d. Strategic interventions (transformation, M&A, reengineering) e. Role of change agents and consultants	4
4	**Managing Resistance and Sustaining Change**	a. Sources of individual and organizational resistance b. Psychological aspects of resistance c. Techniques to manage resistance d. Reinforcement mechanisms e. Institutionalization and continuous improvement	4
5	**Leadership, Culture, and Contemporary Change Trends**	a. Organizational culture and change alignment b. Cultural assessment during change c. Transformational and change leadership d. Ethical issues in change management e. Digital transformation and agile change f. Sustainability, CSR, and inclusive change g. Designing adaptive and resilient organizations	4

Required Textbook	1. Organization development and change by Cummings Thomas G and Worley Christopher
	2. Organization Development and Transformation by Wendell L. French, Cecil H. Bell and Robert A. Zawacki
	3. Organizational change and development by Bhattacharyya Dipak
	4. Change Management and organisational transformation by Sharma Radha
Recommended Readings	1. The change management toolkit by Carnall Colin
	2. Ishwar Dayal on Management Vol II Organisational development and change by Dogra Deepak
Online Resources	1. Society for Human Resource Management (SHRM), https://www.shrm.org
	2. Harvard Business Review (HBR), https://hbr.org

Alignment of Course Outcomes (COs) with Units

Unit No.	Title of Unit	Relevant COs
1	Foundations of Organizational Change and OD	CO1, CO2
2	Organizational Diagnosis and Change Readiness	CO2, CO4
3	OD Interventions and Change Strategies	CO3, CO6
4	Managing Resistance and Sustaining Change	CO4, CO5
5	Leadership, Culture, and Contemporary Change Trends	CO5, CO6

TIMSR
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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Operations Analytics**				**Course Code**	**MOM301**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					05
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					05
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course equips students with analytical tools and techniques used to improve operational efficiency, forecast demand, manage service systems, analyze supply chain performance, and design dashboards. The course integrates real-time data analytics, spreadsheet modeling, simulation, and predictive techniques.					
Course Objectives	**1**	To develop an understanding of the fundamentals of Operations Analytics, demand forecasting, and data-driven decision-making.				
	2	To equip students with quantitative forecasting techniques and accuracy evaluation tools used in industry.				
	3	To build analytical capability in service analytics, queueing models, simulation, and retail operations.				
	4	To enable students to analyze supply chain performance using metrics, risk indicators, and optimization concepts.				
	5	To empower students to design dashboards, interpret analytical reports, and communicate insights for managerial decisions.				
Course Outcome ***On completion of this course, students will be able to -***	**CO1**	Understand key concepts of operations analytics and data-driven decision-making.				
	CO2	Apply qualitative and quantitative forecasting techniques to real business data.				
	CO3	Evaluate forecasting methods using accuracy measures such as MAD, MAPE, MSE & Tracking Signal.				
	CO4	Analyze service operations using queueing models and simulation for cost and service efficiency.				
	CO5	Assess inventory, logistics, and supply chain performance using appropriate KPIs and risk metrics.				
	CO6	Design dashboards and analytical reports for managerial decision-making.				

Prerequisites	Basic knowledge of statistics, Excel, and operations management.
e-Learning Tools used as Teaching Pedagogy	Videos • E-books • Spreadsheet Modelling • Case Studies • Online Simulations (Arena / Excel Solver) • Data Visualization Tools

KSA Approach

Knowledge	Skills	Attitude
Demand Forecasting Service Analytics Supply Chain Metrics Reporting & Dashboards	Spreadsheet Modelling Simulation Predictive Analytics Decision-making	Analytical mindset Precision & accuracy Continuous improvement Problem-solving orientation

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Operations Analytics & Predictive Insights**	a. Introduction to analytics: descriptive, predictive, prescriptive b. Role of analytics in operations & supply chains c. Data sources in operations (ERP, SCM, retail, services) d. Demand analytics – Qualitative forecasting, Market research, Delphi, expert opinion, judgmental forecasting e. Basics of predictive modelling in operations f. Exploratory data analysis for operations datasets g. Introduction to spreadsheet modelling	**5**
2	**Quantitative Forecasting & Accuracy Evaluation**	a. Time series components: trend, seasonality, cyclicity b. Moving Average (MA) & Weighted MA c. Exponential Smoothing (SES, Holt's, Winter's) d. Trend-based & seasonality-adjusted regression e. Optimization of MA period & smoothing constants f. Forecast accuracy measures: MAD, MAPE, MSE, RMSE, Tracking Signal g. Choosing the best forecasting model h. Real-demand datasets from retail, FMCG, e-commerce	**6**
3	**Service Analytics & Simulation for Operations**	a. Waiting line analytics: Single server (M/M/1) b. Multi-server (M/M/s), Customer waiting, service efficiency & cost trade-off c. Balking, reneging & queuing behavior d. Service analytics in banking, hospitals, Q-commerce e. Simulation modelling (Excel-based, Monte Carlo) f. Retail service analytics: Stocking policy, Stock-out impact, Assortment and inventory decisions g. Service KPIs and performance measurement	**7**
4	**Supply Chain Analytics – Metrics, Decision Areas & Risks**	a. Supply Chain Metrics (SCOR framework), Cycle time, fill rate, OTIF, cost-to-serve b. Inventory days, warehousing KPIs, logistics KPIs c. Decision areas: Procurement, Manufacturing, Distribution, Logistics d. Risk & performance analytics: e. Cost, capacity, quality, demand variability, transportation risk f. Supplier performance indicators g. Scenario analysis and resilience modelling h. Global supply chain analytics (overview)	**6**

5	**Reporting, Dashboards & Performance Scorecards**	a. Types of analytics reports: (Summary, detailed, functional, drill-down, process, utility view) b. Designing managerial dashboards (Excel/Power BI concepts) c. Alerts, triggers & flagging in operational systems d. Performance Metrics: Inventory, fulfillment, exceptions e. Balanced Scorecard (Kaplan & Norton) f. Strategy Map & Scorecard Design g. Creating decision-ready reports for management	**6**

Required Textbook	1. Handbook of Operations Analytics Using Data Envelopment Analysis By:Hwang, Shiuh-Nan
	2. Operations and Supply Chain Management By: Chase Richard B
	3. Business Intelligence: A Managerial Perspective on Analytics By:Sharda, Ramesh
Recommended Readings	1. Harvard Business Review Cases on Analytics
	2. Bertsimas & Freund – Data, Models and Decisions (MIT/IIM used)
	3. McKinsey Analytics Reports (Supply Chain & Retail Analytics)
	4. Bauhaus – AI & Data Science in Supply Chain
Online Resources	1. Coursera – Operations Analytics (Wharton)
	2. MIT OpenCourseWare – Supply Chain Analytics
	3. Kaggle – Forecasting Datasets
	4. YouTube – Excel Solver, Simulation Tutorials

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Operations Analytics & Predictive Insights	CO1, CO2
	2	Quantitative Forecasting & Accuracy Evaluation	CO2, CO3
	3	Service Analytics & Simulation for Operations	CO4
	4	Supply Chain Analytics – Metrics, Decision Areas & Risks	CO4, CO5
	5	Reporting, Dashboards & Performance Scorecards	CO5, CO6

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Service Operations Management**				**Course Code**	**MOM302**
Credit	2	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					05
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					05
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	Service Operations Management (SOM) is the administration of business activities that deliver services to customers. It involves planning, designing, and managing the resources and processes required to meet customer demand and achieve organizational goals.					
Course Objectives	**1**	To develop an understanding of the service economy and its evolving role in the global business environment and manufacturing sector.				
	2	To provide insights into service strategy and service system design, including positioning, pricing, and delivery mechanisms.				
	3	To familiarize students with tools and techniques for managing service operations, including queuing theory, capacity planning, and simulation.				
	4	To enhance understanding of service process design and improvement, using concepts like service blueprinting and technology integration.				
	5	To analyze contemporary issues and real-world applications in service operations, including case studies, ethical practices, and emerging trends such as digitalization and remote work.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Analyze the characteristics and challenges of service operations				
	CO 2	Design service delivery processes that are efficient and customer-centric				
	CO 3	Evaluate service quality and identify areas for improvement				
	CO 4	Manage service resources effectively				
	CO 5	Apply quality control techniques to ensure consistent service delivery				
	CO 6	Develop strategies for continuous improvement in service operations				
Prerequisites	N/A					

e-Learning Tools used as Teaching Pedagogy	Smart Board, PPTs, Videos etc.

KSA Approach		
Knowledge	**Skills**	**Attitude**
Understand core Service Operations Management principles. Gain insights into Service Operations Management application strategies. Learn about Service Operations Management analytics tools, trends.	Develop analytical skills to assess services opportunities and customer preferences. Create effective Service Operations Management strategies using real-world case studies and simulations. Enhance communication and technical skills for pitching Service Operations blueprint.	Foster a service-centric mind-set with an emphasis on value creation. Embrace ethical and socially responsible Service Operations Management practices. Cultivate adaptability and creativity to respond to dynamic Service Operations Management.

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Understanding the services economy**	a. Understanding the services economy involves understanding global b. developments in the services sector, shifting competitiveness paradigms, and the relationship between services and the manufacturing continuum. Services' increasing importance in manufacturing enterprises is a result of recent manufacturing trends.	4
2	**Service vision**	a. Creating a broad vision for the entire service system and comprehending service strategy and service operation case study. Pricing Techniques for Services	4
3	**Service Positioning**	a. Service Positioning & Implications for Service Delivery Design: Customer Divergence, Customization, and Degree of Contact; Service Blueprinting, Service Enhancement Using the Internet Case: ITC eChoupal, and Performance Issues in Service Systems	4
4	**Queuing theory**	a. Queuing theory applications in service systems, the concept of capacity, capacity building strategies, capacity vs. system performance	4
5	**Service simulation**	a. Simulation as a tool for service design, Mumbai's services supply chain b. Dabbawalas', Moral Conduct in Service Operations; Impact of Covid and work-from-home culture on the service industries	4

Required Textbook	
	1. Service Operations Management by Metters Richard
	2. Service operations management :improving service delivery by Johnston Robert Clark Graham
	3. Service management : operations strategy informations management by Fitzsimmons James A Fitsimmons Mona J
	4. Service management : operations strategy informations technology + CD Rom by Fitzsimmons James A Fitsimmons Mona J

Recommended Readings	1. Services: marketing operations and management by Jauhari Vinnie Dutta Kirti		
	2. "Services marketing; operations, management and strategy" by Clow Kenneth E Kurtz David L		
	3. Operations Management Theory and Practice by Mahadevan B		
	4. Successful Service Operations Management, 2nd ed. by Metters, Richard Metter, Kathryn		
Online Resources	1. Work System Design – NPTEL – https://onlinecourses.nptel.ac.in/noc21_me84/preview		
	2. Human Factors Engineering – NPTEL – https://onlinecourses.nptel.ac.in/noc22_mg108/preview		
	3. Work Study – NPTEL – https://nptel.ac.in/courses/112107142		
	4. Operations Management – MIT OpenCourseWare – https://ocw.mit.edu/courses/15-760a-operations-management-spring-2002/pages/lecture-notes/		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Understanding the Services Economy	CO1
	2	Service Vision	CO2, CO6
	3	Service Positioning	CO2, CO3
	4	Queuing Theory	CO3, CO4
	5	Service Simulation	CO4, CO5, CO6

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Quantitative Models in Operations - II**				**Course Code**	**MOM303**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					05
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					05
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course introduces students to the principles and practices of Decision Theory and Game Theory, which are essential for strategic decision-making in uncertain and competitive environments. The course covers decision-making under uncertainty and risk, the concept of game theory, queuing theory, inventory control, and forecasting techniques. Students will learn how to apply quantitative tools to optimize decision-making processes in real-world business and operations scenarios.					
Course Objectives	**1**	To provide a comprehensive understanding of decision-making models under uncertainty and risk in business environments.				
	2	To introduce strategic decision-making concepts using game theory for analyzing competitive situations.				
	3	To develop knowledge of queuing systems and their applications in managing service operations efficiently.				
	4	To familiarize students with inventory management techniques for effective control of resources and costs.				
	5	To build an understanding of stochastic processes and forecasting methods for supporting managerial decision-making.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall key decision-making criteria, game theory concepts and methodologies for business applications.				
	CO 2	Explain decision-making techniques under uncertainty and risk, and their applications in strategic planning.				
	CO 3	Apply game theory strategies and concepts such as Nash equilibrium, dominance and saddle point to competitive scenarios.				
	CO 4	Analyze queuing systems and apply queuing models to optimize business and operational processes.				

	CO 5	Demonstrate the ability to apply inventory control models such as EOQ and probabilistic inventory models in real-world settings.
	CO 6	Integrate forecasting techniques and decision trees to enhance decision-making in uncertain and dynamic business environments.
Prerequisites	Basic understanding of probability and statistics. Familiarity with fundamental business and operations concepts.	
e-Learning Tools used as Teaching Pedagogy	PPTs, Videos, Tutorials	

KSA Approach		
Knowledge	**Skills**	**Attitude**
Decision-making criteria game theory queuing systems inventory models forecasting techniques	Decision analysis game strategy application inventory management queuing system optimization forecasting methods	Problem-solving analytical thinking strategic planning

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Decision Theory**	a. Decision Making Under Uncertainty: Maximax, Minimax, Laplace, Hurwicz, and Minimax Regret criteria b. Decision Making Under Risk: Expected Monetary Value (EMV), Expected Opportunity Loss (EOL), Expected Value of Perfect Information (EVPI) c. Decision Trees: Construction, Probabilities and Expected Payoffs	4
2	**Game Theory**	a. Concept of zero-sum games and strategic decision-making b. Strategies: Pure and Mixed c. Dominance rule d. Saddle point in games e. Graphical solution of 2 × n and m × 2 games f. Nash equilibrium and real-world applications	4
3	**Queuing Theory**	a. Characteristics of queuing systems (Arrival process, Service process, Queue discipline, System capacity) b. Kendall's Notation for queues c. Queue structure (FIFO, LIFO, Service in Random order, Priority Service) (M|M|1) :(FIFO|∞|∞) with cost implication	4
4	**Inventory Control & Management**	a. Classification of inventory models: Deterministic vs. Probabilistic b. Economic Order Quantity (EOQ) models: a. EOQ with constant demand b. EOQ with shortages allowed c. EOQ with quantity discounts c. ABC, VED, and FSN analysis for inventory categorization d. Safety stock, reorder level, and service level consideration e. Probabilistic Inventory Models: Newsvendor problem and Stochastic Demand models	4

5	**Markov Chains & Forecasting Techniques**	a. Introduction to stochastic processes b. Concept of Markov chains and transition probability matrix c. Long-run steady-state conditions d. Applications in manufacturing, supply chain, and marketing e. Forecasting Techniques: a. Moving Averages b. Weighted Moving Averages c. Exponential Smoothing (Single, Double, and Triple Smoothing) d. Trend analysis and seasonal adjustment	4

Required Textbook	1. Operations research : make best decision through operations research by Sharma S. D
	2. Operations research by Naidu N.V.R Rajendra G
	3. Advanced Operations Research by Bhunia A.K Sahoo L
	4. Operations Research: decision model approach by Jaisankar
Recommended Readings	1. Quantitative techniques vol-1 by Jhamb L C
	2. Quantitative techniques vol-2 by Jhamb L C
	3. Operations Research and Quantitative Techniques using MS Excel by Apte, D P
	4. Operations Research Methods and Practice 4 by Mustafi, C.K
Online Resources	1. Introduction to Operations Research - https://onlinecourses.nptel.ac.in/noc24_mg30/preview?
	2. Linear Programming and Extensions - https://archive.nptel.ac.in/courses/111/104/111104027
	3. Decision Modeling - https://onlinecourses.nptel.ac.in/noc22_mg106/preview
	4. Quantitative Techniques for Management - https://onlinecourses.swayam2.ac.in/cec20_mg18/preview

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Decision Theory	CO1, CO2, CO6
	2	Game Theory	CO1, CO3
	3	Queuing Theory	CO4
	4	Inventory Control & Management	CO5
	5	Markov Chains & Forecasting Techniques	CO6

Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Productivity Management**				**Course Code**	**MOE301**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					05
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					05
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course on Productivity Management focuses on understanding the principles and techniques used to enhance organizational efficiency. It covers topics such as work study, resource management, lean manufacturing, continuous improvement, and the role of human factors and ergonomics in boosting productivity.					
Course Objectives	**1**	To develop a comprehensive understanding of productivity concepts and measurement techniques in organizational contexts.				
	2	To introduce work study methods and work design principles for improving efficiency and optimizing processes.				
	3	To provide knowledge of ergonomics and human factors for designing safe, comfortable, and productive workplaces.				
	4	To familiarize students with operational planning techniques, including capacity planning, inventory management, and supply chain optimization.				
	5	To build an understanding of continuous improvement philosophies and tools such as Lean, Kaizen, Six Sigma, and TQM for enhancing organizational performance.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Measure and assess productivity using appropriate metrics and KPIs.				
	CO 2	Apply work study techniques to identify and optimize inefficient work processes.				
	CO 3	Solve operational problems using tools like process mapping and capacity planning.				
	CO 4	Understand and apply ergonomic principles to enhance productivity.				
	CO 5	Implement continuous improvement methods like Kaizen and Six Sigma.				
	CO 6	Integrate lean manufacturing concepts to reduce waste and improve efficiency.				

Prerequisites	Basic understanding of operations management and quantitative concepts.
e-Learning Tools used as Teaching Pedagogy	PPT-based lectures, instructional videos, spreadsheet tools (Excel) for productivity analysis

KSA Approach		
Knowledge	**Skills**	**Attitude**
Productivity definitions and types (Labor, Capital, Multi-Factor) Key Performance Indicators (KPIs) Productivity measurement methods	Analyzing productivity metrics Applying time and motion study techniques Designing ergonomic and efficient workstations	Continuous improvement mindset Focus on quality and efficiency Analytical and data-driven thinking

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Productivity and Performance**	a. Definition of Productivity b. Types of Productivity: Labor, Capital, and Multi-Factor Productivity c. Key Performance Indicators (KPIs) d. Methods of Measuring Productivity e. Factors Affecting Productivity (Technology, Skills, Management Practices) f. Productivity in Global and Competitive Contexts	4
2	**Work Study and Methods Engineering**	a. Introduction to Work Study and its Objectives b. Time Study and Motion Study Techniques c. Work Sampling and Process Mapping d. Work Simplification and Standard Time Calculations e. Work Design Principles and Layout Optimization	4
3	**Human Factors and Ergonomics in Productivity**	a. Human Capabilities and Limitations in the Workplace b. Principles of Ergonomics and Workplace Design c. Reducing Fatigue and Enhancing Worker Comfort d. Psychological and Physical Aspects of Work e. Designing Safe and Productive Workstations	4
4	**Operations and Resource Management**	a. Resource Allocation and Capacity Planning b. Inventory Management and Control Systems c. Production Scheduling and Demand Forecasting d. Supply Chain Optimization and Lean Operations e. Managing Operational Costs and Efficiency	4
5	**Continuous Improvement and Lean Manufacturing**	a. Introduction to Continuous Improvement (Kaizen, Six Sigma, TQM) b. Principles of Lean Manufacturing: Waste Reduction, Value Stream Mapping c. The 7 Wastes of Lean: Overproduction, Waiting, Transport, Over processing, Inventory, Motion, Defects d. Tools for Process Improvement: 5S, Poka-Yoke, Just-in-Time (JIT) e. Building a Culture of Continuous Improvement	4

Required Textbook	1. Management guide to quality and productivity by Gopalan M.R Bicheno John		
	2. Operations management and productivity techniques by Mukherjee P. N Kachwala T		
	3. Industrial Management 2nd ed By:Yadava, Abhishek		
Recommended Readings	1. Productivity and human resource management by Dasgupta K		
	2. How to be a productivity NINJA by Allcott, Graham		
	3. Getting things done : the art of stress-free productivity by Allen, David		
	4. The Goal A Process of Ongoing Improvement Special Edition by Goldratt, Eliyahu M Cox, Jeff		
Online Resources	1. Work System Design - https://onlinecourses.nptel.ac.in/noc21_me84/preview?		
	2. Human Factors Engineering - https://onlinecourses.nptel.ac.in/noc22_mg108/preview?		
	3. Work Study - https://nptel.ac.in/courses/112107142		
	4. Operations Management - https://ocw.mit.edu/courses/15-760a-operations-management-spring-2002/pages/lecture-notes/		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Productivity and Performance	CO1
	2	Work Study and Methods Engineering	CO2, CO3
	3	Human Factors and Ergonomics in Productivity	CO4
	4	Operations and Resource Management	CO3, CO6
	5	Continuous Improvement and Lean Manufacturing	CO5, CO6

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**World Class Manufacturing**				**Course Code**	**MOE302**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					05
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					05
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The course is designed to help students develop an insight into the advanced operations and manufacturing practices prevalent across the globe. The students will also develop an understanding about the applicability of the WCM concepts and practices across both manufacturing and service organizations.					
Course Objectives	**1**	To develop an understanding of world-class manufacturing concepts and excellence models for achieving global competitiveness.				
	2	To introduce benchmarking, bottleneck analysis, and best practices for improving manufacturing performance.				
	3	To familiarize students with tools and techniques of world-class manufacturing, including Lean, JIT, TPM, Six Sigma and quality improvement methods.				
	4	To provide insights into flexible and agile manufacturing systems and their role in dynamic business environments.				
	5	To build awareness of modern manufacturing trends and performance systems, including green manufacturing and continuous improvement initiatives.				
Course Outcome ***On completion of this course, students will be able to --***	**CO 1**	Discover best practices adopted by industry in the sphere of WCM.				
	CO 2	Examine the Barriers to using IT strategically and Strategic Planning Methodology for World Class Manufacturing.				
	CO 3	Discuss the latest trends and developments in technology, systems and practices around the world pertaining to WCM.				
	CO 4	Lay down frameworks of various products and process design structures and systems in modern manufacturing.				
	CO 5	Develop benchmarks for operational excellence through world class manufacturing practices.				

	CO 6	Grasp the philosophy and principles of Japanese manufacturing especially Toyota Production System (TPS).
Prerequisites	NA	
e-Learning Tools used as Teaching Pedagogy	PPTs, Videos	

KSA Approach		
Knowledge	**Skills**	**Attitude**
World Class Manufacturing (WCM) models, Schonberger, Hall, Gunn, Maskell frameworks, Business excellence principle	Benchmarking analysis Bottleneck identification Value stream mapping	Continuous improvement mindset Quality-focused thinking Proactive problem-solving

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Historical Perspective World class Excellent organizations**	a. Historical Perspective World class Excellent organizations – Models for manufacturing excellence: Schonberger, Halls, Gunn and Maskell models, Business Excellence.	4
2	**Benchmark**	a. Benchmark, Bottlenecks and Best Practices, Concepts of benchmarking, Bottleneck and best practices, best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing – Value Stream mapping – Eliminating waste –Toyota Production System.	4
3	**System and Tools for World Class Manufacturing**	a. System and Tools for World Class Manufacturing. Improving Product & Process Design – Lean Production – SQC, Rapid Prototyping, Poka Yoke, 5-S,3 M, JIT, Product Mix, Optimizing, Procurement & stores practices, Total Productive maintenance, Visual Control.	4
4	**Agile Manufacturing**	a. Distinction between flexibility and agility, Model for implementing flexible and agile manufacturing; Flexible Manufacturing System (FMS); Concepts and components. Hoshin Kanri.	4
5	**Typical Characteristics of WCM**	a. Typical Characteristics of WCM Companies Performance indicators like POP, TOPP and AMBITE systems– what is world class Performance –Six Sigma philosophy. Indian Scenario on world class manufacturing –Task Ahead. Green Manufacturing, Clean manufacturing, Agile manufacturing.	4
Required Textbook		1. World Class Manufacturing - Bhat Shridhara K	
		2. Manufacturing for future; strategic resonance for enlightened manufacturing - Brown steve	
		3. Basics of Manufacturing: fundamental concepts for decision makers - Viale David	
		4. Manufacturing planning and control for supply chain management -5e - Vollmann Thomas E | Berry William L	

Recommended Readings	1. Manufacturing planning and control for supply chain management - Jacobs F Robert | Berry William		
	2. Operations and supply chain management 15 - Chase Richard B | Shankar Ravi		
	3. World Class Manufacturing- The Lesson of Simplicity Schonberger R. J Free Press 1986		
	4. Chase, R. B., Jacobs, F. R., & Aquilano, N. J. Operations Management for Competitive Advantage. McGraw-Hill.		
Online Resources	1. https://www.leanproduction.com/		
	2. https://better-operations.com/2013/05/22/world-class-manufacturing-at-chrysler-and-fiat/		
	3. https://world-class-manufacturing.com/		
	4. NPTEL (IITs) – Production and Operation Management https://onlinecourses.nptel.ac.in/noc20_mg06/preview		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Historical Perspective World class Excellent organizations	CO1
	2	Benchmark	CO2, CO3
	3	System and Tools for World Class Manufacturing	CO3, CO4
	4	Agile Manufacturing	CO4, CO5
	5	Typical Characteristics of WCM	CO5, CO6

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Benchmarking and Business process re-engineering**				**Course Code**	**MOE303**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					05
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					05
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course explores the critical concepts of benchmarking and business process re-engineering (BPR) as powerful tools for improving organizational performance. Benchmarking focuses on identifying and learning from best practices within an organization or across industries. Students will learn various benchmarking methodologies, including competitive benchmarking, process benchmarking, and best-in-class benchmarking. They will gain practical skills in collecting, analyzing, and interpreting benchmarking data to identify areas for improvement.					
Course Objectives	**1**	To develop a foundational understanding of business processes, benchmarking concepts, and their role in enhancing organizational performance.				
	2	To enable students to analyze and evaluate existing business processes in order to identify inefficiencies and opportunities for improvement.				
	3	To equip students with the knowledge and tools required for process visualization, performance measurement and data-driven decision-making.				
	4	To provide insights into Business Process Re-engineering (BPR) techniques for achieving cost reduction, quality improvement and competitive advantage.				
	5	To develop the ability to design, implement and manage process improvement and re-engineering initiatives using benchmarking best practices.				
Course Outcome ***On completion of this course,***	**CO 1**	Demonstrate a comprehensive understanding of benchmarking principles, methodologies, and best practices				
	CO 2	Critically analyze business processes, identify areas for improvement, and develop innovative solutions using benchmarking data and BPR principles				

students will be able to -	**CO 3**	Gain practical experience in conducting benchmarking studies, analyzing data and developing and implementing BPR projects
	CO 4	Enhance their analytical, critical thinking, and decision-making abilities
	CO 5	Enhance their analytical, critical thinking, and decision-making abilities
	CO 6	Students will develop the ability to independently research and learn about new developments in benchmarking and BPR
Prerequisites	N/A	
e-Learning Tools used as Teaching Pedagogy	Smart Board, PPTs, Videos etc.	

KSA Approach

Knowledge	Skills	Attitude
Understand core Benchmarking practices. Gain insights into re-engineering application strategies. Learn about benchmarking and business process analytics tools, trends.	Develop analytical skills to assess processes opportunities and customer preferences. Create effective process management strategies using real-world case studies and simulations. Enhance communication and technical skills for pitching business process designs.	Foster a process-centric mind-set with an emphasis on value creation. Embrace ethical and socially responsible benchmarking practices. Cultivate adaptability and creativity to respond to dynamic process management.

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Business Process Fundamentals**	a. Definition of Business Processes Business processes and functional processes, Importance of focusing on business processes	4
2	**Understanding Business Processes**	a. Customer-focused analysis of business processes Identifying value-adding activities	4
3	**Visualizing Business Processes**	a. Introduction to flowcharting Types of flowcharts – block diagrams, b. functional flowchart with time-lines Performance Measurement systems c. Process characteristics	4
4	**Types of re-engineering**	a. Types of re-engineering Process Improvement with cost b. reductions Achieving best-in-class with competitive focus, Radical change by re-writing the rules	4
5	**Re-engineering organization**	a. Organizing for Process Improvements Setting up teams, choosing team leaders Training teams for process improvements Internal benchmarking, External Benchmarking, organizing for re-engineering Re-engineering design phase Selection of processes to be re-engineered Setting time frames, targets	4

Required Textbook	1. Business process re-engineering By: Thomas C C		
	2. Benchmarking industrial relations and labour market By: Sundar K.R. Shyam		
	3. Applied benchmarking for competitiveness By: Keegan Richard Okelly Eddie		
	4. Benchmarking: concepts and cases By: Chakravarthy Lata		
Recommended Readings	1. Business process Bench marking - Robert C. Camp		
	2. Process Re-engineering - Lon Roberts		
	3. Inventory Management and Control by Edward A. Silver and David F. Pyke		
	4. Render, B., Stair, R. M., & Hanna, M. E. Quantitative Analysis for Management. Pearson Education.		
Online Resources	1. Business Process Management: an Introduction to Process Thinking (FutureLearn) - https://www.mooc-list.com/course/business-process-management-introduction-process-thinking-futurelearn?		
	2. Business Process Management - https://www.classcentral.com/course/independent-business-process-management-1787?		
	3. Business process management - https://www.mindluster.com/course/17000/Business-process-management-video?		
	4. Introduction to Business Process Management - https://www.classcentral.com/course/youtube-introduction-to-business-process-management-the-complete-training-course-293458?		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Business Process Fundamentals	CO1, CO2
	2	Understanding Business Processes	CO2, CO4
	3	Visualizing Business Processes	CO3, CO4
	4	Types of Re-engineering	CO2, CO3, CO5
	5	Re-engineering Organization	CO3, CO5, CO6

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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Enterprise Resource Planning**				**Course Code**	**MOE304**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					05
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					05
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	Enterprise Resource Planning (ERP) systems integrate core business processes into a unified system, enabling organizations to achieve efficiency and improve decision-making. This course introduces students to ERP concepts, implementation strategies, business process integration, and the role of modern technologies such as cloud computing and AI in ERP solutions. Students will gain hands-on experience with ERP software and understand how ERP transforms business operations across different industries.					
Course Objectives	**1**	To develop a foundational understanding of ERP systems, their evolution, components, and role in integrating business functions.				
	2	To provide insights into ERP implementation processes, including BPR, data integration, change management, and critical success factors.				
	3	To familiarize students with key ERP modules such as finance, supply chain, HRM, CRM and production planning.				
	4	To introduce emerging technologies in ERP, including cloud computing, AI, IoT, and data analytics.				
	5	To analyze real-world ERP applications and future trends, including industry case studies, digital transformation, and ethical considerations.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Define (Remembering) the key components and functionalities of ERP systems.				
	CO 2	Explain (Understanding) the significance of ERP in integrating business processes.				
	CO 3	Apply (Applying) ERP software to manage business functions efficiently.				
	CO 4	Analyze (Analyzing) ERP implementation challenges and solutions.				
	CO 5	Evaluate (Evaluating) the impact of ERP on business performance and decision-making.				
	CO 6	Design (Creating) ERP implementation plans that enhance organizational productivity.				

Prerequisites	NA
e-Learning Tools used as Teaching Pedagogy	Smart Board, PPTs, Videos etc.

KSA Approach		
Knowledge	**Skills**	**Attitude**
Understand core ERP principles. Gain insights into ERP applications. Learn about ERP analytics tools, trends.	Develop analytical skills to assess ERP opportunities and customer preferences. Create effective ERP deployment strategy using real-world case studies and simulations. Enhance communication and technical skills for pitching ERP adoption.	Foster a ERP-centric mind-set with an emphasis on value creation. Embrace ethical and socially responsible ERP practices. Cultivate adaptability and creativity to respond to dynamic ERP environment.

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to ERP**	a. Overview of Enterprise Resource Planning (ERP) b. Evolution of ERP Systems c. Components and Modules of ERP d. Benefits and Challenges of ERP Implementation e. ERP vs. Traditional Business Information Systems	4
2	**ERP Implementation and Integration**	a. Phases of ERP Implementation b. Business Process Reengineering (BPR) and ERP c. Data Migration and Integration in ERP d. Change Management in ERP Adoption e. Risk Factors and Critical Success Factors in ERP Implementation	4
3	**ERP Modules and Business Functions**	a. Financial Management Module b. Supply Chain and Inventory Management Module c. Human Resource Management (HRM) Module d. Customer Relationship Management (CRM) Module e. Production Planning and Manufacturing Module	4
4	**Advanced ERP Technologies and Trends**	a. Cloud-Based ERP Solutions b. AI and Machine Learning in ERP c. Internet of Things (IoT) and ERP Integration d. Big Data and Predictive Analytics in ERP e. Cybersecurity Challenges in ERP Systems	4
5	**Case Studies and Future of ERP**	a. Case Studies of ERP Implementation in Various Industries, ERP for Small and Medium Enterprises (SMEs) b. Digital Transformation and ERP c. Future Trends in ERP Development d. Ethical and Legal Considerations in ERP Implementation	4

<table>
<tr><td rowspan="4">Required Textbook</td><td colspan="3">1. ERP systems - Srivastava Dimpi Batra Arti</td></tr>
<tr><td colspan="3">2. Classical ERP implementation: integrating lean and six sigma - Kumar Sandeep | Bakshi Sweta.</td></tr>
<tr><td colspan="3">3. ERP: Concepts and cases - Mantrawali Pramod</td></tr>
<tr><td colspan="3">4. ERP demystified - Leon Alexis</td></tr>
<tr><td rowspan="4">Recommended Readings</td><td colspan="3">1. Enterprise wide resource planning: theory and practice - Altekar Rahul</td></tr>
<tr><td colspan="3">2. Jacobs, F. R., & Weston, F. C. (2011). Enterprise Resource Planning (ERP): A Brief History. Pearson.</td></tr>
<tr><td colspan="3">3. Enterprise resource planning - Leon Alexis</td></tr>
<tr><td colspan="3">4. SAP Learning – Exploring SAP Cloud ERP (Free Course)
Link: https://learning.sap.com/courses/exploring-sap-cloud-erp</td></tr>
<tr><td rowspan="4">Online Resources</td><td colspan="3">1. Coursera - ERP and Business Process Courses: https://www.coursera.org</td></tr>
<tr><td colspan="3">2. MIT OpenCourseWare - ERP and Business Systems: https://ocw.mit.edu</td></tr>
<tr><td colspan="3">3. Harvard Business Review - ERP and Business Process Integration Articles: https://hbr.org</td></tr>
<tr><td colspan="3">4. Coursera – Enterprise Systems / ERP Course
Link: https://www.coursera.org/learn/enterprise-systems</td></tr>
<tr><td rowspan="6">Alignment of Course Outcomes (COs) with Units</td><td>Unit No.</td><td>Title of Unit</td><td>Relevant COs</td></tr>
<tr><td>1</td><td>Introduction to ERP</td><td>CO1, CO2</td></tr>
<tr><td>2</td><td>ERP Implementation and Integration</td><td>CO2, CO3</td></tr>
<tr><td>3</td><td>ERP Modules and Business Functions</td><td>CO3, CO4</td></tr>
<tr><td>4</td><td>Advanced ERP Technologies and Trends</td><td>CO5</td></tr>
<tr><td>5</td><td>Case Studies and Future of ERP</td><td>CO6</td></tr>
</table>

TIMSR
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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Integrated Operations Management**				**Course Code**	**MOE305**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					05
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					05
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	Integrated Operations Management bridges core concepts from production, logistics, inventory, and quality management into a unified framework aligned with modern industry needs. Students will explore strategic operations integration, sustainable practices, digital transformation, process innovation, and global competitiveness. The course emphasizes real-world application through simulations, industry case studies, and technology-enabled solutions.					
Course Objectives	**1**	To develop an understanding of integrated operations management and its linkage with business strategy and functional areas.				
	2	To introduce process optimization approaches such as Lean, Agile, Six Sigma and value stream mapping.				
	3	To familiarize students with digital technologies in operations, including ERP, AI, IoT and smart manufacturing systems.				
	4	To provide insights into strategic decision-making in operations, including sourcing, capacity planning, and risk management.				
	5	To build awareness of sustainable and global operations practices, including circular economy and environmental considerations.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Describe (Remembering) integrated functions and their synergy in operations management.				
	CO 2	Explain (Understanding) the role of digital transformation in operations integration.				
	CO 3	Apply (Applying) concepts of lean, agile, and sustainable practices across operations.				
	CO 4	Analyze (Analyzing) interlinkages between strategy, supply chain, and quality management.				

	CO 5	Evaluate (Evaluating) integrated solutions for real-world operational challenges.
	CO 6	Create (Creating) innovative, tech-driven operations models for competitive advantage.
Prerequisites	Basic understanding of Supply Chain, Quality, and Operations Management principles.	
e-Learning Tools used as Teaching Pedagogy	Smart Board, PPTs, Case Studies, Simulations, Videos	

KSA Approach

Knowledge	**Skills**	**Attitude**
Integrated process design and control. Strategic operations frameworks and policies.	Cross-functional problem-solving. Data-driven decision-making and KPI analysis.	Innovation mindset in operations. Ethical and sustainable operational thinking.

Course Contents and Schedule

Unit No.	**Title of Unit**	**Content**	**No. of Sessions**
1	**Overview of Integrated Operations**	a. Evolution, Scope and Significance of Integrated Operations; b. Linking Strategy with Operations; c. Functions and Synergy across SCM, Quality, Production	4
2	**Operational Excellence and Process Design**	a. Lean, Agile, and Six Sigma Integration; b. Value Stream Mapping, Process Flow, Layout Planning; c. Industry 4.0/5.0 in Process Optimization	4
3	**Technology Integration**	a. ERP, AI & ML, IoT, RPA, and Blockchain in Operations; b. Smart Manufacturing; c. Automation and Digital Twins	4
4	**Strategic Decision Making in Operations**	a. Make vs. Buy, Global Sourcing, Network Design, Capacity Planning, Risk Management in Integrated Systems	4
5	**Sustainability and Future of Operations**	a. Circular Economy, Green Operations, Carbon Footprint Control; b. Trends and Innovations in Global Operations	4

Required Textbook	1. Operations research: make best decision through operations research - Sharma S. D.
	2. Production and Operations management - Kale, Shailendra.
	3. Operations and supply chain management 15 - Chase Richard B | Shankar Ravi.
	4. Operations management for dummies - Anderson Mary.
Recommended Readings	1. Stevenson, W. J. (2020). Operations Management (14th ed.). McGraw-Hill.
	2. Operations research - Niadu N.V.R. Rajendra G.
	3. Production and Operations Management -4e - Chary S.N..
	4. Bhattacharya, S. (2011). *Operations Management*. PHI Learning.

Online Resources	1. Coursera – Operations Management Specializations		
	2. MIT Open Course Ware – Integrated Operations		
	3. Harvard Business Review – Operational Strategy & Innovation		
	4. NPTEL – Operations Management (IIT Courses)		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Overview of Integrated Operations	CO1, CO2
	2	Operational Excellence and Process Design	CO2, CO3
	3	Technology Integration	CO3, CO4
	4	Strategic Decision Making in Operations	CO4, CO5
	5	Sustainability and Future of Operations	CO6

THAKUR ZCT's
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Name of Program	**MMS**				**Semester**	**III**
Name of Course	**Cybersecurity in Services Operations**				**Course Code**	**MOE306**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					05
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					05
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course explores the critical role of cybersecurity in modern service operations. Students will gain a comprehensive understanding of cybersecurity threats, vulnerabilities, and best practices specific to service-oriented organizations					
Course Objectives	**1**	To develop a foundational understanding of cybersecurity concepts and threats, particularly in service industry contexts.				
	2	To provide insights into cybersecurity risk assessment and management techniques, including vulnerability analysis and security controls.				
	3	To familiarize students with legal, regulatory, and data protection frameworks for ensuring privacy and compliance.				
	4	To introduce incident response, business continuity, and cybersecurity governance practices for managing security breaches effectively.				
	5	To build awareness of emerging technologies and ethical issues in cybersecurity, including cloud, AI, IoT, and blockchain.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain fundamental concepts, terminology, and frameworks of cybersecurity in service operations.				
	CO 2	Describe cybersecurity threats, risks, and regulatory requirements across service industries.				
	CO 3	Apply cybersecurity tools, techniques, and controls (e.g., encryption, access control, BCDR) in practical scenarios.				
	CO 4	Analyze vulnerabilities, risks, and security incidents using techniques such as threat modelling and risk assessment.				
	CO 5	Evaluate cybersecurity strategies, governance frameworks, and investment decisions based on cost-benefit and compliance considerations.				
	CO 6	Design comprehensive cybersecurity solutions and incident response plans ensuring ethical, legal, and organizational alignment.				

Prerequisites	N/A
e-Learning Tools used as Teaching Pedagogy	Smart Board, PPTs, Videos etc.

KSA Approach		
Knowledge	**Skills**	**Attitude**
Understand core Cybersecurity in Services Operations principles. Gain insights into Cybersecurity in Services Operations application strategies. Learn about Cybersecurity in Services Operations analytics tools, trends.	Develop analytical skills to assess market opportunities and customer preferences. Create effective Cybersecurity in Services Operations strategies using real-world case studies and simulations. Enhance communication and technical skills for pitching Cybersecurity in Services Operations.	Foster a Cybersecurity in Services Operations mind-set with an emphasis on value creation. Embrace ethical and socially responsible Cybersecurity in Services Operations practices. Cultivate adaptability and creativity to respond to dynamic Cybersecurity in Services Operations trends.

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Foundations of Cybersecurity in Services**	a. Introduction to Cybersecurity Concepts b. The evolving threat landscape (ransomware, phishing, social engineering, etc.) c. Cybersecurity risks specific to service industries (e.g., healthcare, finance, retail) d. Data breaches and their impact on service operations e. Legal and regulatory frameworks (e.g., GDPR, CCPA, HIPAA)	4
2	**Risk Assessment and Management**	a. Threat modelling and vulnerability assessment techniques b. Risk identification and analysis methodologies (e.g., FMEA, SWOT analysis) c. Implementing security controls (e.g., access control, encryption, intrusion detection systems) d. Business Continuity and Disaster Recovery Planning (BCDR) e. Cost-benefit analysis of security investments f. Protocols (e.g. ISO 27001:2013)	4
3	**Data Privacy and Security**	a. Data protection regulations (GDPR, CCPA, HIPAA) b. Data classification and handling c. Privacy by Design and Privacy by Default principles d. Customer data privacy and trust e. Implementing data protection controls (e.g., data encryption, anonymization, access controls)	4
4	**Incident Response and Cybersecurity Governance**	a. Incident response planning and procedures b. Digital forensics and incident investigation c. Communication and crisis management during a security breach d. Cybersecurity governance frameworks (e.g., COBIT) e. Role of cybersecurity professionals in service organisations	4

5	**Emerging Trends and Future of Cybersecurity in Services**	a. Cloud security and security in SaaS/PaaS environments b. Cybersecurity in the age of AI and machine learning c. Internet of Things (IoT) security in service delivery d. Blockchain and its role in enhancing cybersecurity e. Ethical considerations in cybersecurity	4

Required Textbook	1. Cybersecurity and Cyberwar: What Everyone Needs to Know – P. W. Singer & Allan Friedman
	2. Information Security Principles and Practice – Mark Stamp
	3. Cybersecurity for Beginners – Raef Meeuwisse
	4. Principles of Information Security – Michael E. Whitman & Herbert J. Mattord
Recommended Readings	1. The Cybersecurity Playbook – Allison Cerra
	2. Security Risk Management: Building an Information Security Risk Management Program – Evan Wheeler
	3. The Lean Six Sigma Pocket Toolbook – Michael L. George et al.
	4. Cybersecurity and Privacy Law Handbook – International Association of Privacy Professionals
Online Resources	1. Cybersecurity Fundamentals – IBM (Coursera) https://www.coursera.org/learn/ibm-cybersecurity-fundamentals
	2. Introduction to Cyber Security Specialization – New York University (Coursera) https://www.coursera.org/specializations/intro-cyber-security
	3. Cybersecurity for Business – University of Colorado (Coursera) https://www.coursera.org/learn/cybersecurity-for-business
	4. NPTEL – Cyber Security and Privacy – https://onlinecourses.nptel.ac.in/

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Foundations of Cybersecurity in Services	CO3, CO4, CO5
	2	Risk Assessment and Management	CO3, CO4
	3	Data Privacy and Security	CO1, CO3, CO5
	4	Incident Response and Cybersecurity Governance	CO2, CO6
	5	Emerging Trends and Future of Cybersecurity in Services	CO3, CO4

Name of Program	**MMS**				**Semester**	**IV**
Name of Course	**Business Environment & Sustainability**				**Course Code**	**MGM401**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	10
Evaluation Scheme	Concurrent Evaluations (CCE) 1					05
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					05
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course examines the complex interactions between business organizations and their external environment, focusing on the global challenges and opportunities related to sustainability. It explores the key drivers shaping the business environment, including economic, political, technological, social, and ecological factors, and provides insights into how businesses can adopt sustainable practices for long-term success. Students will learn about the evolving role of CSR, environmental impact, and sustainability strategies in both local and global contexts.					
Course Objectives	**1**	To understand the key factors that shape the business environment and their impact on organizational strategy and operations.				
	2	To explore sustainability frameworks and practices, focusing on how businesses can integrate environmental, social, and governance (ESG) factors into decision-making.				
	3	To analyze the role of corporate social responsibility (CSR) in promoting sustainability and its influence on brand image, customer loyalty, and stakeholder engagement.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Describe the key drivers of the business environment, including global economic trends, government policies, and technological advancements.				
	CO 2	Evaluate sustainable business practices and propose strategies that align with environmental, social, and economic objectives.				
	CO 3	Assess the implications of sustainability on business models, product development, and supply chains.				
	CO 4	Analyze case studies of companies implementing CSR and sustainability initiatives.				
	CO 5	Evaluate various CSR and sustainability initiatives				
	CO 6	Develop a sustainability plan for a business, considering the integration of ESG criteria and long-term value creation.				

Prerequisites	Basic knowledge of business concepts Understanding of environmental issues Familiarity with corporate governance
e-Learning Tools used as Teaching Pedagogy	Moodle / Google Classroom / Canvas Coursera / edX Padlet / Mentimeter YouTube / TED Talks Sustainability and CSR Tools

KSA Approach

Knowledge	Skills	Attitude
Globalization, Sustainability, CSR Governance, Regulations	Analysis, Reporting, Planning Research, Collaboration	Responsibility, Ethics Adaptability, Awareness Proactiveness

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Business Environment**	a. Overview of Business Environment: Definition, components, and types (economic, political, legal, socio-cultural, technological, ecological) b. Globalization and Its Impact: Global trends and their effects on business strategy and operations c. PESTEL Analysis: Understanding the impact of Political, Economic, Social, Technological, Environmental, and Legal factors on business- Economic Systems and Business: Market economy, command economy, mixed economy- Business Cycles and Government Policies: Understanding economic cycles and their influence on business.	3
2	**Sustainability in Business**	a. Definition and Dimensions of Sustainability: Environmental, social, and economic sustainability b. Sustainability Frameworks: Introduction to the Triple Bottom Line (TBL), Sustainable Development Goals (SDGs), and c. Corporate Social Responsibility (CSR): History, evolution and models of CSR (e.g., Carroll's CSR Pyramid). d. Circular Economy: Concepts and practices for sustainable production and consumption.- Sustainable Business Models: How businesses can develop sustainable business models.	5
3	**Environmental Impact and Governance**	a. Environmental Challenges: Climate change, resource depletion, pollution, biodiversity loss. b. Environmental Laws and Regulations: National and international environmental laws affecting business practices. c. Corporate Governance and Ethics: Understanding the role of corporate governance in sustainability d. Sustainable Supply Chains: How businesses can design and manage sustainable supply chains. e. Environmental Footprints: Carbon, water, and waste footprints and strategies for reduction.	4

4	**Strategic Management for Sustainability**	a. Integrating Sustainability into Corporate Strategy: How to align sustainability goals with business objectives. b. Sustainability Reporting and Metrics: Key performance indicators (KPIs), GRI Standards, a c. sustainability reporting frameworks. d. Risk Management and Sustainability: Identifying and mitigating risks related to environmental and social factors. e. Innovation for Sustainability: Sustainable product development and eco-innovation. f. Case Studies of Successful Sustainable Companies: Examining businesses that have integrated sustainability into their strategy (e.g., Patagonia, Tesla).	**4**
5	**Future Trends and Innovations in Business and Sustainability**	a. Technological Innovations for Sustainability: Role of AI, blockchain, IoT, and renewable energy technologies in promoting sustainability. b. The Role of Governments and International Organizations: Policy-making, regulation, and global cooperation on sustainability (e.g., Paris Agreement). c. Green Finance and Investment: Green bonds, ESG investing, and the financial incentives for sustainable business practices. d. Future Trends in Sustainable Business: How future technological and societal trends will impact business sustainability. e. Ethics and Corporate Social Responsibility: The future of CSR and ethical practices in business in the face of climate change and social challenges.	**4**
Required Textbook	1) "Business and Sustainability: Concepts, Strategies, and Changes" by Suzanne Benn, Dexter Dunphy, and Andrew Griffiths		
	2) "The Business Environment" by Paul W. Beamish & Brian M. Wild		
	3) "Corporate Social Responsibility: A Strategic Approach" by David Grayson, Chris Coulter, and Mark J. Smith		
Recommended Readings	1) Porter, M. E., & Kramer, M. R. (2011) – "Creating Shared Value: How to reinvent capitalism—and unleash a wave of innovation and growth"		
	2) Elkington, J. (1997) – "Cannibals with Forks: The Triple Bottom Line of 21st Century Business"		
	3) Sullivan, R., & Mackenzie, C. (2020) – "Responsible Business: How to Manage a CSR Strategy Successfully"		
	4) Schaltegger, S., & Wagner, M. (2017) – "Business Strategies for Sustainability"		
Online Resources	1) UN Global Compact – Academy & Resource		
	2) Harvard Business Review – Sustainability & CSR Articles		
	3) Coursera – "Sustainable Business Strategy" by Harvard Business School		
	4) Global Reporting Initiative (GRI)		

Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Business Environment	CO 1
	2	Sustainability in Business	CO 2, CO 4, CO 5
	3	Environmental Impact and Governance	CO 2, CO 3, CO 5
	4	Strategic Management for Sustainability	CO 2, CO 3, CO 4, CO 6
	5	Future Trends and Innovations in Business and Sustainability	CO 3, CO 5, CO 6

Name of Program	**MMS**				**Semester**	**IV**
Name of Course	**Dissertation (Domain-Specific) - I**				**Course Code**	**MGM - 402**
Credit	**8**					
Teaching Scheme	Lecture	-	Tutorial	-	Practical	16
Evaluation Scheme	Internal Assessment					100
	External Assessment					100
	Total					**200**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The **Dissertation (Domain-Specific)** is an independent, research-oriented academic project undertaken in Semester IV. It is designed to enable students to apply advanced research methodologies and domain knowledge to investigate a contemporary managerial problem within their area of specialization (Finance, Marketing, HR, Operations, Business Analytics, etc.). The dissertation emphasizes problem identification, theoretical grounding, empirical investigation, data analysis using statistical tools (SPSS/Advanced Excel), and formulation of actionable recommendations. Under the guidance of a faculty supervisor, students conduct systematic research and produce a scholarly dissertation demonstrating analytical rigor, critical thinking, and professional documentation standards. The course culminates in the submission of a research dissertation and a viva-voce examination before an internal and external panel.					
Course Objectives	**1**	To develop domain-specific research competence among students.				
	2	To enable application of advanced research methodology in solving managerial problems.				
	3	To enhance analytical and statistical skills using appropriate tools.				
	4	To cultivate critical thinking and evidence-based decision-making.				
	5	To strengthen academic writing and professional presentation skills.				
Course Outcome ***On Successful completion of this course enables the students to -***	**CO 1**	Identify and formulate a researchable problem within their domain specialization.				
	CO 2	Conduct a comprehensive review of relevant theoretical and empirical literature.				
	CO 3	Design and implement an appropriate research methodology.				
	CO 4	Analyze and interpret data using statistical tools and derive meaningful insights.				
	CO 5	Develop practical, evidence-based recommendations for managerial decision-making.				
	CO 6	Present research findings effectively through structured reports and viva-voce.				

Prerequisites	Research Methodology, Domain-Specific Core Courses, Basic Statistical Knowledge, Familiarity with SPSS / Advanced Excel
e-Learning Tools used as Teaching Pedagogy	SPSS, Advanced Excel, MS Word, Google Scholar, Research Databases

KSA Approach

Knowledge	Skills	Attitude
Domain-specific theories and frameworks, Quantitative and qualitative research methods, Statistical tools and hypothesis testing, Research ethics and plagiarism norms, Academic writing standards	Problem identification and hypothesis formulation, Data collection and statistical analysis, Critical evaluation of literature, Report writing and documentation, Professional presentation and defense	Academic integrity and ethical responsibility, Analytical and evidence-based mindset, Perseverance and independent learning, Openness to feedback and scholarly critique, Professional accountability

Dissertation – Guidelines

Introduction: The dissertation shall be undertaken in Semester IV and submitted before the end-semester examination schedule. Students shall work under the supervision of an assigned faculty guide.

The dissertation must be domain-specific and research-based (not internship-based).

Evaluation Ratio

Internal Assessment (Guide): 50%

External Assessment (Panel): 50%

Internal Assessment (50%) – By Faculty Guide

Evaluation based on:

- Research proposal and problem formulation
- Literature review depth and quality
- Research design and methodology rigor
- Periodic progress presentations
- Quality of data analysis and draft submissions

External Assessment (50%) – By Panel

Evaluation based on:

- Quality and originality of research work
- Analytical rigor and use of statistical tools
- Practical relevance of findings and recommendations

- Report structure and documentation quality
- Viva-voce performance and conceptual clarity

Format of Dissertation Report

1. Preliminary Pages

1.1 Title Page

1.2 Certificate from Guide

1.3 Declaration by Student

1.4 Acknowledgement

1.5 Executive Summary

1.6 Table of Contents

2. Introduction

Background of the Study

Statement of the Problem

Need and Significance of Study

Scope of Study

Objectives of Study

Hypotheses (if applicable)

3. Review of Literature

Theoretical Framework

Empirical Studies

Research Gap Identification

4. Research Methodology

Research Design

Data Sources (Primary/Secondary)

Sampling Design

Data Collection Tools

Statistical Tools Used

5. Data Analysis and Interpretation

Statistical analysis (SPSS/Excel outputs)

Hypothesis testing

Interpretation of findings

6. Findings, Conclusions & Recommendations

7. Limitations of Study & Scope for Future Research

8. References & Annexures

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Formatting Guidelines

- Font: Times New Roman, 12 pt
- Line Spacing: 1.5
- Margins: 1 inch (all sides)
- Gutter: 0.5 inch (left)
- Binding: 2 Hardbound Copies
- Plagiarism Limit: As per university norms

Required Textbook	1. Business Research Methods- Donald R. Cooper, Schindler, Sharma – 11 Sie - McGraw-Hill	
	2. Research Methodology- Prashant Sarangi –Taxmann Publications	
	3. Research Methodology (Methods & Techniques) – C.R.Kothari – New age	
	4. Management Research Methodology – Krishnaswamy, Sivakumar, Mathirajan– Pearson Education	
Recommended Readings	1. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches – John W. Creswell – Sage Publications.	
	2. Case Study Research and Applications – Robert K. Yin – Sage Publications	
	3. The Art of Case Study Research – Robert E. Stake – Sage Publications.	
	4. Report Writing for Business Students – John D. Lester – Pearson Education	
Online Resources	1. National Programme on Technology Enhanced Learning **(NPTEL)** – Courses on Research Methodology, Data Analysis, and Business Analytics.	
	2. SWAYAM – Government of India MOOCs on Management, Research, and Entrepreneurship.	
	3. Coursera – Courses on Business Research, Excel, Data Analytics, and Presentation Skills.	
	4. Harvard Business Review **(HBR)** – Articles on industry practices, innovation, leadership, and real-world business problem solving.	
Alignment of Course Outcomes (COs) with Units	**Course Module**	**Relevant COs**
	Dissertation Report and Viva-voce	CO 1, CO 2, CO 3, CO 4, CO 5, CO 6

Name of Program	**MMS**				**Semester**	**IV**
Name of Course	**Dissertation (Multi-Disciplinary) - II**				**Course Code**	**MGM403**
Credit	**8**					
Teaching Scheme	Lecture	0	Tutorial	0	Practical	16
Evaluation Scheme	Internal Assessment					100
	External Assessment					100
	Total					**200**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	The **Dissertation (Multi-Disciplinary) – II** is an independent, research-oriented academic project undertaken in Semester IV. It enables students to investigate a contemporary managerial problem that integrates knowledge across multiple functional domains such as Finance, Marketing, Human Resources, Operations, Business Analytics, Strategy, Entrepreneurship, Sustainability, etc. Unlike domain-specific research, this dissertation emphasizes: • Cross-functional problem identification • Integration of theoretical frameworks from multiple disciplines • Empirical investigation • Advanced data analysis (SPSS / Excel / Analytical tools) • Strategic and holistic managerial recommendations Under faculty supervision, students conduct systematic research and produce a scholarly dissertation demonstrating analytical rigor, interdisciplinary thinking, ethical research conduct, and professional documentation standards. The course culminates in dissertation submission and a viva-voce before an internal and external panel.					
Course Objectives	**1**	To develop interdisciplinary research competence among students.				
	2	To enable integration of multiple functional domains in solving managerial problems.				
	3	To strengthen analytical and statistical application skills.				
	4	To promote systems thinking and strategic decision-making.				
	5	To enhance academic writing, research ethics, and professional presentation skills.				
Course Outcome ***On Successful completion of this course enables the students to -***	**CO 1**	Identify and define a multidisciplinary managerial research problem.				
	CO 2	Integrate theoretical frameworks from multiple functional domains.				
	CO 3	Design and execute an appropriate interdisciplinary research methodology.				
	CO 4	Analyze and interpret data using statistical and analytical tools.				

	CO 5	Develop cross-functional, evidence-based strategic recommendations.
	CO 6	Present research findings professionally through structured documentation and viva-voce.
Prerequisites	Research Methodology, Domain-Specific Core Courses, Strategic Management, Basic Statistical Knowledge, Familiarity with SPSS / Advanced Excel	
e-Learning Tools used as Teaching Pedagogy	SPSS, Advanced Excel, MS Word, Google Scholar, Research Databases	

KSA Approach

Knowledge	Skills	Attitude
Interdisciplinary management theories, Quantitative & qualitative research techniques, Hypothesis testing and statistical tools, Systems thinking & strategic frameworks, Research ethics and plagiarism norms	Cross-functional problem formulation, Integrated data analysis, Literature synthesis, Analytical reasoning, Professional report writing & defense	Academic integrity, Systems & holistic thinking mindset, Openness to critique, Independent learning, Professional accountability

Dissertation – Guidelines

Introduction

The Dissertation (Multi-Disciplinary) shall be undertaken in Semester IV and submitted before the end-semester examination schedule. Students shall work under the supervision of an assigned faculty guide.

The dissertation must:

Be research-based (not internship-based)

Integrate minimum two functional domains

Address a contemporary managerial problem

Include empirical analysis

Evaluation Ratio

Internal Assessment (Guide): 50%

External Assessment (Panel): 50%

Internal Assessment (50%) – By Faculty Guide

Evaluation based on:

Research proposal clarity & interdisciplinary

Literature review depth (multi-domain integration)

Methodology rigor

Periodic progress reviews

Quality of data analysis

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External Assessment (50%) – By Panel

Evaluation based on:

Originality and interdisciplinary integration

Analytical rigor & appropriate statistical tools

Strategic and cross-functional recommendations

Report quality & documentation

Viva-voce performance

Format of Dissertation Report

1. Preliminary Pages

Title Page

Guide Certificate

Student Declaration

Acknowledgement

Executive Summary

Table of Contents

2. Introduction

Background of Study

Statement of Problem

Need & Significance

Scope of Study

Objectives

Hypotheses (if applicable)

3. Review of Literature

Theoretical Framework (Multiple Domains)

Empirical Studies

Identification of Research Gap

4. Research Methodology

Research Design

Data Sources (Primary/Secondary)

Sampling Design

Data Collection Tools

Statistical Tools Used

5. Data Analysis & Interpretation

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Statistical Outputs

Hypothesis Testing

Cross-functional Interpretation

6. Findings, Conclusions & Strategic Recommendations

7. Limitations & Scope for Future Research

8. References & Annexures

Formatting Guidelines

Font: Times New Roman, 12 pt

Line Spacing: 1.5

Margins: 1 inch (all sides)

Gutter: 0.5 inch (left)

Binding: 2 Hardbound Copies

Plagiarism Limit: As per University Norms

Required Textbook	1. Business Research Methods- Donald R. Cooper, Schindler, Sharma – 11 Sie - McGraw-Hill	
	2. Research Methodology- Prashant Sarangi –Taxmann Publications	
	3. Research Methodology (Methods & Techniques) – C.R.Kothari – New age	
	4. Management Research Methodology – Krishnaswamy, Sivakumar, Mathirajan– Pearson Education	
Recommended Readings	1. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches – John W. Creswell – Sage Publications.	
	2. Case Study Research and Applications – Robert K. Yin – Sage Publications	
	3. The Art of Case Study Research – Robert E. Stake – Sage Publications.	
	4. Report Writing for Business Students – John D. Lester – Pearson Education	
Online Resources	1. National Programme on Technology Enhanced Learning **(NPTEL)** – Courses on Research Methodology, Data Analysis, and Business Analytics.	
	2. SWAYAM – Government of India MOOCs on Management, Research, and Entrepreneurship.	
	3. Coursera – Courses on Business Research, Excel, Data Analytics, and Presentation Skills.	
	4. Harvard Business Review **(HBR)** – Articles on industry practices, innovation, leadership, and real-world business problem solving.	
Alignment of Course Outcomes (COs) with Units	**Course Module**	**Relevant COs**
	Dissertation Report and Viva-voce	CO 1, CO 2, CO 3, CO 4, CO 5, CO 6

Name of Program	**MMS**				**Semester**	**IV**
Name of Course	**Innovation Lab**				**Course Code**	**MGE 401**
Credit	2	**Required Lectures (In Hours)**			60	
Teaching Scheme	Lecture	0	Tutorial	0	Practical	4
Evaluation Scheme	Internal assessment by faculty mentor / guide				25 marks	
	Innovation Project – Presentation and Viva				25 marks	
Course Description	This course explores the fundamentals of innovation, design thinking, and emerging technologies to foster a problem-solving mind-set. It emphasizes rapid prototyping, entrepreneurial innovation, and corporate innovation strategies. Students will gain hands-on experience in business model innovation, digital transformation, and disruptive technologies like AI, blockchain, and sustainability-driven innovations.					
Course Objectives	**1**	To develop an innovation mindset through design thinking, creativity, and problem-solving techniques.				
	2	To analyze and apply emerging technologies for business innovation and strategic decision-making.				
	3	To create innovative business models, prototypes, and market-ready solutions.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Identify key concepts of innovation, design thinking, and digital transformation.				
	CO 2	Explain the impact of emerging trends such as AI, blockchain, and sustainability on business innovation.				
	CO 3	Utilize ideation techniques and rapid prototyping to develop innovative solutions.				
	CO 4	Evaluate real-world case studies of successful and failed innovations.				
	CO 5	Assess the feasibility and scalability of innovation-driven business models.				
	CO 6	Develop and pitch an innovative product or service using design thinking principles.				
Prerequisites	Basic understanding of business management concepts. Familiarity with digital tools and emerging business trends					
e-Learning Tools used as Teaching Pedagogy	Miro / MURAL – For online collaboration and brainstorming. Canva / Figma – For digital product design and visualization. Coursera / edX – For supplementary online learning on innovation trends. ChatGPT / Bard / AI Tools – For ideation and research support. Experiential Learning: Hands-on workshops and live projects. Case-Based Learning: Real-world business cases on innovation. Project-Based Learning: Teams work on real-time business challenges. Guest Lectures: Industry experts sharing insights on disruptive innovation. Gamification: Innovation challenges, hackathons, and competitions.					

KSA Approach		
Knowledge	Skills	Attitude
Innovation, Business Models, Digital Transformation, Technology Impact	Problem-Solving, Prototyping, Strategy, Design Thinking	Entrepreneurial, Innovative, Data-Driven, User-Centric

Course Contents and Schedule			
Unit No.	**Title of Unit**	**Content**	**No. of Sessions**
1	**Introduction to Innovation & Creativity**	Fundamentals of innovation and types of innovation. Creative problem-solving and ideation techniques.	**4**
2	**Design Thinking & Human-Centered Innovation**	Stages of Design Thinking (Empathize, Define, Ideate, Prototype, Test). Case studies on user-driven innovation.	**4**
3	**Emerging Trends in Innovation**	AI, blockchain, and IoT-driven business models. Green innovation and sustainability-driven enterprises.	**4**
4	**Business Model Innovation & Digital Transformation**	Business Model Canvas and Lean Startup methodology. Role of digital transformation in corporate innovation.	**5**
5	**Rapid Prototyping & MVP Development**	Prototyping tools (Figma, Canva, Paper Prototypes). Building Minimum Viable Products (MVPs).	**5**
6	**Corporate Innovation & Intrapreneurship**	Innovation frameworks for organizations. Case studies on entrepreneurial success stories.	**6**
7	**Funding, Scaling & Market Adoption**	Venture capital, crowdfunding, and corporate funding. Go-to-market strategies for innovative solutions.	**6**
8	**Innovation Pitch & Demo Day**	Team-based innovation projects. Final presentations and feedback from industry experts.	**6**

Required Textbook	1) Reis, E. (2011). The lean startup. *New York: Crown Business*, *27*, 2016-2020.
	2) Cross, N. (2023). *Design thinking: Understanding how designers think and work*. Bloomsbury Publishing.
	3) Kim, W. C., & Mauborgne, R. A. (2017). *Blue ocean leadership (Harvard business review classics)*. Harvard Business Review Press.
Recommended Readings	1) Kelley, T., & Kelley, D. (2013). *Creative confidence: Unleashing the creative potential within us all*. Crown Currency.
	2) Osterwalder, A., & Pigneur, Y. (2013). *Business model generation: a handbook for visionaries, game changers, and challengers*. John Wiley & Sons.
	3) Keeley, L., Walters, H., Pikkel, R., & Quinn, B. (2013). *Ten types of innovation: The discipline of building breakthroughs*. John Wiley & Sons.

Online Resources	1) IDEO U (https://www.ideou.com/) – Design Thinking courses.		
	2) MIT OpenCourseWare (https://ocw.mit.edu/) – Innovation and Entrepreneurship.		
	3) Harvard Business Review (https://hbr.org/) – Business innovation case studies.		
	4) Coursera (https://www.coursera.org/) – Innovation and Startup Courses.		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Innovation & Creativity	CO1, CO3
	2	Design Thinking & Human-Centered Innovation	CO1, CO3, CO6
	3	Emerging Trends in Innovation	CO2, CO5
	4	Business Model Innovation & Digital Transformation	CO1, CO2, CO5
	5	Rapid Prototyping & MVP Development	CO3, CO5, CO6
	6	Corporate Innovation & Intrapreneurship	CO4, CO5
	7	Funding, Scaling & Market Adoption	CO5, CO6
	8	Innovation Pitch & Demo Day	CO4, CO5, CO6

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Name of Program	**MMS**				**Semester**	**IV**
Name of Course	**Field Project**				**Course Code**	MGE 402
Credit	2					
Teaching Scheme	Lecture	0	Tutorial	0	Practical	4
Evaluation Scheme	Assessment by faculty or industry guide / mentor				**25**	
	Report presentation & Viva				**25**	
Course Description	The Field Project course provides students with the opportunity to apply theoretical knowledge to real-world situations by working on a practical project within an organization or industry. The project allows students to explore, analyze, and solve complex issues, gaining firsthand experience in their field of study. Emphasis is placed on critical thinking, problem-solving, data collection, and professional reporting. Refer the Field Project guidelines.					
Course Objectives	1. To provide students with practical experience in real-world problem-solving and project management.					
	2. To develop skills in data collection, analysis, and reporting based on field observations and interactions with organizations.					
	3. To encourage the application of theoretical concepts learned in other courses to practical situations.					
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Apply theoretical knowledge to address real-world challenges in their field of study.				
	CO 2	Conduct independent research and data collection through fieldwork.				
	CO 3	Analyze and synthesize data, providing actionable insights and recommendations.				
	CO 4	Compile and present a comprehensive project report with clear, evidence-based conclusions.				
	CO 5	Demonstrate the ability to work collaboratively in a team, managing project timelines and deliverables.				
	CO 6	Correlate the ethical issues and professional standards associated with field-based research and projects.				

Name of Program	**MMS**				**Semester**	**IV**
Name of Course	**Seminar & Workshop**				**Course Code**	**MGE403**
Credit	2					
Teaching Scheme	Lecture	30	Tutorial	0	Practical	0
Evaluation Scheme	Internal Assessment by faculty guide and mentor				25	
	Presentation and Viva				25	
Course Description	The Seminar/Workshop course aims to enhance students' research, presentation and critical thinking skills by engaging them in discussions, case studies and hands-on workshops. The course encourages students to explore emerging business trends, innovative practices and industry insights through expert sessions and self-driven projects. Refer the Seminar and Workshop guidelines.					

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Name of Program	**MMS**				**Semester**	**IV**
Name of Course	MOOC				**Course Code**	**MGE 404**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Certificate issued by MOOC / Institute					
	Evaluation should include:					
	• Proctored exam (mandatory)				25	
	• Internal assessment by faculty mentor				25	

Based on the specialization, career goals and the advice from the faculty member, student will choose appropriate MOOC from the enlisted platforms below. MOOC content shall me substantially different from the courses studied in semester 1 to semester 4. The MOOC selection shall be communicated by the end of semester III to the academic department by seeking the approval from faculty guide / mentor.

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Name of Program	**MMS**				**Semester**	**4**
Name of Course	**Corporate Governance and Ethical Finance**				**Course Code**	**MFM401**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course explores the principles of corporate governance and ethical finance, emphasizing global and Indian perspectives. Students will understand governance structures, ethical dilemmas in finance, and regulatory frameworks. Through case studies and emerging trends, the course aims to equip learners with the skills needed to navigate ethical challenges in corporate environments.					
Course Objectives	**1**	To understand the principles and practices of corporate governance.				
	2	To explore the role of ethical standards in financial decision-making.				
	3	To discuss emerging trends and global best practices in both corporate governance and ethical finance.				
	4	To analyse real-world cases on ethical dilemmas in finance and corporate governance.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Understand the fundamental concepts, principles, and practices of corporate governance.				
	CO 2	Analyze the ethical implications of financial decision-making and corporate practices				
	CO 3	Evaluate the impact of regulatory frameworks on corporate governance and ethical finance.				
	CO 4	Critically assess real-world corporate governance failures and ethical finance cases.				
	CO 5	Apply knowledge of ESG factors and sustainable finance in corporate decision-making.				
	CO 6	Develop strategies for promoting ethical behavior and transparency within organizations.				

Prerequisites	Students should have a basic understanding of business and finance concepts, including financial systems and business structures. Familiarity with business ethics principles is also recommended. A general awareness of both Indian and international corporate laws and regulatory frameworks will aid in comprehending the core subjects of corporate governance and ethical finance.
e-Learning Tools used as Teaching Pedagogy	Smart board, Harvard Business Publishing or Coursera, google classroom, Moodle or Canvas (distributing lecture materials, assignments, quizzes and grades, facilitating), Padlet or Microsoft Teams, Zoom or Google Meet (guest sessions), YouTube or Vimeo.

KSA Approach

Knowledge	Skills	Attitude
Global standards of corporate governance Ethical frameworks Legal frameworks	Critical thinking Analytical	Pro-Activeness Accountability Group Cohesiveness

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Corporate Governance**	a. Overview of corporate governance: Definition, importance, and key principles. b. Structure of corporate governance: Board of directors, committees, and stakeholders. c. Corporate governance frameworks: Global standards (OECD, Sarbanes-Oxley, etc.) d. Key players: Shareholders, managers, auditors, regulators, and other stakeholders.	**4**
2	**Ethical Issues in Corporate Governance**	a. Ethical foundations of corporate governance. b. Conflicts of interest and their ethical implications. c. Executive compensation, transparency, and accountability. d. Role of ethics in decision-making at the board level. e. Corporate social responsibility (CSR) and its integration with governance.	**4**
3	**Ethical Finance and Its Importance**	a. Defining ethical finance: Principles, goals, and scope. b. Impact investing, socially responsible investing (SRI), and environmental, social, and governance (ESG) factors. c. The role of financial institutions in promoting ethical finance. d. Case studies on ethical issues in financial markets (e.g., unethical lending, greenwashing).	**4**
4	**Regulatory and Legal Frameworks in Corporate Governance and Ethical Finance**	a. Overview of regulatory bodies and legal requirements in corporate governance. b. Key global regulations and ethical finance laws (e.g., Dodd-Frank Act, MiFID II, Basel III). c. Enforcement and compliance mechanisms. d. The evolving role of regulators in ethical finance and governance.	**4**

5	**Case Studies and Emerging Trends in Corporate Governance and Ethical Finance**	a. Case studies of corporate governance failures and their financial implications. b. Corporate scandals (e.g., Enron, Lehman Brothers) and their lessons. c. Technological innovations (e.g., fintech, blockchain) and their ethical implications for governance and finance. d. Future trends: Sustainability, climate change finance, and diversity in corporate leadership.	**4**

Required Textbook	1. "Corporate Governance" by Kenneth A. Kim, John R. Nofsinger, and Dawn R. Mohr
	2. "Ethical Finance: The Future of Finance" by Simon M. L. Linsley
	3. "Corporate Governance in India: A Case Study Approach" by S. K. Bhatia
Recommended Readings	1. Corporate Governance and Accountability" by J. Robert Tricker
	2. "Business Ethics: Ethical Decision Making and Cases" by O. C. Ferrell, John Fraedrich, and Linda Ferrell
	3. "The Theory and Practice of Corporate Governance" by A. C. Fernando
	4. "Financial Ethics: A Positivist Analysis" by John R. Boatright
Online Resources	1. Securities and Exchange Board of India (SEBI) Website: www.sebi.gov.in
	2. OECD Corporate Governance Portal: www.oecd.org/corporate-governance
	3. Harvard Law School Forum on Corporate Governance: corpgov.law.harvard.edu
	4. Business Ethics Case Studies (Markkula Center for Applied Ethics)**: www.scu.edu**
	5. Global Reporting Initiative (GRI): www.globalreporting.org

	Unit No.	**Title of Unit**	**Relevant COs**
Alignment of Course Outcomes (COs) with Units	1	Introduction to Corporate Governance	CO 1, CO 3
	2	Ethical Issues in Corporate Governance	CO 2, CO 6
	3	Ethical Finance and Its Importance	CO 2, CO 5
	4	Regulatory and Legal Frameworks in Corporate Governance and Ethical Finance	CO 3, CO 6
	5	Case Studies and Emerging Trends in Corporate Governance and Ethical Finance	CO 4, CO 5

Name of Program	**MMS**				**Semester**	**4**
Name of Course	**Financial Strategies (Case Study Based)**				**Course Code**	**MFM402**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1				5	
	Concurrent Evaluations (CCE) 2				15	
	Concurrent Evaluations (CCE) 3				5	
	Semester End Examination + Experiential / Applied Component*				25 (20+05*)	
	Total				**50**	
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides a comprehensive examination of contemporary financial strategies in the context of rapid technological disruption. Through in-depth case study analysis, students will explore the application of financial principles and techniques in the evolving landscape of FinTech, AI, and block chain. The course emphasizes critical thinking, problem-solving, and the ability to formulate strategic financial decisions in a dynamic and innovative business environment. Students will gain practical insights into valuation, capital structure, investment decisions, and risk management within the framework of emerging technologies, preparing them for careers in modern finance..					
Course Objectives	**1**	To equip students with the ability to analyze financial statements, assess valuations, and apply financial modeling techniques specifically tailored for companies operating in the FinTech, AI, and block chain sectors.				
	2	To provide students with a deep understanding of capital structure, financing options, investment decisions, and risk management within the context of emerging technologies and digital transformation.				
	3	To foster students' critical thinking and problem-solving skills through the analysis of real-world case studies, enabling them to formulate and recommend sound financial strategies in a rapidly evolving technological landscape.				

Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Identify the fundamental concepts of strategic financial analysis, digital finance, capital structure, investment appraisal, and financial risk.
	CO 2	Formulate and assess capital structure and financing strategies for businesses operating in the digital economy, including the evaluation of innovative funding methods.
	CO 3	Apply financial analysis tools, capital budgeting techniques, and risk assessment frameworks to real-life business cases involving digital transformation and technological disruption.
	CO 4	Analyze financial strategies, investment alternatives, and risk–return trade-offs of digital firms by examining business models, market conditions, and real-world case studies.
	CO 5	Evaluate the effectiveness of financial decisions, corporate governance practices, and policy interventions by assessing their impact on innovation, competitiveness, and long-term value creation.
	CO 6	Design integrated and future-ready financial strategies that leverage advanced analytics, digital tools, and emerging technologies to enhance firm value and prepare for future disruptions.
Prerequisites	Knowledge of foundational financial accounting and corporate finance, including the interpretation of financial statements and basic valuation techniques. Proficiency in quantitative analysis and spreadsheet modeling is essential. Students should possess a general understanding of business strategy and market dynamics, coupled with a keen interest in technology and innovation, particularly within FinTech, AI and block chain sectors. This prerequisite knowledge ensures students can effectively engage with the advanced financial strategies and case studies presented.	
e-Learning Tools used as Teaching Pedagogy	**Moodle/Smartboard,** Google Classroom, Zoom/Google Meet, Miro/Padlet, Edpuzzle, Kahoot! / Quizizz, Case Study Platforms (Harvard Business Publishing, Ivey Publishing), Excel/Google Sheets (for Financial Modeling & Analysis), Tableau or Power BI	

KSA Approach		
Knowledge	Skills	Attitude
Financing Innovation, Investment Risk Management, Financial Strategies	Analytical Skills, Problem-Solving Skills, Critical Thinking Financial Modeling	Adaptability, Proactive Approach Intellectual Curiosity Attention to Detail

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Foundations of Strategic Financial Analysis in the Digital Age**	a. Financial statement analysis using AI-enabled tools b. Integration of Fintech for business growth c. Financial forecasting using machine learning d. Data-driven decision-making and dashboards	4
2	**Financing Innovation**	a. Financing innovation: venture capital, private equity, angel funding, green bonds b. Blockchain, AI, IoT, Web 3.0 c. IPOs, SPACs, and strategic funding decision	4

3	**Investment Decisions**	a. Capital budgeting under uncertainty b. Real options approach to investment in emerging technologies c. Tech-driven strategic investments: build vs. buy vs. partner	4
4	**Risk Management and Corporate Governance**	a. Digital and cyber risk assessment b. Strategic financial risk (market, credit, tech, operational risks) c. AI-enabled risk analytics d. Corporate governance in tech-intensive firms e. ESG integration and sustainability reporting f. Regulatory issues in digital finance (data privacy, cybersecurity)	4
5	**Advanced Financial Strategies and Future Trends**	a. Strategic valuation of digital and intangible-heavy firms b. M&A in technology sectors c. Global financial trends: AI-driven finance, DeFi, CBDCs d. Strategic planning in volatile digital markets e. Preparing firms for future disruptions	4

Required Textbook	1. Corporate Finance – Berk & DeMarzo
	2. Financial Strategy in a Digital World – Rasmussen
	3. Valuation: Measuring and Managing the Value of Companies — McKinsey & Company
	4. Corporate Finance — Jonathan Berk & Peter DeMarzo (Pearson)
Recommended Readings	1. "Case studies from Harvard Business Review, The Wall Street Journal, and Financial Times.
	2. *Case Studies in Finance* — Bruner & Eades
	3. "Valuation: Measuring and Managing the Value of Companies" by McKinsey & Company Inc. and Tim Koller
	4. "Mergers and Acquisitions from A to Z" by Andrew J. Sherman
	5. "Financial Modeling" by Simon Benninga
Online Resources	1. Excel for financial modeling,
	2. Bloomberg for financial data analysis.
	3. ICMR Case Collection and the Case Centre
	4. Harvard Business Review (HBR) and Ivey

	Unit No.	**Title of Unit**	**Relevant COs**
Alignment of Course Outcomes (COs) with Units	1	Foundations of Strategic Financial Analysis in the Digital Age	CO 1, CO 3
	2	Financing Innovation: Capital Structure and Emerging Technologies	CO 2, CO 4
	3	Investment Decisions and Technological Disruption	CO 3, CO 4
	4	Risk Management and Corporate Governance in a Digital World	CO 4, CO 5
	5	Advanced Financial Strategies and Future Trends	CO 5, CO 6

Name of Program	**MMS**				**Semester**	**IV**
Name of Course	**International Marketing**				**Course Code**	MMM-401
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester and it shall be evaluated at the end of the term.*					
Course Description	This course focuses on strategic marketing decisions in global markets, including market entry, international marketing mix, and cross-cultural considerations. It equips students to analyze global opportunities and design competitive strategies in a dynamic international business environment.					
Course Objectives	**1**	To understand the global marketing environment and international trade dynamics				
	2	To develop capabilities in selecting and entering international markets				
	3	To design and evaluate international marketing strategies and marketing mix decisions				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Explain the international marketing environment and global trade dynamics.				
	CO 2	Apply market entry strategies and segmentation approaches in international markets.				
	CO 3	Analyze cross-cultural consumer behavior and global market opportunities.				
	CO 4	Evaluate international marketing mix strategies across different country contexts.				
	CO 5	Design global marketing strategies considering competition and emerging markets.				
	CO 6	Assess the impact of trade regulations, institutions, and policies on international marketing decisions				
Prerequisites	Fundamentals of Marketing, Consumer Behaviour, Basic understanding of economics and global business					
e-Learning Tools used as Teaching Pedagogy	Smart board, Videos, e-books, online quiz, etc.					

KSA Approach		
Knowledge	**Skills**	**Attitude**
Global Marketing Fundamentals	Analytical and Strategic Skills	Global Mindset & Ethical Orientation
International Trade & Market Environment	Communication & Cross-Cultural Skills	Innovative & Entrepreneurial Spirit
Market Entry & Strategy	Problem-Solving & Decision-Making Skills	Resilience & Adaptability

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Global Marketing Environment**	a. Nature, scope, and importance of international marketing b. Domestic vs international marketing c. Drivers of globalization d. International marketing environment: economic, political, legal, cultural e. Global institutions: WTO, IMF, World Bank, UNCTAD f. Country of Origin Effect g. Balance of Payments and trade flows	3
2	**International Market Selection & Entry Strategies**	a. Theories of international trade (comparative advantage, PLC theory) b. Country attractiveness and market selection c. Modes of entry: exporting, licensing, franchising, joint ventures, FDI d. Strategic alliances, mergers & acquisitions e. Entry strategy decisions in emerging markets f. Lead market concept and cross-subsidization	4
3	**International Market Research & Consumer Behaviour**	a. Role of research in international marketing b. Primary and secondary data sources c. Market size estimation (Chain Ratio Method) d. Cross-cultural consumer behavior e. Cultural frameworks: Hofstede & Meyer's Cultural Map f. Standardization vs adaptation in consumer preferences	4
4	**International Marketing Mix Strategies**	a. Product: Global product strategy, adaptation vs standardization b. Branding and positioning (GCCP – Global Consumer Culture Positioning) c. Pricing: Transfer pricing, dumping, currency impact d. Distribution: Global channels, logistics, supply chain e. Promotion: Global advertising, IMC, digital marketing f. Countertrade, grey markets, anti-dumping considerations	5
5	**Emerging Trends & Trade Regulations**	a. Trade barriers: tariff and non-tariff barriers b. FTAs and regional trade blocs (EU, ASEAN, SAARC) c. Export-import policy of India d. IPR issues in global markets e. E-commerce and digital globalization f. AI, sustainability, and ethics in international marketing	4

Required Textbook	1) Keegan & Green – Global Marketing, Pearson		
	2) Philip Cateora – International Marketing, McGraw Hill		
	3) Kotler, Keller – Marketing Management, Pearson		
	4) Czinkota & Ronkainen – International Marketing, Cengage		
Recommended Readings	1) Harvard Business Review – Global Strategy articles		
	2) Michael Porter – Competitive Advantage of Nations		
	3) Ivey Publishing International Cases		
	4) World Bank & WTO Reports		
Online Resources	1) WTO.org (trade insights)		
	2) World Bank Data		
	3) UNCTAD Reports		
	4) Coursera – International Marketing (Illinois)		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Global Marketing Environment	CO1
	2	International Market Selection & Entry Strategies	CO2, CO5
	3	International Market Research & Consumer Behavior	CO3
	4	International Marketing Mix Strategies	CO4, CO5
	5	Emerging Trends & Trade Regulations	CO6

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Name of Program	**Master of Management Studies**				**Semester**	**IV**
Name of Course	**Marketing Application and Practices**				**Course Code**	**MMM402**
Credit	2	**Required Lectures (In Hours)**			30	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	* *The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course focuses on applying marketing concepts to real-world business situations through case-based learning and simulations. It integrates knowledge across marketing domains to develop strategic decision-making and problem-solving skills.					
Course Objectives	**1**	To apply marketing frameworks in real-world business decision-making				
	2	To develop analytical and strategic thinking through case-based learning				
	3	To enhance problem-solving and managerial decision-making skills				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Apply marketing frameworks to analyze real-world business situations.				
	CO 2	Analyze complex marketing problems across domains and industries.				
	CO 3	Evaluate alternative marketing strategies and recommend solutions.				
	CO 4	Design integrated marketing strategies for business scenarios.				
	CO 5	Develop data-driven decisions using marketing metrics and insights.				
	CO 6	Present and justify marketing decisions effectively in professional settings.				
Prerequisites	Fundamentals of Marketing (STP, 4Ps), Marketing Strategy, Digital / Consumer Behaviour					
e-Learning Tools used as Teaching Pedagogy	Videos, e-books, online quiz, etc.					

KSA Approach		
Knowledge	Skills	Attitude
Application of PESTEL, SWOT, Ansoff, Application of PLC, STP Ethical Practices	Critical Thinking Problem solving Decision-making	Resilience Adaptability Confidence

Course Contents and Schedule			
Unit No.	**Title of Unit**		**No. of Sessions**
1	**Marketing Decision-Making & Case Approach**	a. How to analyze a case (problem identification → analysis → solution) b. Revisiting frameworks: STP, SWOT, 5Cs (application only) c. Introduction to data-driven decision-making d. Mini cases: FMCG / Retail	4
2	**Customer & Market Strategy Decisions**	a. Segmentation, targeting, positioning in practice b. Brand positioning and perceptual mapping c. Brand architecture and extensions d. Cases: a. Zomato vs Swiggy (positioning) b. Nykaa / Amazon (targeting strategy) c. ITC / Britannia (segmentation)	4
3	**Product, Pricing & Channel Strategy Decisions**	a. Product portfolio and lifecycle decisions b. New product launch strategy c. Pricing decisions (premium, competitive, value-based) d. Distribution and channel strategy e. Cases: a. Apple (premium pricing) b. Tesla (NPD strategy) c. HUL (distribution advantage)	4
4	**Digital, CRM & Growth Strategy Applications**	a. Digital funnel and performance marketing b. Social media and influencer strategy c. Customer retention and CRM decisions d. CLV and loyalty programs (application) e. Cases: a. Nykaa (influencer strategy) b. Amazon Prime / Netflix (retention) c. Tata Neu (ecosystem strategy)	4
5	**Integrated Strategy Simulation & Contemporary Issues**	a. Solve a full business case (end-to-end) b. Market analysis → strategy → execution → KPIs c. Budget allocation and trade-offs d. Contemporary challenges: a. Sustainability (Tata Tea – Jaago Re) b. Rural marketing (HUL Shakti Amma) c. Ethical issues (Byju's case) d. AI in marketing decisions	4
Required Textbook		1) Kotler & Keller – Marketing Management	
		2) Walker & Mullins – Marketing Strategy	
		3) Harvard Business Review Case Collection	
		4) Ivey Publishing Case Studies	
Recommended Readings		5) Marketing Application & Practices – Dr. Karunakaran	
		6) Business Today / Economic Times articles on *Patanjali vs MNC FMCG*	
		7) McKinsey & BCG insights on D2C brands (Mamaearth)	
		8) Tata Group annual reports (Tata Neu ecosystem)	
Online Resources		9) Harvard Business School Publishing (case synopses)	
		10) McKinsey – Innovation & Product Strategy	
		11) Strategyzer (Business Model thinking)	

	Unit No.	Title of Unit	Relevant COs
Alignment of Course Outcomes (COs) with Units	1	Marketing Decision-Making & Case Approach	CO1
	2	Customer & Market Strategy Decisions	CO2, CO3
	3	Product, Pricing & Channel Strategy Decisions	CO2, CO3
	4	Digital, CRM & Growth Strategy Applications	CO4, CO5
	5	Integrated Strategy Simulation & Contemporary Issues	CO4, CO5, CO6

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Name of Program	**MMS**				**Semester**	**IV**
Name of Course	**HR Compliance**				**Course Code**	**MHM401**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides an understanding of HR compliance requirements and their importance in organizational governance. It introduces students to labor laws, statutory obligations, and ethical standards related to human resource management. The course helps students develop the ability to ensure legal compliance and reduce HR-related risks in organizations.					
Course Objectives	**1**	To understand the concept and importance of HR compliance in organizations.				
	2	To familiarize students with key labor laws and statutory requirements.				
	3	To equip students with skills to identify, manage, and prevent compliance risks and to promote responsible Human Resource practices aligned with legal and regulatory framework.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Define the meaning, scope, and importance of HR compliance.				
	CO 2	Explain key labour laws and statutory obligations applicable to organizations.				
	CO 3	Apply HR policies in line with legal and ethical requirements.				
	CO 4	Analyze compliance-related risks and consequences of non-compliance.				
	CO 5	Evaluate HR compliance practices in recruitment, compensation, and employee relations.				
	CO 6	Design HR compliance frameworks aligned with ethical conduct and corporate governance.				
Prerequisites	1. Basic knowledge of Human Resource Management. 2. Fundamental understanding of organizational structure and functions. 3. Awareness of workplace policies and rules. 4. Introductory knowledge of labour laws or industrial relations.					

e-Learning Tools used as Teaching Pedagogy	Learning Management System (LMS), Online Assessments and Quizzes, Digital Learning Resources, Webinars, and Recorded Video Lectures.

KSA Approach		
Knowledge	**Skills**	**Attitude**
HR Compliance Concepts Labour Laws Framework Statutory Requirements	Compliance Application Risk Identification Policy Interpretation	Ethical Conduct Legal Awareness Professional Integrity

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to HR Compliance**	a. Meaning and concept of HR compliance b. Importance and objectives of HR compliance c. Role of HR manager in compliance management d. Legal and ethical aspects of HR compliance e. Role of HR policies in ensuring organizational compliance	4
2	**Employment and Workplace Laws**	a. Employment contracts and appointment letters b. Working hours, wages, and leave provisions c. Minimum Wages Act and Payment of Wages Act d. Equal remuneration and anti-discrimination laws e. HR policies related to employment terms, working hours, leave and wages	4
3	**Social Security and Employee Benefits**	a. Employees' Provident Fund (EPF) Act b. Employees' State Insurance (ESI) Act c. Gratuity Act d. Maternity Benefit Act e. Employee benefits policies and statutory compliance	4
4	**Workplace Safety, Discipline, and Employee Relations**	a. Occupational health and safety provisions b. Sexual Harassment of Women at Workplace (POSH) Act c. Discipline, misconduct, and domestic inquiry d. Industrial relations and grievance handling e. POSH policy, grievance handling policy and disciplinary procedures	4
5	**Compliance Management and HR Audits**	a. HR compliance checklist b. Documentation and record maintenance c. HR audit and compliance reporting d. Consequences of non-compliance and penalties e. HR policy documentation and employee handbook	4

Required Textbook	1) Dynamics of IR by Mamoria Gankar
	2) Industrial Relations & Labour Legislations by B.D. Singh
	3) Industrial Jurisprudence and Labour Legislation, by A.M Sarma
	4) House Labour & Industrial Legislation by P.K.Padhi,
Recommended Readings	1) Business legislation by Gopal Rama C
	2) Business laws and economic legislations by Raju Rama Krishna V
	3) Business legislation for management by Kuchhal M.C and Prakash Deepa

Online Resources	1) Government & Legal Portals 2) Ministry of Labour & Employment, Government of India 3) Shram Suvidha Portal 4) EPFO (Employees' Provident Fund Organisation) 5) ESIC (Employees' State Insurance Corporation)
	6) Educational & Learning Platforms 7) NPTEL (HR & Labour Law Courses) 8) SWAYAM Portal
	9) HR & Compliance Knowledge Portals 10) Labour Law Reporter / Labour Law Journal (Online Editions) 11) ClearTax – Labour Law & Payroll Section 12) IndiaFilings / VakilSearch
	13) International HR & Ethics Resources 14) International Labour Organization (ILO)

	Unit No.	Title of Unit	Relevant COs
Alignment of Course Outcomes (COs) with Units	1	Introduction to HR Compliance	CO1, CO2
	2	Employment and Workplace Laws	CO2, CO3
	3	Social Security and Employee Benefits	CO3, CO4
	4	Workplace Safety, Discipline, and Employee Relations	CO3, CO4
	5	Compliance Management and HR Audits	CO5, CO6

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Name of Program	**MMS**				**Semester**	**IV**
Name of Course	**Issues in Mergers and Acquisition- Case study-based approach**				**Course Code**	**MHM402**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					5
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					5
	Semester End Examination + Experiential / Applied Component*					25 (20+5*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course offers understanding, knowledge and skills associated with the Mergers and Acquisition Process, it will help students to deal with such scenarios in their future organization and help them apply the theories and concepts they learnt.					
Course Objectives	**1**	To develop conceptual clarity regarding the nature, types, rationale and strategic significance of mergers and acquisitions.				
	2	To identify people-related risks, cultural issues, resistance to change and behavioral outcomes during M&A situations.				
	3	To build managerial competence for handling complex workforce transitions using ethical, professional and evidence-based practices.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Describe the concepts, terminology, forms, and strategic rationale of mergers and acquisitions.				
	CO 2	Explain M&A process models, HR due diligence frameworks and integration practices in case contexts.				
	CO 3	Analyze people, cultural and organizational challenges emerging during mergers and acquisitions using appropriate theories				
	CO 4	Evaluate the effectiveness of M&A decisions, integration strategies and change management approaches in real business cases				
	CO 5	Design competency-based, communication-driven and employee-centric HR interventions for smooth post-merger integration				
	CO 6	Develop case-based recommendations integrating strategic, financial, and human perspectives.				
Prerequisites	Case Studies, Social and behavioral theories					

e-Learning Tools used as Teaching Pedagogy	1. How to Make an Impact with Strategic HRM | AIHR Learning Bite 2. Role of HR in Mergers and Acquisition by Sujay Puthran

KSA Approach		
Knowledge	Skills	Attitude
Merger and Acquisition process Change management Employee Resistance Social and behavioral Theories	Critical Thinking Analytical Thinking Creativity Systems approach	Empathy Compassion Acceptance Collaborative learning

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Mergers & Acquisitions**	a. Merger & Acquisition: Meaning, Scope and objectives b. Difference between Merger, Acquisition, takeover and consolidation. c. Types of Merger & Acquisition- horizontal, vertical, conglomerate; strategic motives – synergy, diversification, restructuring, scale and technology acquisition. d. Methods of undertaking mergers & acquisition.	4
2	**Reasons for and Phases of M&A**	a. Reasons of M&A: Strategic, financial, operational and behavioral reasons, b. Mergers & Acquisition lifecycle, c. Phases of M & A d. HR due diligence, negotiation process, deal closure, post-merger integration, success factors e. Reasons for M&A failure.	4
3	**Issues and Challenges and the Role of HR in M&A**	a. Human resource related risks, communication gaps, contract breach, leadership alignment. b. The process of change- resistance to change- anxiety, insecurity, impact of employee resistance, role ambiguity and restructuring c. Responsibilities of Human resource- Well-being & employee training, employee engagement, re-framing policies and workforce mapping.	4
4	**Theories relevant to M&A for effective process.**	a. Anxiety Theory, b. Social Identity Theory, c. Role Conflict Theory, d. Job Characteristics Theory, e. Change and transitions models. f. Effect of theories for incorporation and change interventions.	4
5	**The role of HR during and post-M&A phases. Case Based Learning**	a. Ways to deal with resistance and inculcating motivation and job satisfaction. b. Cases- Ford and Volvo, Ford and Bendix, Flipkart and Myntra, Sun Pharma and Ranbaxy, Kotak Bank and ING Vysya, Best practices through cases and learning.	4
Required Textbook		1. Case studies on mergers and acquisitions and alliances by Muthukumar R 2. Mergers and acquisitions : a global tax guide by Coopers Pricewater	

Recommended Readings	1. Mergers and acquisition by Reuvid Jonathan		
	2. Mergers and acquisition by Aurora R and Shetty K		
Online Resources	1. The Role of HR In Mergers And Acquisitions - People Managing People: https://peoplemanagingpeople.com/hr-strategy/hr-merger-acquisition/		
	2. Deloitte Report: https://www.deloitte.com/lu/en/our-thinking/future-of-advice/the-future-of-human-capital-in-m-and-a.html		
	3. Role of Cultural Alignment in Mergers and Acquisitions, Mantra Care: https://mantraa.com/how-cultural-alignment-impacts-post-merger-success/		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Mergers & Acquisitions	CO1
	2	Reasons for and Phases of M&A	CO2, CO3
	3	Issues and Challenges and the Role of HR in M&A	CO3, CO4
	4	Theories relevant to M&A for effective process.	CO3, CO4
	5	The role of HR during and post-M&A phases. Case Based Learning	CO5, CO6

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Name of Program	**MMS**				**Semester**	**IV**
Name of Course	**Project Management**				**Course Code**	**MOM401**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					05
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					05
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course introduces students to the fundamental principles of project management, covering key concepts such as project planning, scheduling, budgeting, risk management, and financial analysis. Students will gain insights into project lifecycle phases, work breakdown structures (WBS), and stakeholder management. The course emphasizes the importance of effective project organization, leadership skills, and decision-making techniques to successfully execute and manage projects. Practical applications include feasibility analysis, cost estimation, and financial assessment methods such as NPV and IRR.					
Course Objectives	**1**	Develop a foundational understanding of project management concepts and lifecycle stages.				
	2	Equip students with skills in project planning, scheduling, and cost estimation techniques.				
	3	Introduce risk management strategies and tools such as PERT analysis and float analysis.				
	4	Enhance decision-making abilities through financial analysis tools like NPV, IRR, and Payback Period.				
	5	Prepare students for real-world project execution by understanding project organization, team management, and conflict resolution techniques.				
Course Outcome ***On completion of this course, students will be able to -***	**CO 1**	Recall key project management concepts, attributes, and lifecycle stages.				
	CO 2	Explain project planning techniques, scope prioritization, and feasibility assessment methods.				
	CO 3	Apply cost estimation and scheduling techniques using network analysis, AON and AOA conventions.				

	CO 4	Analyze project scheduling risks and employ PERT analysis for uncertainty handling.
	CO 5	Evaluate financial feasibility using NPV, IRR, Payback Period, and Profitability Index.
	CO 6	Demonstrate leadership and conflict resolution strategies in project teams.
Prerequisites	Basic understanding of business operations. Knowledge of financial calculations and decision-making principles. Analytical and logical reasoning skills.	
e-Learning Tools used as Teaching Pedagogy	PPTs, Videos, Tutorials	

KSA Approach

Knowledge	Skills	Attitude
Project lifecycle and stakeholder management Scheduling and cost estimation methods Risk analysis and financial decision-making	Project planning and scheduling Network analysis and financial feasibility assessment Team leadership and conflict resolution	Critical thinking in project execution Decision-making under uncertainty Strategic problem-solving

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Overview of Project Management**	a. Concepts, definition and evolution of Project and Project Management b. Project Life Cycle and Project Organization Structures c. Project Stakeholders, Stakeholder Analysis and Role of Project Manager d. Overview of PMBOK Knowledge Areas and Process Groups e. Project Identification and Feasibility Analysis (Market, Technical, Financial, Legal and Environmental) f. Preparation of Detailed Project Report (DPR)	**3**
2	**Project Initiation and Planning**	a. Project Charter, Business Case and Project Priorities b. Scope Definition, Scope Management and Scope Creep c. Work Breakdown Structure (WBS) and Responsibility Assignment Matrix (RAM) d. Planning Assumptions, Constraints and Dependencies e. Resource Planning and Allocation f. Introduction to Project Planning Tools	**4**
3	**Project Scheduling, Cost and Risk Management**	a. Project Scheduling Techniques: Gantt Charts, CPM, PERT and Network Diagrams b. Time Estimation, Float Analysis and Resource Scheduling c. Cost Estimation, Budgeting and Cost Control d. Earned Value Management (EVM) e. Risk Identification, Risk Assessment and Risk Mitigation Strategies f. Contingency Planning and Risk Monitoring	**5**

4	**Agile, Quality and Technology in Project Management**	a. Traditional vs Agile Project Management Approaches b. Agile Frameworks: Scrum and Kanban; Lean Principles c. Quality Planning in Projects d. Total Quality Management (TQM) and Six Sigma e. Application of Artificial Intelligence (AI) in Quality Control and Scheduling f. Technology-enabled Project Optimization	**4**
5	**Project Leadership, Monitoring and Closure**	a. Leadership Styles and Team Development Models in Projects b. Communication, Stakeholder Engagement and Conflict Management c. Project Monitoring, Controlling and Performance Tracking d. Change Management and Change Control Systems e. AI-enabled Project Monitoring and Reporting Tools f. Project Closure, Lessons Learned, Post-Implementation Review and Industry Case Studies	**4**

Required Textbook	1. Project management jumpstart : best first step toward a career in project management By: Heldman Kim
	2. Project Management By: Sharma B.C. Mittal A.C
	3. Project management and project planning By: Singh S
	4. Project risk management: an essential tool for managing and controlling projects By: Well-Stam O Van
Recommended Readings	1. Text book of project management By: Gopalakrishnan P.G. Ramamoorthy V.E
	2. Project Mangers : Desk Reference By: Lewis James P
	3. Management Extra: project management By: Pergamon Flexible Learning
	4. Information technology project management By:Marchewka Jack
Online Resources	1. Project Management: Planning, Execution, Evaluation and Control - https://onlinecourses.nptel.ac.in/noc24_mg78/preview
	2. Project Planning & Control - https://onlinecourses.nptel.ac.in/noc19_ce30/preview
	3. Project management for managers - https://onlinecourses.nptel.ac.in/noc22_mg71/preview
	4. Introduction to Project Management: Principles & Practices https://onlinecourses.swayam2.ac.in/imb26_mg65/preview

Alignment of Course Outcomes (COs) with Units

Unit No.	Title of Unit	Relevant COs
1	Overview of Project Management	CO1, CO2
2	Project Initiation and Planning	CO2, CO3
3	Project Scheduling, Cost and Risk Management	CO3, CO4, CO5
4	Agile, Quality and Technology in Project Management	CO4, CO5
5	Project Leadership, Monitoring and Closure	CO6

Name of Program	**MMS**				**Semester**	**IV**
Name of Course	**Operations applications and Cases**				**Course Code**	**MOM402**
Credit	**2**	**Required Lectures (In Hours)**			**30**	
Teaching Scheme	Lecture	1	Tutorial	1	Practical	0
Evaluation Scheme	Concurrent Evaluations (CCE) 1					05
	Concurrent Evaluations (CCE) 2					15
	Concurrent Evaluations (CCE) 3					05
	Semester End Examination + Experiential / Applied Component*					25 (20+05*)
	Total					**50**
	** The Experiential / Applied Component is a practical element of the course that students will undertake during the semester, and it shall be evaluated at the end of the term.*					
Course Description	This course provides an in-depth study of operations applications in real-world business scenarios. It covers resource optimization, production planning, inventory management, supply chain coordination, and quality control. The course includes case studies on MRP-I & II, process analysis, workforce planning, and aggregate scheduling using Excel. It also explores plant investment, maintenance strategies, financial decision-making for replacements, and applications in robotic processes. Additional topics include cost estimation in tendering and bidding, along with operations applications in sectors such as retail, manufacturing, insurance, and BPO/KPO.					
Course Objectives	**1**	Develop problem-solving skills in production planning, inventory management, and supply chain coordination.				
	2	Apply analytical techniques to evaluate operations-related financial decision-making.				
	3	Utilize operations strategies to enhance business efficiency across industries.				
Course Outcome ***On Successful completion of this course enables the students to -***	**CO 1**	Recall key concepts in operations management and their real-world applications.				
	CO 2	Explain process analysis techniques, forecasting methods, and workforce planning strategies.				
	CO 3	Apply production planning, scheduling, and inventory control techniques using Excel.				
	CO 4	Analyze supply chain risks, aggregate planning, and cost estimation models.				
	CO 5	Evaluate plant investment, maintenance, and financial feasibility decisions.				
	CO 6	Demonstrate practical problem-solving skills in tendering, bidding, and operations strategy implementation.				

Prerequisites	Basic knowledge of business operations. Familiarity with financial calculations and decision-making processes. Analytical and problem-solving skills.
e-Learning Tools used as Teaching Pedagogy	PPTs, Videos, Tutorials

KSA Approach

Knowledge	Skills	Attitude
Operations strategy and supply chain coordination Process analysis, forecasting methods, and financial feasibility Tendering, bidding, and maintenance planning	Production planning and inventory control Workforce scheduling, cost estimation, and Excel-based problem-solving Decision-making under uncertainty and risk assessment	Critical thinking in business decision-making Problem-solving and analytical mindset Strategic and ethical business practices

Course Contents and Schedule

Unit No.	Title of Unit	Content	No. of Sessions
1	**Introduction to Operations Applications**	a. Role of operations in organizational strategy and competitiveness b. Linking operations strategy with business strategy c. Real-world applications of operations management across manufacturing and services d. Resource allocation and capacity utilization decisions e. Case studies on operational failures and success stories (retail, manufacturing, services)	4
2	**MRP-I & II and Process Analysis**	a. Concept & objectives of Material Requirement Planning (MRP-I) b. Inputs, outputs, and logic of MRP systems c. Manufacturing Resource Planning (MRP-II): scope and integration d. Process analysis: bottlenecks, cycle time, throughput, and capacity e. Line balancing and process mapping	4
3	**Workforce and Aggregate Planning**	a. Workforce planning: hiring, layoffs, overtime, subcontracting b. Demand forecasting inputs for aggregate planning c. Aggregate planning strategies: chase, level, and mixed strategies d. Cost trade-offs in workforce and capacity planning e. Case studies from manufacturing, BPO/KPO, and service industries	4
4	**Plant Investment, Maintenance & Robotic Processes**	f. Plant location and layout decisions g. Capital investment decisions in operations h. Maintenance strategies: breakdown, preventive and predictive maintenance i. Replacement and repair decisions using financial evaluation techniques j. Introduction to automation and robotic processes in operations k. Applications of robotics in manufacturing, warehousing and services l. Case studies on automation and maintenance planning	4
5	**Tendering, Bidding, and Cost Analysis**	a. Role of operations in tendering and bidding decisions b. Cost estimation techniques for tenders and projects c. Pricing strategies under competitive bidding d. Risk assessment in tendering and contract execution e. Operations applications in public procurement and private projects f. Sectoral cases: infrastructure, retail, insurance, BPO/KPO	4

Required Textbook	1. Production and Operations Management by Kale, Shailendra		
	2. Operations management: contemporary concepts and cases by Schroeder Roger		
	3. Quantitative techniques vol-1 by Jhamb L C		
	4. Operations management for competition advantage by Chase Richard B " Aquilano Nicholas J, Robert Jacobs F		
Recommended Readings	1. Operations management and productivity techniques by Mukherjee P. N Kachwala T		
	2. Management Extra: quality and operations management by Pergamon Flexible Learning		
	3. operations management:meeting customers' demands by Knod Edward M SchonbergermRichard		
	4. International Operations management by Plenert Gerhard J		
Online Resources	1. Operations Management - https://onlinecourses.nptel.ac.in/noc25_me59/preview		
	2. Advanced Contracts, Tendering and Public Procurement - https://onlinecourses.nptel.ac.in/noc22_lw06/preview		
	3. Condition Monitoring and Maintenance Management - https://onlinecourses.swayam2.ac.in/nou21_me10/preview		
	4. NPTEL (IITs) – Production and Operation Management https://onlinecourses.nptel.ac.in/noc20_mg06/preview		
Alignment of Course Outcomes (COs) with Units	**Unit No.**	**Title of Unit**	**Relevant COs**
	1	Introduction to Operations Applications	CO1, CO2
	2	MRP-I & II and Process Analysis	CO2, CO3
	3	Workforce and Aggregate Planning	CO3, CO4
	4	Plant Investment, Maintenance & Robotic Processes	CO4, CO5
	5	Tendering, Bidding, and Cost Analysis	CO5, CO6

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