



KONERU LAKSHMAIAH EDUCATION FOUNDATION

KL BUSINESS SCHOOL

MBA PROGRAMME

PROGRAM DESIGN AND DEVELOPMENT DOCUMENT

2025





Koneru Lakshmaiah Education Foundation

(Category -1, Deemed to be University estd. u/s. 3 of the UGC Act, 1956)

Campus: Green Fields, Vaddeswaram - 522 302, Guntur District, Andhra Pradesh, INDIA.

Phone No. +91 8645 - 350 200; www.klef.ac.in; www.klef.edu.in; www.kluniversity.in

Admin Off: 29-36-38, Museum Road, Governorpet, Vijayawada - 520 002. Ph: +91 - 866 - 3500122, 2576129

KL Business School

PROGRAM DEVELOPMENT DOCUMENT MASTER OF BUSINESS ADMINISTRATION 2025-26

KLEF Vision

To be a globally renowned university

KLEF Mission:

To impart quality higher education and to undertake research and extension with emphasis on application and innovation that cater to the emerging societal needs through all-round development of students of all sections enabling them to be globally competitive and socially responsible citizens with intrinsic values.

Vision of the Department

To be a centre of excellence to foster value based management education.

Mission of the Department

To attain leadership in management education, research and consultancy and to nurture the students industry ready and make them responsible citizens of nation.

Mission Statements

M1: To attain leadership in management education,

M2: To inculcate the research skills among the students

M3: To build strategic partnership with industry.

M4: To nurture the students as global leaders and

M5: To mould the students as responsible citizens.

Academic Goals:

- G1: To offer academic flexibility by means of Choice based credit systems and the like.
- G2: To identify and introduce new specializations and offer programs in emerging areas therein
- G3: To incorporate into the curriculum the Application orientation and use high standards of competence for academic delivery
- G4: To design and implement educational system adhering to outcome based International models.
- G5: To introduce and implement innovation in teaching and learning process to strengthen academic delivery
- G6: To offer academic programs at UG, PG, doctoral, Post-Doctoral which are industry focused, and incorporates Trans-discipline, inter-discipline aspects of the education system
- G7: To deliver higher education that includes technologies and meeting the global requirements

Program Educational Objectives (PEOS):

To be a globally renowned university, as per our vision, we need to produce quality products (graduates) into the market who have potential strengths to meet all the professional and personal challenges prevailing at global levels and who can serve in all the possible positions of their respective job domains and contribute towards holistic growth of their respective employment providers as well as the nation, world. The graduates must also possess cutting edge R&D skills in their domain areas.

This, is exactly what has been framed into the University's Mission and thereby the Mission has converged into the following **Program Educational Objectives (PEOs)** which are best suited to Post-graduate Management program, and are those that compliment the university vision, mission. The PEOs of the department are listed below

1. Make students to apply techniques of business analysis, data management and problem-solving skills in order to support business management decision-making in the field of relevance.
2. Inculcate leadership skills needed for implementing and coordinating organizational activities and managing change to explore business problems in depth for developing their functional knowledge to think strategically and to lead, motivate and manage teams across borders.
3. Nurture with abilities to integrate business knowledge and management techniques to aid planning and control in a changing environment and to enhance better career paths.

These PEOs are designed to be attained by all the post-graduates within two years of their education.

Program Outcomes (PO's)

PO Number	Description
1.Business perspective in a global environment	Able to gain an understanding of professional, legal, financial, marketing, production & operational activities, logistics, personnel or employees/workers and social issues and responsibilities in global business environment.
2.Problem analysis	Identify, formulate, research literature, and analyze complex managerial problems reaching substantiated conclusions.
3.Environment and sustainability	Understand the impact of the global business solutions in societal and environmental contexts, and demonstrate the knowledge of, and the need for sustainable development.
4. Modern analytical tools usage	Create, select, and apply appropriate techniques, resources, and modern analytical and IT tools including prediction and modelling to complex business activities with an understanding of the limitations.
5. Ethics and Communication	Apply ethical principles and commit to professional ethics and responsibilities and norms of the engineering practice. Communicate effectively on complex business environment with the society at large, such as being able to comprehend and write effective reports and design documentation, make effective presentations, and give and receive clear instructions.
6. Leadership and Teamwork	Function effectively as an individual, and as a team member or leader in diverse teams, and in multidisciplinary organizational settings.

MAPPING OF ACADEMIC GOALS WITH MISSION:

Academic Goals	MissionStatements				
	M1	M2	M3	M4	M5
G1	√				
G2	√				√
G3			√		
G4		√		√	
G5		√			√
G6		√	√		
G7				√	

MAPPING OF PEOS WITH ACADEMIC GOALS:

PEOs	Academic Goals						
	G1	G2	G3	G4	G5	G6	G7
PEO1	√	√	√		√		
PEO2		√	√				√
PEO3			√	√		√	√

Mapping of PEOs with Mission Statements of the Department:

S.NO	Description of PEOs	Key Components of Mission				
		M 1	M 2	M 3	M 4	M5
PEO 1	Make students to apply techniques of business analysis, data management and problem-solving skills in order to support business management decision-making in the field of relevance.	√	√	√	√	
PEO 2	Inculcate leadership skills needed for implementing and coordinating organizational activities and managing change to explore business problems in depth for developing their functional knowledge to think strategically and to lead, motivate and manage teams across borders.	√	√	√		√
PEO 3	Nurture with abilities to integrate business knowledge and management techniques to aid planning and control in a changing environment and to enhance better career paths.	√			√	√

MAPPING OF POs/PSOs with PEOs

S.NO	Key Components of POs and PSOs	Description of PEO		
		Make students to apply techniques of business analysis, data management and problem-solving skills in order to support business management decision-making in the field of relevance.	Inculcate leadership skills needed for implementing and coordinating organizational activities and managing change to explore business problems in depth for developing their functional knowledge to think strategically and to lead, motivate and manage teams across borders.	Nurture with abilities to integrate business knowledge and management techniques to aid planning and control in a changing environment and to enhance better career paths.
		PEO1	PEO2	PEO3
PO 1	Business perspective in a global environment	√		√
PO 2	Problem analysis	√	√	
PO 3	Environment and sustainability	√		√
PO 4	Modern analytical tools usage	√		√
PO 5	Ethics and Communication		√	√
PO 6	Leadership and Teamwork		√	√

Thrust areas of Master of Business Administration

Local Needs identified as per policy document of APIIC from 2020		Regional Needs as per policy documents of APIIC & Telangana Industrial policy upto 2020		National Needs as per policy documents of NITI Ayog CII, NSDC, Planning commission from 2020		Global Needs as per policy documents of US O*NET), World Economic Forum, UNESCO from 2020	
L1	Skill Development	R1	Business regulatory environment	N1	To Bridge The Skills Gap in India (India skills 2019)	G1	Technological Skills
L2	Skilled Manpower,	R2	Corporate Social Responsibility	N2	Bring innovation, technology, enterprise and efficient Management.	G2	Knowledge In English Communication Skills
L3	Industrial policy	R3	Entrepreneurs	N3	Nurture capabilities and sustain competencies in enterprises	G3	Administration And Management
L4	Ease of Doing Business with good Governance	R4	Research to Innovation	N4	Ensure proper resource allocation and adoption of IT to encourage SME's	G4	Communicate with Stake holders
	https://bit.ly/3otFgSp		https://bit.ly/3oauCQm https://bit.ly/3H01cgq		https://www.niti.gov.in/sites/default/files/1919-01/Strategy_for_New_India_2.pdf https://bit.ly/3mSyLJi https://www.cii.in/competitive-solutions.apx		https://www.onetonline.org/link/summary/13-1199.04 https://bit.ly/2Yo9wVR

Mapping of Needs with Mission

Local, Regional, National, Global Needs		M1	M2	M3	M4	M5
Local	Skill Development	√		√		
	Skilled Manpower	√	√			
	Industrial Policy			√		√
	Ease of Doing Business with good Governance			√		
Regional	Business regulatory environment		√		√	
	Corporate Social Responsibility		√	√		
	Entrepreneurs				√	
	Research to Innovation				√	
National	To Bridge The Skills Gap In India (India skills 1919)	√		√		
	Bring innovation, technology, enterprise and efficient Management.	√	√			
	Nurture capabilities and sustain competencies in enterprises			√		
	Ensure proper resource allocation and adoptin of IT to encourage SME's					√
Global	Technology Skills		√		√	
	Knowledge in English Communication Skills		√	√		
	Administration And Management					√
	Communicate with Stake holders				√	

Distribution of Credits

Master of Business Administration 2025

SI No	Course Category	Short Name	No. of courses	Minimum Credits	Contact Hours
1	Professional Core Courses	PCC	10	29.5	35
2	Flexi Core Courses	FCC	9	32.5	39
3	Professional Elective Courses	PEC	10	30	40
4	Project and Internship	PRI	2	10	16
5	Value Added Courses	VAC	1	0	2
Total			32	102	132

Program Structure - MBA Y25

S. NO	COURSE CODE	COURSE TITLE	Short Form	Bucket	L	T	P	S	CR	C H	Focused on Employability/Entrepreneurship/Skill Development or Career Advancement	Justification
1	25MB5101	CORPORATE MANAGEMENT AND BEHAVIOURAL DYNAMICS	CMBD	FCC	2	1	0	0	3	3	Employability	Provide employability skills
2	25MB5102	MANAGERIAL ECONOMICS	ME	PCC	2	1	0	0	3	3	Employability	Provide employability skills
3	25MB5103	FINANCIAL ACCOUNTING AND CORPORATE FINANCE	FACF	PCC	3	0	2	2	4.5	7	Skill Development	Impart analytical ability
4	25MB5104	MARKETING MANAGEMENT	MM	FCC	2	1	0	0	3	3	Employability	Provide employability skills
5	25MB5105	FOUNDATIONS OF BUSINESS ANALYTICS	FBA	FCC	3	1	2	2	5.5	8	Skill Development	Impart analytical ability
6	25MB5106	TECHNOLOGY AND DATA FLUENCY FOR MANAGERS	TDFM	FCC	2	1	2	0	4	5	Skill Development	Impart analytical ability
7	25UC5102	DESIGN THINKING AND INNOVATION LAB	DTI	PCC	0	0	2	0	1	2	Skill Development	Impart analytical ability
8	25MB5207	DATA ENGINEERING & VISUALIZATION FOR MANAGERS	DEVM	FCC	3	0	2	0	4	5	Skill Development	Impart analytical ability
9	25MB5208	OPERATIONS & SUPPLY CHAIN MANAGEMENT	OSCM	FCC	3	1	0	0	4	4	Employability	Provide employability skills
10	25MB5209	HUMAN RESOURCE MANAGEMENT AND PEOPLE ANALYTICS	HRPA	FCC	2	0	2	0	3	4	Skill Development	Impart analytical ability
11	25MB5210	CONSUMER BEHAVIOUR & MARKETING ANALYTICS	CBMA	FCC	2	0	2	0	3	4	Skill Development	Impart analytical ability
12	25MB5211	FINTECH AND FINANCIAL ANALYTICS	FTFA	PCC	3	0	2	0	4	5	Employability	Provide employability skills
13	25MB5212	BUSINESS RESEARCH METHODOLOGY	BRM	PCC	1	0	2	0	2	3	Employability	Provide employability skills
14	25MB5213	ENTREPRENEURSHIP FOR MSMES AND START-UPS	EMS	FCC	2	1	0	0	3	3	Entrepreneurship	Inculcate entrepreneurial ability
15	25MB5214	SUSTAINABILITY, ESG & GREEN FINANCE	SEGF	PCC	2	1	0	0	3	3	Skill Development	Impart analytical ability
16	25IE50N0	SUMMER INTERNSHIP PROGRAM	SIP	PRI	0	0	0	1/6	4	4	Skill Development	Impart analytical ability
17	25MB6115	TRANSFORMATIONAL LEADERSHIP & THE FUTURE OF WORK	TLFW	PCC	2	1	0	0	3	3	Employability	Provide employability skills

18	25MB6116	STRATEGIC MANAGEMENT	SM	PCC	2	1	0	0	3	3	Employability	Provide employability skills
19	25MB6117	INTERNATIONAL BUSINESS	IB	PCC	2	1	0	0	3	3	Employability	Provide employability skills
20	25MBXXXX	ELECTIVE - 1.1		PEC	2	1	0	0	3	3		
21	25MBXXXX	ELECTIVE - 2.1		PEC	2	1	0	0	3	3		
22	25MBXXXX	ELECTIVE - 1.2		PEC	2	1	0	0	3	3		
23	25MBXXXX	ELECTIVE - 2.2		PEC	2	1	0	0	3	3		
24	25MBXXXX	SECTORAL FOUNDATIONS		PEC	2	0	2	0	3	4		
25	25MB6218	BUSINESS LAW, ETHICS & CORPORATE GOVERNANCE	BECG	PCC	2	1	0	0	3	3	Skill Development	Impart analytical ability
26	25MBXXXX	ELECTIVE - 1.3		PEC	2	0	2	0	3	4		
27	25MBXXXX	ELECTIVE - 2.3		PEC	2	0	2	0	3	4		
28	25MBXXXX	ELECTIVE - 1.4		PEC	2	0	0	4	3	6		
29	25MBXXXX	ELECTIVE - 2.4		PEC	2	0	0	4	3	6		
30	25MBXXXX	SECTORAL ADVANCED STRATEGY		PEC	2	0	2	0	3	4		
31	25MBIE01	MANAGEMENT RESEARCH PROJECT	MRP	PRI	0	0	12	0	6	12		
TOTAL CREDITS					102							

Professional Elective Courses

Finance & Fintech

S. NO	COURSE CODE	COURSE TITLE	Short Form	Bucket	L	T	P	S	C R	C H	Focused on Employability/Entrepreneurship/Skill Development or Career Advancement	Justification
1	25MB61F1	ADVANCED CORPORATE FINANCE & VALUATION	ACFV	PE1	2	1	0	0	3	3	Employability	Provide employability skills

2	25MB61F2	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	IAPM	PE2	2	1	0	0	3	3	Employability	Provide employability skills
3	25MB62F3	M&A, LBO AND DEAL MODELING	MLDM	PE4	2	0	2	0	3	4	Employability	Provide employability skills
4	25MB62F4	RISK MANAGEMENT, DERIVATIVES AND FINTECH APPS	R DFA	PE5	2	0	0	4	3	6	Skill Development	Impart analytical ability

Marketing & Digital Strategy

1	25MB61M1	BRAND STRATEGY & POSITIONING	BSP	PE1	2	1	0	0	3	3	Employability	Provide employability skills
2	25MB61M2	SERVICES MARKETING	SVM	PE2	2	1	0	0	3	3	Employability	Provide employability skills
3	25MB62M3	PERFORMANCE MARKETING & GROWTH ANALYTICS	PMGA	PE4	2	0	2	0	3	4	Employability	Provide employability skills
4	25MB62M4	DIGITAL MARKETING	DM	PE5	2	0	0	4	3	6	Skill Development	Impart analytical ability

Operations & Supply Chain Management

1	25MB61S1	LEAN, SIX SIGMA & CONTINUOUS IMPROVEMENT	LSCI	PE1	2	1	0	0	3	3	Employability	Provide employability skills
2	25MB61S2	SUPPLY CHAIN DESIGN & ANALYTICS	SCDA	PE2	2	1	0	0	3	3	Employability	Provide employability skills
3	25MB62S3	INVENTORY & WAREHOUSING MANAGEMENT	IWHM	PE4	2	0	2	0	3	4	Employability	Provide employability skills
4	25MB62S4	INDUSTRY 4.0, IOT & SMART MANUFACTURING	IISM	PE5	2	0	0	4	3	6	Skill Development	Impart analytical ability

HRM & People Analytics

1	25MB61H1	WORKFORCE ANALYTICS & EVIDENCE-BASED HR	WAEBH	PE1	2	0	2	0	3	3	Employability	Provide employability skills
2	25MB61H2	AGILE HR AND EMPLOYEE EXPERIENCE	AHEE	PE2	2	1	0	0	3	3	Employability	Provide employability skills
3	25MB62H3	TALENT STRATEGY, ORG DESIGN & PEOPLE OPS	TOPO	PE4	2	1	0	0	3	4	Employability	Provide employability skills
4	25MB62H4	AI-DRIVEN HR AND PEOPLE RISK MANAGEMENT	AHPRM	PE5	2	0	0	4	3	6	Skill Development	Impart analytical ability

Entrepreneurship & Innovation

1	25MB61E1	NEW VENTURE CREATION & BUSINESS MODELS	NVCBM	PE1	2	1	0	0	3	3	Entrepreneurship	Inculcate entrepreneurial ability
2	25MB61E2	ENTREPRENEURIAL FINANCE & TERM SHEETS	EFTS	PE2	2	1	0	0	3	3	Entrepreneurship	Inculcate entrepreneurial ability
3	25MB62E3	PRODUCT MANAGEMENT & AGILE FOR FOUNDERS	PMAF	PE4	2	0	2	0	3	4	Entrepreneurship	Inculcate entrepreneurial ability
4	25MB62E4	SCALING, GTM & GROWTH HACKING	SGGH	PE5	2	0	0	4	3	6	Entrepreneurship	Inculcate entrepreneurial ability

Business Analytics & AI for Managers

1	25MB61A1	ADVANCED BUSINESS ANALYTICS FOR MANAGERS	ABAM	PE1	2	0	2	0	3	3	Employability	Provide employability skills
2	25MB61A2	ECONOMETRIC MODELS FOR BUSINESS STRATEGY	EMBS	PE2	2	1	0	0	3	3	Employability	Provide employability skills
3	25MB62A3	MACHINE LEARNING FOR BUSINESS APPLICATIONS	MLBA	PE4	2	0	2	0	3	4	Employability	Provide employability skills
4	25MB62A4	APPLIED DEEP LEARNING AND GENERATIVE AI	ADLG	PE5	2	0	0	4	3	6	Skill Development	Impart analytical ability

Corporate Strategy & Transformation

1	25MB61C1	COMPETITIVE STRATEGY & GAME THEORY	CSGT	PE1	2	1	0	0	3	3	Employability	Provide employability skills
2	25MB61C2	CORPORATE STRATEGY & ECOSYSTEMS	CSES	PE2	2	1	0	0	3	3	Employability	Provide employability skills
3	25MB62C3	DIGITAL TRANSFORMATION STRATEGY	DGTS	PE4	2	0	2	0	3	4	Employability	Provide employability skills
4	25MB62C4	ORG DESIGN, CHANGE & TURNAROUND	ODCT	PE5	2	0	0	4	3	6	Skill Development	Impart analytical ability

Sectoral Specializations

BFSI & FinTech

S. NO	COURSE CODE	COURSE TITLE	Short Form	Bucket	L	T	P	S	C R	C H	Focused on Employability/Entrepreneurship/Skill Development or Career Advancement	Justification
1	25MB61B1	BFSI INDUSTRY & FINANCIAL SERVICES STRATEGY	BIFS	PE3	2	0	2	0	3	4	Employability	Provide employability skills
2	25MB62B2	FINTECH, DIGITAL PAYMENTS & RISK MANAGEMENT	FDPR	PE6	2	0	2	0	3	4	Employability	Provide employability skills

Consulting & Professional Services

1	25MB61P1	MANAGEMENT CONSULTING FRAMEWORKS	MCF	PE3	2	0	2	0	3	4	Employability	Provide employability skills
2	25MB62P2	DIGITAL & TECH CONSULTING PRACTICES	DTCP	PE6	2	0	2	0	3	4	Employability	Provide employability skills

Technology & Digital Business

1	25MB61T1	TECH SECTOR STRATEGY & DIGITAL PLATFORMS	TSDP	PE3	2	0	2	0	3	4	Employability	Provide employability skills
2	25MB62T2	AI, CLOUD & PRODUCT MANAGEMENT IN TECH FIRMS	ACPM	PE6	2	0	2	0	3	4	Employability	Provide employability skills

Healthcare & Life Sciences

1	25MB61L1	HEALTHCARE SYSTEMS & BIOPHARMA STRATEGY	HSBS	PE3	2	0	2	0	3	4	Employability	Provide employability skills
2	25MB62L2	HEALTHTECH, MEDTECH & DIGITAL HEALTHCARE	HMDH	PE6	2	0	2	0	3	4	Employability	Provide employability skills

Manufacturing & Industry 4.0

1	25MB61I1	MANUFACTURING & SUPPLY CHAINS	MSC	PE3	2	0	2	0	3	4	Employability	Provide employability skills
2	25MB62I2	MANUFACTURING FOR INDUSTRY 4.0	MFI	PE6	2	0	2	0	3	4	Employability	Provide employability skills

e-Commerce & Retail

1	25MB61R1	RETAIL & FMCG BUSINESS MODELS	RFBM	PE3	2	0	2	0	3	4	Employability	Provide employability
---	----------	-------------------------------	------	-----	---	---	---	---	---	---	---------------	-----------------------

MAPPING OF COURSE OUTCOMES WITH PROGRAM OUTCOMES (POs)

S.NO	Course Code	Course Title	# CO	Description of Course Outcomes (COs)	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
1	25MB5101	Corporate Management & Behavioural Dynamics	CO1	Explain foundational concepts of OB and apply motivation & EI theories to workplace cases	3				2	
			CO2	Analyse group dynamics, conflict management, and organizational culture practices	3				2	
			CO3	Evaluate leadership theories and apply appropriate styles to case scenarios	3				2	
			CO4	Assess contemporary leadership approaches for digital, inclusive, and ethical organizations	1				2	
			CO5	Solve structured case studies and exercises on OB and leadership challenges	1				2	
2	25MB5102	Managerial Economics	CO1	Explain micro and macroeconomic principles relevant to managerial decisions		3				
			CO2	Apply production, cost, and pricing concepts to analyse firm-level decisions				3		
			CO3	Analyse competition & market structures to assess business strategy implications			3			
			CO4	Evaluate the impact of global trade, FDI, and exchange rates on business performance			3			
3	25MB5103	Financial Accounting & Corporate Finance	CO1	Prepare and interpret financial statements under IndAS/IFRS and evaluate working capital efficiency	2					
			CO2	Apply time value of money and compute capital budgeting decisions with WACC and CAPM		2				
			CO3	Analyse company valuation using DCF and relative valuation methods including ESG factors				3		
			CO4	Build decision-support dashboards and models to assist CFO-level strategic decisions				3		
			CO5	Perform end-to-end financial modeling, valuation, and scenario analysis using spreadsheets and Python						

			CO6	Demonstrate proficiency in Excel-based financial modeling and Power BI dashboards aligned with industry certifications					3	
4	25MB5104	Marketing Management	CO1	Explain foundational marketing concepts and analyse business environments using marketing frameworks	1		3			
			CO2	Apply STP framework to evaluate target markets and design positioning strategies	1		2			
			CO3	Analyse marketing mix decisions and apply frameworks to real-world business cases	1		2			
			CO4	Evaluate contemporary marketing practices including digital, influencer, and sustainable marketing	1					
			CO5	Solve marketing case studies and simulations related to STP, branding, and marketing mix	1					
5	25MB5105	Foundations of Business Analytics	CO1	Apply descriptive statistics and visualize datasets using business tools	1	2				
			CO2	Analyse probability distributions and perform hypothesis testing for business problems	1			2		
			CO3	Build and interpret regression models to forecast and explain business metrics	1			2		
			CO4	Demonstrate applications of analytics across business domains through cases	1			2		
			CO5	Conduct hands-on labs in R/Python/Tableau for data visualization and regression	1			2		
			CO6	Attain proficiency in an industry-standard analytics tool through certification/project	1			2		
6	25MB5106	Technology & Data Fluency for Managers	CO1	Use Python for basic data manipulation and visualization	1		2			
			CO2	Apply Python to simple business analytics tasks		2	3			
			CO3	Explain emerging technologies (AI, Blockchain, IoT, AR/VR, Quantum) and their business applications				3	1	
			CO4	Demonstrate awareness of enterprise cloud & SaaS platforms (ERP, CRM, BI, Collaboration)				1		2

			CO5	Evaluate the impact of blockchain, quantum computing, AI, and AR/VR across various domains.		2		3		
7	25UC5102	Design Thinking & Innovation Lab	CO1	Conduct human-centred research and create user personas	1					
			CO2	Define and frame problems using structured design thinking tools		2				
			CO3	Generate and prioritize innovative ideas using divergent/convergent thinking frameworks			2			
			CO4	Prototype and test solutions through iteration and user feedback						3
8	25MB5207	Data Engineering & Visualization for Managers	CO1	Explain ETL/ELT processes and data architecture in business contexts	2			3		
			CO2	Analyse data quality and apply integration frameworks to business data		1		2		
			CO3	Design effective dashboards using visualization best practices				1	2	
			CO4	Evaluate business problems and build visualization-driven decision frameworks		1		2		
			CO5	Solve case-based tutorials on data pipelines and visualization strategies				1		2
9	25MB5208	Operations & Supply Chain Management	CO1	Explain operations management principles and apply process design frameworks	1	2				
			CO2	Analyse work study, work sampling and statistical quality control		1		2		
			CO3	Apply forecasting, planning and optimization tools in SCM	1			2		
			CO4	Evaluate contemporary SCM practices including warehousing and logistics	1		2			
			CO5	Demonstrate hands-on ability in SCM simulations and models				1		2
10	25MB5209	Human Resource Management &	CO1	Understand scope and functions of HRM in a data-driven environment	1				2	

		People Analytics	CO2	Analyse HR processes such as training, appraisal and compensation		1				2
			CO3	Apply statistical techniques for descriptive HR analytics				2	3	
			CO4	Apply diagnostic HR analytics using statistical tools		1		2		
			CO5	Apply analytics across various HR functions				2		3
11	25MB5210	Consumer Behaviour & Marketing Analytics	CO1	Explain fundamentals of consumer behaviour	1				3	
			CO2	Analyse psychological determinants of consumer behaviour		1		2		
			CO3	Examine social and cultural influences on consumers	1		2			
			CO4	Apply consumer behaviour models to buying decisions		1			2	
			CO5	Use marketing analytics techniques for consumer insights		1		2		
12	25MB5211	FinTech & Financial Analytics	CO1	Prepare and analyse structured financial datasets	1			2		
			CO2	Build predictive models for financial risk analytics		1		2		
			CO3	Design FinTech solutions and applications	1					1
			CO4	Evaluate governance, ethics and compliance in FinTech			2		1	
			CO5	Implement financial analytics pipelines				2		3
13	25MB5212	Business Research Methodology	CO1	Identify and frame business research problems	1	2				
			CO2	Apply qualitative and quantitative research methods		2		3		
			CO3	Analyse data using statistical tools		2		1		
			CO4	Prepare and present structured research reports					1	2
			CO5	Demonstrate ethics and academic integrity in research			3		2	
14	25MB5213	Entrepreneurship for MSMEs & Start-ups	CO1	Understand fundamentals of entrepreneurship and MSME ecosystem	3					2
			CO2	Create feasible business models and venture plans		2		2		
			CO3	Analyse MSME policies and government schemes	1				2	
			CO4	Analyse scaling, sustainability and risk strategies			3			2
15	25MB5214	Sustainability, ESG & Green Finance	CO1	Explain ESG concepts and global frameworks	1		3			
			CO2	Analyse ESG reporting frameworks and disclosures		1			3	
			CO3	Apply green finance tools for sustainability evaluation			2	3		

			CO4	Critically evaluate ESG risks and controversies			2		3	
			CO5	Solve ESG and green finance case studies		2				3
16	25MB6115	Transformational Leadership & the Future of Work	CO1	Explain transformational leadership principles and apply them to VUCA business contexts	1					3
			CO2	Analyse organizational change using established change leadership frameworks		1				2
			CO3	Apply leadership strategies for managing hybrid work, reskilling, and workforce transformation				1		2
			CO4	Evaluate contemporary challenges in future leadership including ESG, AI, and disruption			1		2	
			CO5	Solve structured case studies on transformational leadership and workforce change		1				3
17	25MB6116	Strategic Management	CO1	Apply advanced strategic frameworks (Blue Ocean, dynamic capabilities, balanced scorecard) to complex problems		1		3		
			CO2	Evaluate business models & disruptive innovation cases across industries	1	2				
			CO3	Formulate and defend strategic transformation plans for organizations					2	3
			CO4	Analyse and present solutions to live cases and simulations				1		2
18	25MB6117	International Business	CO1	Understand the concepts, scope, and drivers of international business and globalization.	1	2				
			CO2	Analyse international trade and investment theories and interpret the role of global economic institutions (WTO, IMF, World Bank).	1	2				
			CO3	Analyse various international market entry strategies and compare global business strategies used by multinational firms.	2			3		

			CO4	Analyse cross-cultural management models to manage diverse global teams and business situations, foreign exchange mechanisms, currency risks, and the global financial environment and international operations.					1	2
19	25MB6218	Business Law, Ethics & Corporate Governance	CO1	Explain fundamental legal principles relevant to business operations	2				1	
			CO2	Apply corporate & regulatory frameworks to assess business compliance		2			1	
			CO3	Analyse ethical dilemmas and corporate scandals to extract managerial lessons			3		1	
			CO4	Evaluate governance structures and ESG practices in corporations	2		3			
20	25MB61F1	Advanced Corporate Finance & Valuation	CO 1	Apply advanced DCF, APV, and real options techniques in complex valuation settings		2		3		
			CO2	Analyse multiples and EVA-based approaches to identify mispricing and drivers of firm value		2		3		
			CO3	Evaluate financing decisions, payout policies, and restructuring strategies for maximizing shareholder value	1	2				
			CO4	Perform valuation of distressed firms, private companies, and startups incorporating ESG factors			1	2		
			CO5	Solve applied valuation cases and critique peer models through structured tutorials				1	2	
21	25MB61F2	Investment Analysis and Portfolio Management	CO 1	Differentiate major asset classes and evaluate their performance metrics in domestic and global markets	1	2				
			CO2	Apply MPT, CAPM, and multi-factor models to construct and analyse efficient portfolios		1		2		
			CO3	Analyse active investment strategies, market anomalies, and risk budgeting techniques for portfolio optimization		1		2		
			CO4	Design globally diversified, ESG-integrated portfolios and draft investment policy statements			1		2	

			CO5	Solve case studies and simulation-based exercises on portfolio construction and critique peer strategies				1		2
22	25MB62F3	M&A, LBO and Deal Modeling	CO1	Explain and analyse strategic rationales and structures of M&A transactions	1	2				
			CO2	Apply M&A valuation frameworks and assess deal synergies, premiums, and accretion/dilution		1		2		
			CO3	Build leveraged buyout models and evaluate returns under varying deal structures				2		
			CO4	Construct integrated deal models and analyse post-merger integration implications	1					2
			CO5	Demonstrate proficiency in Excel-based M&A, LBO, and deal modeling through hands-on projects				1	2	
23	25MB62F4	Risk Management, Derivatives and FinTech Applications	CO1	Explain different categories of financial risk and apply frameworks to measure & manage them	1	2				
			CO2	Analyse and apply derivative instruments for hedging, speculation, and structured finance		1		2		
			CO3	Evaluate the role of FinTech innovations (AI, blockchain, RegTech) in financial risk management				1	2	
			CO4	Critically assess integrated risk cases and develop enterprise risk frameworks		1				3
			CO5	Demonstrate proficiency in risk analytics tools (Python for risk modeling, Tableau/Power BI for dashboards) aligned with certifications				1	2	
24	25MB61M1	Brand Strategy & Positioning	CO1	Explain brand concepts and evaluate brand equity using established frameworks	1	3				
			CO2	Apply positioning frameworks to design perceptual maps and reposition strategies		2		3		
			CO3	Analyse brand strategies including extensions, co-branding, and architecture decisions	1	3				
			CO4	Evaluate contemporary challenges like digital-first branding and ESG-driven storytelling			3		2	

			CO5	Solve case studies and simulations on brand positioning, crisis management, and digital branding				2		3
25	25MB61M2	Services Marketing	CO1	Understand the nature, characteristics, classification, and growing role of services in the Indian economy, along with the challenges in marketing services.	1	2				
			CO2	Analyse the extended Services Marketing Mix (7Ps), service encounters, consumer expectations, and service quality models including the GAPs model.		2		3		
			CO3	Evaluate relationship marketing strategies, customer profitability segments, and methods to strengthen long-term customer relationships in service contexts.	2				3	
			CO4	Apply service recovery techniques, service guarantees, service blueprinting, and physical evidence (services cape) strategies to enhance customer experience.				2		1
			CO5	Analyse appropriate pricing, service delivery, demand–supply management, and promotional strategies including technology-enabled service delivery systems.		1		2		
26	25MB62M3	Performance Marketing & Growth Analytics	CO1	Explain performance marketing concepts and evaluate campaign effectiveness using key metrics		1		2		
			CO2	Apply growth marketing frameworks (AARRR, CRO, viral loops) to business cases	3	1				
			CO3	Analyse campaign performance using digital analytics dashboards and optimization metrics		1		2		
			CO4	Evaluate contemporary performance marketing trends including programmatic, AI, and privacy-first strategies				2	3	
			CO5	Solve structured tutorials on campaign analysis, A/B testing, and growth playbooks				2		1
27	25MB62M4	Digital Marketing	CO1	Explain the foundational concepts and evolution of digital marketing and online consumer behaviour.	3	2				
			CO2	Apply SEO and website optimization techniques to increase visibility and search ranking.		2		1		

			CO3	Demonstrate the use of PPC and social media advertising tools to attract and engage customers.				2	2		
			CO4	Analyse content, email marketing, and analytics tools to measure campaign effectiveness.		3		2			
			CO5	Evaluate integrated digital marketing strategies, including AI, automation, and ethical practices, for business growth.	1				3		
28	25MB61S1	Lean Six Sigma & Continuous Improvement	CO1	Explain the principles of Lean thinking, Toyota Production System (TPS), Kaizen, Six Sigma fundamentals, and the DMAIC cycle.	3	2					
			CO2	Identify and analyse different types of wastes, apply 5S, Value Stream Mapping (VSM), Kanban, JIT, SMED, and Poka-Yoke techniques to improve operational efficiency.		2		3			
			CO3	Use Total Productive Maintenance, root-cause analysis tools (Fishbone, Pareto), A3 problem solving, Heijunka, and Hoshin Planning for structured continuous improvement.					3		1
			CO4	Analyse real-world Lean and Six Sigma implementations through case studies such as Toyota, Dell, GE, and Amazon to derive best practices for process excellence.	3	2					
			CO5	Solve structured case studies & simulations on Lean Six Sigma and continuous improvement					3		1
29	25MB61S2	Supply Chain Design & Analytics	CO1	Apply supply chain network design models for facility and capacity decisions	1				2		
			CO2	Analyse supply chain trade-offs and evaluate sourcing and transportation strategies	1	2					
			CO3	Use optimization and simulation models to support supply chain decision-making		2			3		
			CO4	Evaluate applications of big data, predictive analytics, and risk management in supply chains					2	3	
			CO5	Solve case-based tutorials on network optimization, trade-offs, and SCM risk management		1					2

30	25MB62S3	Inventory & Warehouse Management	CO1	Explain materials concepts and apply supplier management concepts	1	2				
			CO2	Analyse inventory management systems as ABC analysis, EOQ		2		3		
			CO3	Apply e-commerce fulfilment strategies using OMS, WMS, and reverse logistics frameworks	2			3		
			CO4	Evaluate digital logistics innovations and risk management practices		1			3	
			CO5	Demonstrate ability to design logistics and fulfilment solutions using simulations and case projects				3		2
31	25MB62S4	Industry 4.0, IoT & Smart Manufacturing	CO1	Explain Industry 4.0 concepts and evaluate smart factory models	3	2				
			CO2	Apply IoT frameworks for predictive maintenance, asset tracking, and energy optimization		1		2		
			CO3	Analyse MES, ERP integration, and digital twin applications in manufacturing		1		2		
			CO4	Evaluate future manufacturing trends including robotics, 3D printing, and sustainability	2		1			
			CO5	Demonstrate hands-on ability with IoT dashboards, MES/ERP demos, and digital twin prototypes				1		2
32	25MB61H1	Workforce Analytics & Evidence-based HR	CO1	Apply evidence-based HR principles to workforce decision-making	1	2				
			CO2	Analyse workforce analytics cases such as attrition, engagement, and DEI		1			1	
			CO3	Apply predictive and advanced analytics methods to workforce data		2		1		
			CO4	Evaluate ethical and strategic challenges in workforce analytics applications			1		2	
			CO5	Solve structured tutorials on workforce analytics cases and EBM frameworks		1				2
33	25MB61H2	Agile HR and Employee Experience	CO1	Explain the core principles of Agile HR in modern business environments.	3	2				
			CO2	Illustrate the application of agile practices in various HR functions such as recruitment and performance.	3			2		

			CO3	Analyse agile HR strategies in organizational culture, learning systems, and leadership practices.		1				2
			CO4	Analyse employee experience across the employee lifecycle and design experience enhancement strategies.		2			2	
			CO5	Solve case tutorials on Agile HR, Agile Organization Design and Transformation, and Employee experience		3				2
34	25MB62H3	Talent Strategy, Org Design & People Ops	CO1	Apply talent strategy frameworks to align people with business needs	2	1				
			CO2	Analyse organizational design models and evaluate digital-age structures		2		3		
			CO3	Demonstrate ability to design People Ops delivery models and employee experience strategies				1		2
			CO4	Evaluate contemporary challenges in org design, DEI, gig workforce, and reskilling		1			2	
			CO5	Design HR dashboards, org modeling prototypes, and People Ops interventions				1		3
35	25MB62H4	AI-Driven HR & People Risk Management	CO1	Apply AI techniques to automate and enhance HR processes such as hiring and onboarding	2			1		
			CO2	Analyse applications of AI in workforce planning, employee engagement, performance management, and learning		2		1		
			CO3	Apply people risk frameworks and predictive analytics to workforce risks		2		1		
			CO4	Evaluate ethical, legal, and governance challenges of AI in HR		2			1	
			CO5	Demonstrate proficiency in AI-enabled HR tools, risk dashboards, and responsible AI practices				2		1
36	25MB61E1	New Venture Creation & Business Models	CO1	Explain startup lifecycle stages and ecosystems supporting venture creation	1	2				
			CO2	Apply business model frameworks to analyze and design innovative models		2		1		

			CO3	Analyze scaling strategies, including network effects and monetization models	1	2				
			CO4	Evaluate business model pivots and stress-testing approaches		1			3	
			CO5	Solve structured case studies and exercises on venture creation & business models		1				2
37	25MB61E2	Entrepreneurial Finance & Term Sheets	CO1	Explain funding stages, valuation basics, and sources of entrepreneurial finance	1	2				
			CO2	Analyze term sheets and apply negotiation strategies for founders		1			2	
			CO3	Apply cap table modeling and dilution analysis to startup ownership		1		2		
			CO4	Evaluate exit strategies and advanced financing options for ventures	1		2			
			CO5	Solve structured tutorials on valuation, cap tables, and negotiation cases				1	2	
38	25MB62E3	Product Management & Agile for Founders	CO1	Apply product-market fit frameworks to validate venture products	2	1				
			CO2	Demonstrate Agile execution and lean prioritization methods		1			1	
			CO3	Analyze product requirements and feature prioritization in startup contexts	1	2				
			CO4	Evaluate product scaling strategies using growth metrics and tools		1		2		
			CO5	Build sprint boards, prototypes, and product scaling dashboards using Agile tools				1	2	
39	25MB62E4	Scaling, GTM & Growth Hacking	CO1	Design go-to-market strategies for venture scaling	1	2				
			CO2	Analyze growth hacking frameworks and viral mechanisms		1		2		
			CO3	Apply digital growth tools (HubSpot, GA, Mixpanel) to optimize funnels				1	2	

			CO4	Evaluate scaling playbooks and founder-led growth strategies	1	2				
			CO5	Demonstrate ability to execute GTM dashboards, run growth experiments, and use digital growth tools				1	2	
40	25MB61A1	Advanced Business Analytics for Managers	CO1	Explain the foundational concepts of databases, SQL–NoSQL differences, normalization, and SQL/PL-SQL operations.	1	2				
			CO2	Apply SQL commands, clauses, joins, and database manipulation techniques using XAMPP Server and Python integration.				1	2	
			CO3	Perform data import, scraping, cleaning, wrangling, transformation, and validation using Python and appropriate statistical techniques.		1		2		
			CO4	Analyze datasets using multivariate predictive models including regression, mediation, moderation, factor analysis, reliability tests, clustering, and recommendation systems.		1		2		
			CO5	Develop prescriptive models using linear programming, integer programming, network analysis, simulations, and basic NLP techniques.		1		2		
41	25MB61A2	Econometric Models for Business Strategy	CO1	Understand the components of time-series data and differentiate between qualitative and quantitative forecasting methods, including evaluation metrics.	1	2				
			CO2	Apply Ordinary Least Squares (OLS) and Limited Dependent Variable (LDV) models such as Logit, Probit, and Tobit to estimate and interpret regression outcomes.		1		2		
			CO3	Analyze univariate time-series models such as ARIMA, ARCH–GARCH family models, and MIDAS models to evaluate stationarity, volatility, and predictive performance.		1		2		

			CO4	Examine multivariate time-series techniques including VAR, VECM, ARDL, and cointegration tests (Engle–Granger, Johansen) to understand dynamic relationships among variables.		1		2		
			CO5	Analyze panel data regression models using pooled, fixed-effects, and random-effects techniques, and assess assumptions such as serial correlation, heteroscedasticity, and cross-sectional dependency.		1		2		
42	25MB62A3	Machine Learning for Business Applications	CO1	Explain the concepts, types, and frameworks of Machine Learning, including supervised, unsupervised, semi-supervised, reinforcement, and evolutionary learning, using the CRISP-ML(Q) methodology.	1	2				
			CO2	Apply various feature engineering techniques including transformation, encoding, scaling, feature selection, and feature extraction to prepare high-quality datasets for machine learning models.		1		2		
			CO3	Analyze and compare supervised learning models—both regression and classification—using appropriate performance metrics, hyperparameter tuning, boosting, and stacking techniques.		1		2		
			CO4	Examine unsupervised learning techniques such as clustering, association rule mining (Apriori, FP-Growth, ECLAT), and dimensionality reduction (PCA) for identifying patterns in data.		1		2		
			CO5	Analyze reinforcement learning approaches, including model-based (value and policy iteration) and model-free (Q-Learning, SARSA) algorithms, for optimal decision-making in dynamic environments.		1		2		
43	25MB62A4	Applied Deep Learning And Generative AI	CO1	Explain the foundational concepts of Deep Learning, including perceptions, multi-layer perceptions, activation functions, and Artificial Neural Networks (ANN).	1	2				
			CO2	Apply deep learning architectures such as CNNs, RNNs, and LSTMs to solve problems related to images, speech, language modeling, and time-series forecasting.		1		2		

			CO3	Analyze the structure, functioning, and types of Generative AI systems, including Large Language Models (LLMs), open-source and commercial models, prompting methods, and Retrieval-Augmented Generation (RAG).		1		2		
			CO4	Examine various generative frameworks such as Transformers, GANs, and Diffusion Models to understand their role in generating text, images, and multimodal content.		1		2		
			CO5	Evaluate AI applications by integrating LLMs with Streamlit and Python, using UI components, user-input widgets, and backend model integration.				1	2	
44	25MB61C1	Competitive Strategy & Game Theory	CO1	Explain key competitive strategy frameworks and basics of game theory	1	2				
			CO2	Apply game theory models (Bertrand, Cournot, Nash equilibrium) to competitive contexts		2		1		
			CO3	Analyze cooperative and non-cooperative strategic interactions among firms	1	2				
			CO4	Solve and present competitive strategy cases and simulations		2		1		
45	25MB61C2	Corporate Strategy & Ecosystems	CO1	Explain corporate-level strategy tools and portfolio management frameworks	1	2				
			CO2	Apply alliance and ecosystem frameworks to global and Indian case studies	1				2	
			CO3	Analyze digital platform-based ecosystems and their competitive dynamics		1		2		
			CO4	Solve corporate ecosystem cases and design simulated strategies		1		2		
46	25MB62C3	Digital Transformation Strategy	CO1	Explain digital transformation frameworks and maturity models	1	2				
			CO2	Apply knowledge of emerging tech (AI, cloud, IoT, blockchain) to strategic contexts	1			2		

			CO3	Evaluate successful digital transformation cases (DBS, Domino's, Tesla, Netflix, Jio, Ant Financial, Microsoft) to identify best practices and strategic insights.		1			2	
			CO4	Analyze digital operating models and execution challenges		1		2		
			CO5	Design and simulate digital transformation roadmaps for firms				1	2	
47	25MB62C4	Org Design, Change & Turnaround	CO1	Explain classical and contemporary organization design theories and describe functional, divisional, matrix, network, and digital-era structures including agile squads, tribes, and holacracy.	1	2				
			CO2	Analyze the effectiveness of modern organization designs using real-world cases		1			2	
			CO3	Apply change management frameworks (Lewin's 3-Step, Kotter's 8-Step, ADKAR)					1	2
			CO4	Analyze distress signals—financial, operational, and cultural—and assess turnaround stages and frameworks		1		2		
			CO5 (Skill)	Design, simulate, and defend a turnaround/OD plan for a real or simulated company				1		2
48	25MB61B1	BFSI & Financial Services Strategy	CO1	Explain the structure of banking systems and payment mechanisms	1	2				
			CO2	Analyze financial markets and evaluate NBFC and investment products	1	2				
			CO3	Apply insurance and risk principles to assess products		2		1		
			CO4	Evaluate BFSI strategies under regulatory frameworks (RBI, SEBI, IRDAI)	2		1			
			CO5	Demonstrate practical BFSI analysis through case reports and applied projects		1		2		1
49	25MB62B2	FinTech, Digital Payments & Risk	CO1	Explain digital banking models, UPI, CBDCs, and blockchain-based payments	1	1				

		Management	CO2	Apply digital financial services platforms in trading, robo-advisory, and lending		1		2		
			CO3	Analyze InsurTech innovations and evaluate AI-driven underwriting/claims processes		1		2		
			CO4	Evaluate RiskTech and RegTech applications for compliance and fraud prevention		1	2			
			CO5	Demonstrate hands-on FinTech, InsurTech, and RegTech tools via labs and prototypes				1	2	
50	25MB61P1	Management Consulting Frameworks	CO1	Explain consulting industry roles, engagement lifecycle, and consulting types	1	2				
			CO2	Apply structured problem-solving frameworks (MECE, SWOT, PESTLE, Porter's) to cases		1		2		
			CO3	Analyze strategy/operations problems using consulting tools and methodologies	2	1				
			CO4	Develop client-ready deliverables with effective communication & data visualization				2	1	
			CO5	Demonstrate ability to solve real consulting cases through applied projects		1				2
51	25MB62P2	Digital & Tech Consulting Practices	CO1	Explain the scope of digital and tech consulting in enterprise transformation	2	1				
			CO2	Apply ERP frameworks (SAP, Oracle, Dynamics) to simulate business functions				1	2	
			CO3	Analyze CRM platforms for customer engagement and decision support		1		2		
			CO4	Evaluate IT advisory and risk consulting practices in digital strategy	1		1			
			CO5	Demonstrate ERP/CRM consulting skills through advisory project labs				2		2
52	25MB61T1	Tech Sector Strategy & Digital	CO1	Explain global tech sector structures, SaaS and platform business models	1	2				

		Platforms	CO2	Apply SaaS metrics (ARR, churn, CAC, LTV) to real company data		1		2		
			CO3	Analyze platform economics and competitive dynamics across tech ecosystems	1	1				
			CO4	Evaluate regulatory and policy implications for tech firms			1		2	
			CO5	Demonstrate practical analysis of SaaS/platform cases via applied projects				1		2
53	25MB62T2	AI, Cloud & Product Management in Tech Firms	CO1	Explain AI adoption and use cases in SaaS and product firms	1			2		
			CO2	Apply cloud computing models to simulate enterprise use cases		1		2		
			CO3	Analyze product management frameworks and apply Agile metrics		1				2
			CO4	Evaluate AI-Cloud integration strategies for competitive advantage	1		2			
			CO5	Demonstrate Agile sprint execution in product management labs					1	2
54	25MB61L1	Healthcare Systems & Biopharma Strategy	CO1	Explain healthcare systems, delivery models, and hospital operations	1	2				
			CO2	Analyze pharmaceutical & biopharma value chains and strategies	1	2				
			CO3	Apply MedTech & diagnostic knowledge to real-world case scenarios		1		2		
			CO4	Evaluate healthcare policy and regulatory frameworks across geographies			1		2	
			CO5	Demonstrate integrated analysis of hospital, pharma, and MedTech strategies via capstone project				1		2
55	25MB62L2	HealthTech, MedTech & Digital Healthcare	CO1	Explain digital healthcare systems, telemedicine, and EHR platforms	1			2		
			CO2	Apply wearable & IoT-enabled health technologies in patient monitoring scenarios		1		2		
			CO3	Analyze AI-driven healthcare use cases in diagnostics and predictive analytics		1		2		

			CO4	Evaluate MedTech innovations under regulatory and ethical frameworks			1		2	
			CO5	Demonstrate telemedicine/wearable health tech prototype through applied labs				1		2
56	25MB6211	Manufacturing & Supply Chains	CO1	Explain types of manufacturing systems and operational planning approaches	1	2				
			CO2	Apply supply chain frameworks to analyze logistics and distribution strategies		2		1		
			CO3	Analyze sector-specific manufacturing strategies (auto, FMCG, pharma)	1	2				
			CO4	Evaluate risk, resilience, and sustainability in global supply chains			1		2	
			CO5	Demonstrate end-to-end sectoral supply chain analysis through applied projects				1		2
57	25MB6212	Manufacturing for Industry 4.0	CO1	Explain Industry 4.0 concepts, IoT, CPS, and digital twins	2			1		
			CO2	Apply robotics and AI tools to analyze manufacturing automation		2		1		
			CO3	Analyze ERP & MES integration in smart manufacturing systems	2	1				
			CO4	Evaluate sustainable and green manufacturing technologies			1		3	
			CO5	Demonstrate smart factory prototyping through IoT/ERP applied labs				2		1
58	25MB61R1	Retail & FMCG Business Models	CO1	Explain retail formats, channel structures, and store/FMCG unit economics	2	1				
			CO2	Apply category, assortment, planogram, and pricing architectures to improve mix & margin		1		2		
			CO3	Analyze demand, replenishment, and store operations for service level & shrink control		1		2		
			CO4	Evaluate RTM choices and omni readiness for FMCG ↔ modern trade partnerships	2				1	

			CO5	Build a category plan & store P&L using real-world retail math and POS-like data				2		1
59	25MB61R2	E-Commerce & Digital Consumer Strategy	CO1	Explain e-commerce models, unit economics, and KPI frameworks (CAC/LTV, CVR, AOV, repeats)	1	2				
			CO2	Apply digital merchandising & conversion practices to improve discovery and PDP performance		1		2		
			CO3	Analyze fulfilment/logistics & CX operations to meet SLAs and lower cost-to-serve	1	3				
			CO4	Evaluate omni-channel & growth levers; design scalable launch plans for D2C/marketplace	2				1	
			CO5	Build an e-com P&L and conversion dashboard; run scenario analyses				1		2
60	25MB61N1	Energy & Infrastructure Systems	CO1	Explain the structure of global energy and infrastructure systems	2	1				
			CO2	Analyze oil & gas sector value chains and conventional energy economics	2	1				
			CO3	Apply renewable energy models to assess project viability			1	2		
			CO4	Evaluate risks, sustainability, and climate transitions in energy systems			1		2	
			CO5	Demonstrate integrated energy analysis via applied projects and case studies				1		2
61	25MB62N2	Green Energy & Carbon Markets	CO1	Explain renewable energy scaling models and business structures	1	2				
			CO2	Apply EV and storage frameworks to analyze infrastructure & adoption		1		2		
			CO3	Analyze carbon markets, trading mechanisms, and climate finance tools			2	1		
			CO4	Evaluate future climate-tech solutions for sustainability transitions			1		2	
			CO5	Demonstrate applied projects in renewable energy and carbon trading simulations				1		2
62	25MB61U1	Agribusiness & Food Systems:	CO1	Explain end-to-end agri-food value chains and procurement systems	1	2				

		Value Chains and Markets	CO2	Apply commodity pricing & risk models to real datasets		1		2		
			CO3	Analyze post-harvest & processing systems for yield, quality, and cost	2	1				
			CO4	Evaluate cold-chain & RTM designs for perishables			1		2	
			CO5	Build commodity-specific value chain & market models using real/synthetic data				1		2
63	25MB62U2	FoodTech, AgriTech & Traceability Systems	CO1	Explain Food- Tech/Agri-Tech innovations and their impact on business & sustainability	1		1			
			CO2	Apply precision-agri techniques to improve farm-level efficiency		2		2		
			CO3	Analyze cold-chain design & compliance frameworks for risk mitigation		2			1	
			CO4	Develop digital traceability & sustainability plans with system artifacts			2	1		
64	25IE50N0	Summer Internship Program (SIP)	CO1	Apply management concepts from Sem 1 in solving real business problems	2	1				
			CO2	Analyze industry workflows, data, and managerial challenges		1		2		
			CO3	Demonstrate effective teamwork, communication, and corporate professionalism					1	2
			CO4	Deliver a structured internship project report with actionable insights		1			2	
			CO5	Reflect on personal career readiness and skill development through internship	2					1
65	25MBIE01	Management Research Project/Industry Residency	CO1	Diagnose real-world industry problems using consulting frameworks		1		2		
			CO2	Apply cross-functional knowledge (finance, strategy, analytics, HR, ops, marketing) in solving business challenges	1	2				

Program Articulation Matrix (Mapping of Courses with POs)

S. NO	COURSE CODE	COURSE TITLE	Bucket	L	T	P	S	CR	CH	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
1	25MB5102	MANAGERIAL ECONOMICS	PCC	2	1	0	0	3	3	3				2	
2	25MB5103	FINANCIAL ACCOUNTING AND CORPORATE FINANCE	PCC	3	0	2	2	4.5	7		2		3		
3	25UC5102	DESIGN THINKING AND INNOVATION LAB	PCC	0	0	2	0	1	2			2			3
4	25MB5211	FINTECH AND FINANCIAL ANALYTICS	PCC	3	0	2	0	4	5	1			2		
5	25MB5212	BUSINESS RESEARCH METHODOLOGY	PCC	1	0	2	0	2	3		3		2		
6	25MB5214	SUSTAINABILITY, ESG & GREEN FINANCE	PCC	2	1	0	0	3	3			3		2	
7	25MB6115	TRANSFORMATIONAL LEADERSHIP & THE FUTURE OF WORK	PCC	2	1	0	0	3	3		2				3
8	25MB6116	STRATEGIC MANAGEMENT	PCC	2	1	0	0	3	3		2				3
9	25MB6117	INTERNATIONAL BUSINESS	PCC	2	1	0	0	3	3	2	3				
10	25MB6218	BUSINESS LAW, ETHICS & CORPORATE GOVERNANCE	PCC	2	1	0	0	3	3			3		2	
11	25MB5104	MARKETING MANAGEMENT	FCC	2	1	0	0	3	3	3		2			
12	25MB5105	FOUNDATIONS OF BUSINESS ANALYTICS	FCC	3	1	2	2	5.5	8	1			2		
13	25MB5101	CORPORATE MANAGEMENT AND BEHAVIOURAL DYNAMICS	FCC	2	1	0	0	3	3	2				1	
14	25MB5106	TECHNOLOGY AND DATA FLUENCY FOR MANAGERS	FCC	2	1	2	0	4	5			2	3		
15	25MB5207	DATA ENGINEERING & VISUALIZATION FOR MANAGERS	FCC	3	0	2	0	4	5		2		3		
16	25MB5208	OPERATIONS & SUPPLY CHAIN MANAGEMENT	FCC	3	1	0	0	4	4	1			2		
17	25MB5209	HUMAN RESOURCE MANAGEMENT AND PEOPLE ANALYTICS	FCC	2	0	2	0	3	4				1		2

18	25MB5210	CONSUMER BEHAVIOUR & MARKETING ANALYTICS	FCC	2	0	2	0	3	4		2			3	
19	25MB5213	ENTREPRENEURSHIP FOR MSMES AND START-UPS	FCC	2	1	0	0	3	3	1					2
20	25MB61F1	ADVANCED CORPORATE FINANCE & VALUATION	PE1	2	1	0	0	3	3		1		2		
21	25MB61F2	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	PE2	2	1	0	0	3	3		1		2		
22	25MB62F3	M&A, LBO AND DEAL MODELING	PE4	2	0	2	0	3	4	1			2		
23	25MB62F4	RISK MANAGEMENT, DERIVATIVES AND FINTECH APPS	PE5	2	0	0	4	3	6		2		1		
24	25MB61M1	BRAND STRATEGY & POSITIONING	PE1	2	1	0	0	3	3		2		1		
25	25MB61M2	SERVICES MARKETING	PE2	2	1	0	0	3	3		1		2		
26	25MB62M3	PERFORMANCE MARKETING & GROWTH ANALYTICS	PE4	2	0	2	0	3	4		2		1		
27	25MB62M4	DIGITAL MARKETING	PE5	2	0	0	4	3	6		1		2		
28	25MB61S1	LEAN, SIX SIGMA & CONTINUOUS IMPROVEMENT	PE1	2	1	0	0	3	3		2		3		
29	25MB61S2	SUPPLY CHAIN DESIGN & ANALYTICS	PE2	2	1	0	0	3	3	1			2		
30	25MB62S3	INVENTORY & WAREHOUSING MANAGEMENT	PE4	2	0	2	0	3	4	1	2				
31	25MB62S4	INDUSTRY 4.0, IOT & SMART MANUFACTURING	PE5	2	0	0	4	3	6	1			2		
32	25MB61H1	WORKFORCE ANALYTICS & EVIDENCE-BASED HR	PE1	2	0	2	0	3	3	1			2		
33	25MB61H2	AGILE HR AND EMPLOYEE EXPERIENCE	PE2	2	1	0	0	3	3		1				2
34	25MB62H3	TALENT STRATEGY, ORG DESIGN & PEOPLE OPS	PE4	2	1	0	0	3	4		1				2
35	25MB62H4	AI-DRIVEN HR AND PEOPLE RISK MANAGEMENT	PE5	2	0	0	4	3	6		2		1		
36	25MB61E1	NEW VENTURE CREATION & BUSINESS MODELS	PE1	2	1	0	0	3	3	1	2				
37	25MB61E2	ENTREPRENEURIAL FINANCE & TERM SHEETS	PE2	2	1	0	0	3	3	1			2		

38	25MB62E3	PRODUCT MANAGEMENT & AGILE FOR FOUNDERS	PE4	2	0	2	0	3	4		1			2	
39	25MB62E4	SCALING, GTM & GROWTH HACKING	PE5	2	0	0	4	3	6		1		2		
40	25MB61A1	ADVANCED BUSINESS ANALYTICS FOR MANAGERS	PE1	2	0	2	0	3	3		2		1		
41	25MB61A2	ECONOMETRIC MODELS FOR BUSINESS STRATEGY	PE2	2	1	0	0	3	3		1		2		
42	25MB62A3	MACHINE LEARNING FOR BUSINESS APPLICATIONS	PE4	2	0	2	0	3	4		1		2		
43	25MB62A4	APPLIED DEEP LEARNING AND GENERATIVE AI	PE5	2	0	0	4	3	6		2		1		
44	25MB61C1	COMPETITIVE STRATEGY & GAME THEORY	PE1	2	1	0	0	3	3	2	1				
45	25MB61C2	CORPORATE STRATEGY & ECOSYSTEMS	PE2	2	1	0	0	3	3	1			2		
46	25MB62C3	DIGITAL TRANSFORMATION STRATEGY	PE4	2	0	2	0	3	4	1				2	
47	25MB62C4	ORG DESIGN, CHANGE & TURNAROUND	PE5	2	0	0	4	3	6		1			2	
48	25MB61B1	BFSI INDUSTRY & FINANCIAL SERVICES STRATEGY	PE3	2	0	2	0	3	4	1	2				
49	25MB62B2	FINTECH, DIGITAL PAYMENTS & RISK MANAGEMENT	PE6	2	0	2	0	3	4		2		1		
50	25MB61P1	MANAGEMENT CONSULTING FRAMEWORKS	PE3	2	0	2	0	3	4	2	1				
51	25MB62P2	DIGITAL & TECH CONSULTING PRACTICES	PE6	2	0	2	0	3	4	1			2		
52	25MB61T1	TECH SECTOR STRATEGY & DIGITAL PLATFORMS	PE3	2	0	2	0	3	4	1			2		
53	25MB62T2	AI, CLOUD & PRODUCT MANAGEMENT IN TECH FIRMS	PE6	2	0	2	0	3	4		2		1		
54	25MB61L1	HEALTHCARE SYSTEMS & BIOPHARMA STRATEGY	PE3	2	0	2	0	3	4	2	1				
55	25MB62L2	HEALTHTECH, MEDTECH & DIGITAL HEALTHCARE	PE6	2	0	2	0	3	4		1		2		
56	25MB61I1	MANUFACTURING & SUPPLY CHAINS	PE3	2	0	2	0	3	4		1		2		
57	25MB62I2	MANUFACTURING FOR INDUSTRY 4.0	PE6	2	0	2	0	3	4	1			2		

58	25MB61R1	RETAIL & FMCG BUSINESS MODELS	PE3	2	0	2	0	3	4		2		1		
59	25MB62R2	E-COMMERCE & DIGITAL CONSUMER STRATEGY	PE6	2	0	2	0	3	4	2	1				
60	25MB61N1	ENERGY & INFRASTRUCTURE MGMT	PE3	2	0	2	0	3	4		1	2			
61	25MB62N2	GREEN ENERGY & CARBON MARKETS	PE6	2	0	2	0	3	4			2	1		
62	25MB61U1	AGRIBUSINESS & FOOD SYSTEMS: VALUE CHAINS AND MARKETS	PE3	2	0	2	0	3	4	2	1				
63	25MB62U2	FOODTECH, AGRITECH & TRACEABILITY SYSTEMS	PE6	2	0	2	0	3	4		2	1			
64	25IE50N0	SUMMER INTERNSHIP PROGRAM	PRI	0	0	0	16	4	4	2					3
65	25MBIE01	MANAGEMENT RESEARCH PROJECT	PRI	0	0	12	0	6	12		2				3



Y25: Master of Business Administration

Category: Professional Core Courses (PCC)

25MB5102 - MANAGERIAL ECONOMICS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB5102	MANAGERIAL ECONOMICS	ME	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain micro and macroeconomic principles relevant to managerial decisions	2	PO2
CO2	Apply production, cost, and pricing concepts to analyse firm-level decisions	3	PO4
CO3	Analyse competition & market structures to assess business strategy implications	4	PO3
CO4	Evaluate the impact of global trade, FDI, and exchange rates on business performance	4	PO3

Syllabus

Foundations of Managerial Economics. Nature & scope of managerial economics Micro vs macro in business decision-making Demand, supply and market equilibrium Elasticity concepts & applications Case Uber surge pricing

Production & Cost Economics Production functions (Cobb Douglas, short vs long run) Economies of scale & scope Cost-output relationships Pricing of goods & services Case Tesla cost efficiency in EV manufacturing

Market Structures & Competition Perfect competition, monopoly, oligopoly Strategic behavior in markets (game theory basics) Pricing strategies & regulation Case: Airline competition & price wars

Global Business Economics Balance of payments & exchange rates Global trade & WTO frameworks FDI & globalization effects Emerging market dynamics Case India vs China global competitiveness

Reference Books

- 1 Managerial Economics, William F. Samuelson & Stephen Marks, 2020, Wiley.
- 2 Economics for Managers, Paul G. Farnham, 2018, Pearson.
- 3 Managerial Economics & Business Strategy, Michael Baye, 2021, McGraw Hill.
- 4 Global Business Today, Charles Hill, 2020, McGraw Hill.
- 5 International Economics, Paul Krugman & Maurice Obstfeld, 2021, Pearson.

25MB5103 - FINANCIAL ACCOUNTING AND CORPORATE FINANCE (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB5103	FINANCIAL ACCOUNTING AND CORPORATE FINANCE	FACF	R	3	0	2	2	4.5

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Prepare and interpret financial statements under IndAS/IFRS and evaluate working capital efficiency.	3	PO1, PO3
CO2	Apply time value of money and compute capital budgeting decisions with WACC and CAPM.	3	PO2, PO4
CO3	Analyse company valuation using DCF and relative valuation methods including ESG factors.	4	PO4, PO5
CO4	Build decision-support dashboards and models to assist CFO-level strategic decisions.	4	PO2, PO4
CO5	Perform end-to-end financial modeling, valuation, and scenario analysis using spreadsheets and Python.	3	PO4, PO6
CO6	Demonstrate proficiency in Excel-based financial modeling and Power BI dashboards aligned with industry certifications.	3	PO4, PO5

Syllabus

Accounting principles (IndAS/IFRS) - Double-entry system, journal/ledger, trial balance - Preparation of income statement, balance sheet, cash flow - Inventory valuation (FIFO/LIFO/Weighted Avg), depreciation methods - Working capital, accruals/deferrals

- Time value of money (NPV/IRR, annuities, perpetuities) - Risk-return trade-off, CAPM, cost of equity, WACC - Capital budgeting: free cash flows, scenario & sensitivity analysis - Capital structure (MM propositions), dividend policy.

Valuation methods: DCF, multiples (EV/EBITDA, P/E) - Comparable company & precedent transactions - IPOs, follow-on offerings, debt markets (bonds, ratings) - ESG integration into valuation.

- Spreadsheet modeling discipline - Financial ratio analysis & DuPont decomposition - Python/Power BI dashboards for financial decision-making - Case integration: EVA, performance measurement.

Reference Books

- 1 Principles of Corporate Finance., R. Brealey, S. Myers, F. Allen, 2, McGraw-Hill.
- 2 Corporate Finance, J. Berk, P. DeMarzo, 3, Pearson.
- 3 Valuation: Measuring and Managing the Value of Companies (7e), McKinsey & Co., T. Koller, et al., 7, Wiley.
- 4 Financial Accounting, R. Libby, P. Libby, F. Hodge, 2, McGraw-Hill.

25MB5211 - FINTECH AND FINANCIAL ANALYTICS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB5211	FINTECH AND FINANCIAL ANALYTICS	FTFA	R	3	0	2	0	4

Prerequisite

S#	Course Title	Acronym	Rule
1	FINANCIAL ACCOUNTING AND CORPORATE FINANCE	FACF	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Prepare and analyse structured financial datasets, applying ratio analysis and DuPont decomposition	3	PO1, PO4
CO2	Build and validate predictive models for credit, market, and portfolio risk analytics	4	PO2, PO4
CO3	Design FinTech solutions integrating payments, robo-advisory, blockchain, and RegTech applications	4	PO1, PO6
CO4	Evaluate deployment, governance, and ethical implications of financial analytics models	4	PO3, PO5
CO5	Implement financial analytics pipelines using Python and apply them to real-world datasets	3	PO4, PO6

Syllabus

- Sources of financial data (Bloomberg, Thomson Reuters, SEC/EDGAR, NSE/BSE, RBI) - Data collection, cleaning, feature engineering for finance - Ratio analysis: liquidity, profitability, leverage, efficiency, market multiples - DuPont decomposition for financial performance - Cash flow analytics (operating, investing, financing) - Exploratory data analysis (EDA): anomaly detection, trend analysis
- Credit risk models: logistic regression, decision trees, scorecards - Market risk measurement: Value-at-Risk (historical, parametric, Monte Carlo) - Stress testing & back testing frameworks - Time series forecasting: ARIMA, GARCH, Prophet for returns & macro data - Portfolio analytics: diversification, Sharpe ratio, beta, risk-adjusted returns
- Digital payments: UPI, wallets, BNPL, CBDCs - Robo-advisory platforms & algorithmic portfolio rebalancing - Blockchain applications in capital markets (tokenization, smart contracts, settlement) - InsurTech & RegTech: KYC, AML, fraud analytics - Open Banking & API-driven financial services
- Financial model validation, model drift detection - MLOps for financial applications (versioning, monitoring, retraining) - Explainable AI in finance (SHAP, LIME for interpretability) - Data privacy & compliance frameworks (DPDP, GDPR, RBI/KYC norms) - Ethics in FinTech: bias, fairness, customer protection

Reference Books

- 1 Advances in Financial Machine Learning, Marcos Lopez de Prado, II, Wiley 2018.
- 2 Machine Trading, Ernest P. Chan, I, Wiley 2017.
- 3 Financial Data Science, Tucker Balch et al., I, O Reilly 2021.
- 4 Finance Risk Forecasting, Jon Danielsson, II, Wiley 2011.
- 5 The FinTech Book, Susanne Chishti, Janos Barberis (eds.), II, Wiley 2016.

25MB5212 - BUSINESS RESEARCH METHODOLOGY (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB5212	BUSINESS RESEARCH METHODOLOGY	BRM	R	1	0	2	0	2

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Identify and frame a business/management research problem	2	PO1, PO2
CO2	Apply appropriate qualitative and quantitative research methods	3	PO2, PO4
CO3	Analyze data using statistical and visualization tools	4	PO2, PO4
CO4	Prepare and present a structured research report with managerial implications	3	PO5, PO6

Syllabus

Research Design & Problem Formulation Identifying business/management problems Literature review methods Framing research questions & hypotheses Case: Harvard Business Review research framing

Research Methodology & Tools Qualitative methods (interviews, focus groups) Quantitative methods (survey design, sampling, experimental design) Data collection ethics Tools: Qualtrics, Google Forms, Excel/SPSS

Data Analysis & Interpretation Descriptive & inferential statistics Regression, correlation, hypothesis testing Visualization & storytelling Tools: SPSS, R, Python (basic), Tableau

Research Report & Presentation Structuring research reports Executive summaries Academic writing standards (APA/Harvard) Capstone: Research paper + viva presentation

Reference Books

- 1 Business Research Methods, Donald Cooper & Pamela Schindler , 2021, McGraw Hill .
- 2 Research Methodology , C.R. Kothari & Gaurav Garg , 2020, New Age International .
- 3 Case Study Research , Robert Yin , 2018, Sage.
- 4 Applied Business Statistics , Trevor Wegner , 2019, Juta .
- 5 The Craft of Research , Wayne Booth, 2016, Chicago Press .

25MB5214 - SUSTAINABILITY, ESG & GREEN FINANCE (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB5214	SUSTAINABILITY, ESG & GREEN FINANCE	SEGF	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain ESG concepts, global frameworks, and their role in business transformation	2	PO1, PO3
CO2	Analyze ESG reporting frameworks and evaluate company disclosures	4	PO2, PO5
CO3	Apply green finance tools (green bonds, carbon markets) to evaluate sustainability financing	3	PO3, PO4
CO4	Critically evaluate ESG controversies, risks, and emerging market issues	4	PO3, PO5
CO5	Solve case tutorials on ESG reporting, green bonds, and sustainability-linked controversies	4	PO2, PO6

Syllabus

Introduction to Sustainability & ESG. Evolution of corporate sustainability (CSR ESG Impact) UN SDGs, Paris Climate Accord, NetZero agenda ESG frameworks SASB, GRI, TCFD, CDP Case Unilever Sustainable Living Plan

ESG Reporting & Regulations. ESG disclosures (SEBI BRSR, EU Taxonomy, SEC regulations) ESG rating agencies (MSCI, Sustainalytics, Refinitiv) Integration of ESG into corporate governance Case Infosys ESG Reporting

Green Finance & Investment Tools. Green bonds, sustainability linked loans, impact investing Carbon pricing, credits, and trading mechanisms Climate risk integration into portfolio management Case World Bank Green Bonds

Contemporary Issues in ESG & Finance. ESG controversies & greenwashing risks Linking ESG to shareholder value & cost of capital ESG in emerging markets (India, SE Asia, Africa) Case Tesla ESG rating controversy

Reference Books

- 1 Sustainable Finance and ESG Investing, Cary Krosinsky, 2022, Routledge.
- 2 Principles for Responsible Investment, PRI & CFA Institute, 2021, CFA Institute.
- 3 The ESG Investing Handbook, Becky O Connor, 2022, Kogan Page.
- 4 Green Swans The Coming Boom in Regenerative Capitalism, John Elkington, 2020, Fast Company Press.
- 5 Net Positive: How Courageous Companies Thrive by Giving More Than They Take, Paul Polman, Andrew Winston, 2021, HBR Press.

25MB6115 - TRANSFORMATIONAL LEADERSHIP & THE FUTURE OF WORK (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB6115	TRANSFORMATIONAL LEADERSHIP & THE FUTURE OF WORK	TLFW	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain transformational leadership principles and apply them to VUCA business contexts	3	PO2, PO4
CO2	Analyze organizational change using established change leadership frameworks	4	PO1, PO2
CO3	Apply leadership strategies for managing hybrid work, reskilling, and workforce transformation	3	PO5, PO6
CO4	Evaluate contemporary challenges in future leadership including ESG, AI, and disruption	4	PO4, PO5
CO5	Solve structured case studies on transformational leadership and workforce change	4	PO2, PO6

Syllabus

Foundations of Transformational Leadership Evolution of leadership thought transactional transformational digital Transformational leadership dimensions idealized influence inspirational motivation intellectual stimulation individualized consideration Leadership agility in volatile uncertain complex ambiguous VUCA environments Case Satya Nadellas cultural transformation

Change Leadership & Organizational Transformation Change management models Lewin, Kotter ADKAR Leading organizational culture shifts Building resilient and adaptive organizations Managing resistance and stakeholder buyin CaselBMs shift to services and Aldriven business

Future of Work & Workforce Transformation Hybrid and remote work models Digital collaboration tools and distributed leadership Workforce reskilling and talent mobility Gig economy and alternative work arrangements Case Deloitte Workplace of the Future framework

Contemporary Issues in Leadership & Future Work Inclusive & ethical leadership in future organizations Leading with purpose ESG & sustainability in leadership AI automation and human machine collaboration Leadership for innovation and disruptive change Case Tesla vs Apple leadership approaches to innovation

Reference Books

- 1 Leading Change , John Kotte, 2012, Harvard Business Review Press .
- 2 Transformational Leadership, Bernard Bass Ronald Riggio, 2018, Routledge.
- 3 The Future of Work: Attract New Talent, Build Better Leaders , Jacob Morgan, 2014, Wiley .
- 4 Leadership in the Digital Age , R. Normann, 2021, Kogan Page .
- 5 Human Machine Reimagining Work in the Age of AI, Paul Daugherty James Wilson , 2018, Harvard Business Review Press .

25MB6116 - STRATEGIC MANAGEMENT (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB6116	STRATEGIC MANAGEMENT	SM	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply advanced strategic frameworks (Blue Ocean, dynamic capabilities, balanced scorecard) to complex problems	3	PO1, PO6
CO2	Evaluate business models & disruptive innovation cases across industries	4	PO1, PO6
CO3	Formulate and defend strategic transformation plans for organizations	4	PO3, PO6
CO4	Analyze and present solutions to live cases and simulations	4	PO3, PO6

Syllabus

Strategic Analysis Frameworks PESTLE and scenario analysis Core competencies and dynamic capabilities Blue Ocean Strategy vs Red Ocean traps Value chain analysis Strategy maps balanced scorecard for multi-business firms

Strategy Formulation Business Models Generic strategies hybrids Business model canvas digital platform strategy Disruptive innovation theory Ecosystem strategy orchestrators vs complementors Case Netflix Tesla Zomato/Swiggy

Strategy Execution Transformation Structure follows strategy vs strategy follows structure Strategic alignment corporate BU functional Leadership styles in execution Change management frameworks Kotter 8-Step ADKAR Strategy failures Nokia Kodak Jet Airways

Strategic Simulations Integration Business war games competitive simulations Digital strategy simulators for pricing/market entry Capstone case integration global conglomerate turnaround Strategic dashboards KPIs OKRs scenario planning Final simulation design execute and defend a strategy before a board panel

Reference Books

- 1 Exploring Strategy , Johnson, Scholes & Whittington , 3, Pearson .
- 2 Strategic Management & Competitive Advantage , Barney & Hesterly , 4, Pearson.
- 3 The Innovators Dilemma, Christensen, 1, Harvard .
- 4 Blue Ocean Strategy, Kim & Mauborgne , 1, Harvard.
- 5 The Balanced Scorecard, Kaplan & Norton, 1, Harvard .

25MB6117 - INTERNATIONAL BUSINESS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB6117	INTERNATIONAL BUSINESS	IB	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the concepts, scope, and drivers of international business and globalization	2	PO1, PO2
CO2	Analyze international trade and investment theories and interpret the role of global economic institutions (WTO, IMF, World Bank)	4	PO1, PO2
CO3	Analyze various international market entry strategies and compare global business strategies used by multinational firms	4	PO1, PO4
CO4	Analyze cross-cultural management models to manage diverse global teams and business situations, foreign exchange mechanisms, currency risks, and the global financial environment and international operations	4	PO5, PO6

Syllabus

Introduction to International Business - Nature, scope, and importance of international business, -Drivers and restraining forces of globalization, -Globalization of markets and production, -Role of MNCs in global business, -Emerging global business environments: Economic, political, legal, socio-cultural, and technological

International Trade and Investment -Classical theories of international trade. -Absolute advantage, comparative advantage, Heckscher-Ohlin. -Tariffs, quotas, subsidies, and other trade barriers. -Foreign Direct Investment (FDI): Types, benefits, risks. -Institutions influencing global business: WTO, IMF, World Bank, UNCTAD. -Regional Economic Integration: EU, NAFTA, ASEAN, SAARC, RCEP

Global Strategy and Market Entry Global competitive strategies Cost leadership differentiation focus Global vs local responsiveness Integration Responsiveness Framework Market entry strategies Exporting licensing franchising joint ventures wholly owned subsidiaries Strategic alliances and mergers in the global context International marketing mix decisions

Cross Cultural Management and Global HRM Global Operations Supply Chain & Risk Management Cultural dimensions Hofstede Trompenaars GLOBE framework Managing cultural diversity International HRM Recruitment training expatriate management Global negotiation styles and communication Global operations strategy International logistics and supply chain management Outsourcing offshoring reshoring Political risk economic risk and legal risk in global markets Crisis management in international business

Reference Books

- 1 International Business: Competing in the Global Marketplace, Charles W. Hill, 2021, McGraw-Hill.
- 2 International Business, John Daniels, Lee Radebaugh, Daniel Sullivan, 2021, Pearson Education.
- 3 International Business, Justin Paul, 2008, Prentice-Hall of India Pvt. Ltd..
- 4 International Business, Michael R. Czinkota, 2021, Cambridge University Press.
- 5 International Business (Indian context), P. Subba Rao, 2008, Himalaya Publishing House.

25MB6218 - BUSINESS LAW, ETHICS & CORPORATE GOVERNANCE (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB6218	BUSINESS LAW, ETHICS & CORPORATE GOVERNANCE	BECG	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain fundamental legal principles relevant to business operations	2	PO1, PO5
CO2	Apply corporate & regulatory frameworks to assess business compliance	3	PO2, PO5
CO3	Analyze ethical dilemmas and corporate scandals to extract managerial lessons	4	PO3, PO5
CO4	Evaluate governance structures and ESG practices in corporations	4	PO1, PO3

Syllabus

Business Law Foundations Contracts: essentials, enforceability, breach remedies Intellectual property rights (IPR) in business Company Law basics (Companies Act 2013) Case: Infosys vs Employee IP ownership

Regulatory & Corporate Law Competition law, antitrust issues Securities law & SEBI framework Consumer protection & product liability Case: Competition Commission of India vs Google

Business Ethics Ethical decision-making frameworks Corporate scandals & lessons (Enron, Satyam, Theranos) Whistleblowing & codes of conduct Case: Wells Fargo fake accounts scandal

Corporate Governance Board structures & responsibilities Independent directors, audit committees ESG & stakeholder capitalism Capstone: Governance audit of an Indian listed company

Reference Books

- 1 Business Law, Avtar Singh, 2021, Eastern Book Co..
- 2 Legal Aspects of Business, Akhileshwar Pathak, 2020, McGraw Hill.
- 3 Business Ethics: Texts & Cases, O.C. Ferrell, 2019, Cengage.
- 4 Corporate Governance, Robert Monks & Nell Minow, 2020, Wiley.
- 5 Corporate Governance in India, Balasubramanian N, 2018, Sage.

25UC5102 - DESIGN THINKING AND INNOVATION LAB (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25UC5102	DESIGN THINKING AND INNOVATION LAB	DTI	R	0	0	2	0	1

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Conduct human-centered research and create user personas	3	PO1
CO2	Define and frame problems using structured design thinking tools	3	PO2
CO3	Generate and prioritize innovative ideas using divergent/convergent thinking frameworks	4	PO3
CO4	Prototype and test solutions through iteration and user feedback	4	PO6

Syllabus

Introduction to design thinking methodology User research observation ethnographic interviews Customer journey mapping Persona creation Case IDEOs shopping cart project

Problem framing & How Might We questions Synthesizing research insights Identifying root causes with Fishbone 5 Whys Problem definition workshop Case Airbnbs problem reframing during scaling

Divergent vs convergent thinking Brainstorming techniques (SCAMPER Mind Mapping Crazy 8s) Concept clustering & prioritization Selecting viable ideas for prototyping Case Google Design Sprint ideation

Rapid prototyping methods (paper, digital mockups) Storyboarding & wireframing Testing prototypes with users Iteration cycles & feedback incorporation Case P&G innovation prototyping for new products

Reference Books

- 1 Change by Design , Tim Brown (IDEO) , 2009, Harper Business.
- 2 Creative Confidence , Tom Kelley, David Kelley, 2013, Crown Business .
- 3 The Design Thinking Playbook, Michael Lewrick, Patrick Link, Larry Leifer, 2018, Wiley.
- 4 Sprint How to Solve Big Problems and Test New Ideas in Just Five Days, Jake Knapp (Google Ventures), 2016, Simon & Schuster.



(DEEMED TO BE UNIVERSITY)

Y25: Master of Business Administration

Category: Flexi Core Courses (FCC)

25MB5101 - CORPORATE MANAGEMENT AND BEHAVIOURAL DYNAMICS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB5101	CORPORATE MANAGEMENT AND BEHAVIOURAL DYNAMICS	CMBD	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain foundational concepts of OB and apply motivation & EI theories to workplace cases	3	PO1, PO5
CO2	Analyze group dynamics, conflict management, and organizational culture practices	4	PO1, PO5
CO3	Evaluate leadership theories and apply appropriate styles to case scenarios	4	PO1, PO5
CO4	Assess contemporary leadership approaches for digital, inclusive, and ethical organizations	4	PO1, PO5
CO5	Solve structured case studies and exercises on OB and leadership challenges	4	PO1, PO5

Syllabus

Corporate Management Meaning significance Principles of Management evolution Classical behavioural and modern management theories Functions Planning planning process Organising departmentation Controlling process types Introduction to Organizational Behaviour Nature and scope of Organizational Behaviour Individual behaviour Perception personality values attitudes Motivation theories Maslow Herzberg McClelland Self Determination Theory Emotions and emotional intelligence at work Case Google Project Oxygen leadership findings

Formal vs informal groups Stages of team development Tuckman model Group decision making conflict and negotiation Power politics and organizational culture Case Pixars collaborative culture

Trait behavioural and contingency theories of leadership Transformational vs transactional leadership Servant leadership authentic leadership adaptive leadership Cross cultural leadership GLOBE framework Case Satya Nadellas leadership at Microsoft

Leadership in digital and hybrid work environments Inclusive leadership and DEI Diversity Equity and Inclusion Ethical leadership and corporate governance Leadership for innovation and agility Case Elon Musk vs Tim Cook leadership comparison

Reference Books

- 1 Organizational Behaviour (18e), Stephen P. Robbins, Timothy Judge, 2022, Pearson .
- 2 Leadership in Organizations (9e), Gary Yukl , 2020, Pearson.
- 3 Emotional Intelligence , Daniel Goleman, 2005, Bantam.
- 4 Leadership & Change Management, John Kotter, 2012, Harvard Business Review Press.
- 5 Organizational Culture & Leadership (5e), Edgar Schein, 2017, Wiley.

25MB5104 - MARKETING MANAGEMENT (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB5104	MARKETING MANAGEMENT	MM	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain foundational marketing concepts and analyze business environments using marketing frameworks	3	PO1, PO3
CO2	Apply STP framework to evaluate target markets and design positioning strategies	3	PO1, PO3
CO3	Analyze marketing mix decisions and apply frameworks to real-world business cases	4	PO1, PO3
CO4	Evaluate contemporary marketing practices including digital, influencer, and sustainable marketing	4	PO1
CO5	Solve marketing case studies and simulations related to STP, branding, and marketing mix	4	PO1

Syllabus

Evolution of marketing concepts: production, sales, market, societal, digital era. Core marketing concepts needs, wants, demand, value proposition, and customer satisfaction.

Micro & macro factors (PESTLE). Marketing research & information systems. Segmentation, Targeting and Positioning (STP) Basis of segmentation demographic, psychographic, behavioral, geographic. Target market evaluation and selection strategies. Positioning strategies differentiation, perceptual mapping.

Product strategy product life cycle (PLC), innovation & NPDP (New Product Development). Branding basics brand equity, brand identity, brand loyalty. Pricing strategy cost-based, value-based, competitive pricing. Place/distribution: channels, retail, e-commerce, Omni channel. Promotion IMC, advertising, PR, digital media. Service marketing mix (7Ps).

Digital & social media marketing. Customer experience (CX) management. Influencer marketing & community building. ESG and sustainable marketing. AI, AR/VR, personalization in marketing.

Reference Books

- 1 Marketing Management , Philip Kotler, Kevin Keller, 16th Edition, 2022, Pearson .
- 2 Principles of Marketing, Philip Kotler, Gary Armstrong , 18th Edition, 2021, Pearson.
- 3 Marketing 5.0: Technology for Humanity, Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, 2021, Wiley .
- 4 Marketing, William J Stanton, Michael J Etzel, Bruce J Walker, Ajay Pandit, 14th Edition, 2017, McGraw Hill Education.
- 5 Strategic Marketing Management , Alexander Chernev, 9th Edition, 2020, Cerebellum Press.

25MB5105 - FOUNDATIONS OF BUSINESS ANALYTICS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB5105	FOUNDATIONS OF BUSINESS ANALYTICS	FBA	R	3	1	2	2	5.5

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts of data and workout on R to conduct Descriptive Analytics.	3	PO1, PO2
CO2	Analyze data using Diagnostic Analytics.	4	PO1, PO4
CO3	Analyzing ordinal and scale data using tools in Diagnostic Analytics.	4	PO1, PO4
CO4	Analyzing data using tools in Predictive Analytics.	4	PO1, PO4
CO5	Analyzing data using suitable tools in different types of Analytics.	4	PO1, PO4
CO6	Analyzing data by generating them with different tools under different type of Analytics.	4	PO1, PO4

Syllabus

Data Foundations & Descriptive Analytics - Introduction to Business Analytics in decision-making , Types of Analytics - Descriptive, Diagnostic, Predictive and Prescriptive Analytics - Introduction to Data ; Types of Data vs BigData, Tools for Big Data; Nominal, Ordinal, Interval and Ratio data(Scale data)- Levels of Measurement, Descriptive Analytics includes Descriptive Statistics-Meaning and Measures: Measures of Central Tendency, Measures of Dispersion(MOD) ,Measures of Skewness and Measures of Kurtosis - Data visualization (histograms, bar, line, scatter plots).

Diagnostic Analytics - Nominal tests - Probability distributions - Sampling techniques and bias - Hypothesis testing - Confidence intervals and significance levels - Inferential Statistics- Parametric and Non-parametric tests - Introduction to Nominal Tests - Binomial test- Multinomial test - Chisquare test - McNemars test - Cochrans Q test - Phi Coefficient of correlation - Eta square.

Diagnostic Analytics - Ordinal and Scale tests Introduction to R: Ordinal tests-Wilcoxon Signed Rank test ,Ordinal tests-Mannwhitney U test , Kruskal-Wallis test with Dunn test as post-hoc, Friedman\'s test and its post-hoc , Spearman Rank correlation and Kendall\'s Tau(a,b and c). Testing Assumptions for Parametric tests. Scale tests - One Sample t-test, Z test, Welch Two Sample t-test and Two Sample t-test , ANOVA (One-Way and Two Way) - One-Way ANOVA, Two Way ANOVA and their post-hoc, Repeated Measures ANOVA for Repeated responses.

Regression & Predictive Modeling- Correlation vs causation - Simple linear regression - Multiple regression models - Model diagnostics (R2, adjusted R2, residual analysis) Model evaluation metrics- ME, MAE, MSE, RMSE, MPE,MAPE, MASE - Case: Sales forecasting using regression.

Reference Books

- 1 Business Analytics: Data Analysis & Decision Making, Albright & Winston, 1, Cengage.
- 2 Data Science for Business, Provost & Fawcett, 1, O Reilly.
- 3 Business Analytics, James Evans, 1, Pearson.

25MB5106 - TECHNOLOGY AND DATA FLUENCY FOR MANAGERS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB5106	TECHNOLOGY AND DATA FLUENCY FOR MANAGERS	TDFM	R	2	1	2	0	4

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Use Python for basic data manipulation and visualization	3	PO1, PO3
CO2	Apply Python to simple business analytics tasks	3	PO2, PO3
CO3	Explain emerging technologies (AI, Blockchain, IoT, AR/VR, Quantum) and their business applications	2	PO4, PO5
CO4	Demonstrate awareness of enterprise cloud & SaaS platforms (ERP, CRM, BI, Collaboration)	2	PO4, PO6
CO5	Evaluate the impact of blockchain, quantum computing, AI, and AR/VR across various domains.	5	PO2, PO4

Syllabus

Python Foundations for Managers Basics variables loops functions pandas dataframe essentials Import export Excel CSV matplotlib seaborn visualization

Python Applications in Business Analytics EDA on real business dataset sales HR marketing Intro to regression classification scikit learn light Automating Excel dashboards with Python Mini project Build a simple analytics report

Emerging Technologies Awareness AI GenAI basics prompting business use cases Blockchain smart contracts demo only IoT sensor data examples AR VR demos Quantum computing overview

Cloud Digital Platforms Overview SaaS PaaS IaaS concepts ERP CRM fundamentals SAP Salesforce demos Cloud BI overview Tableau Cloud Power BI Collaboration tools governance basics

Reference Books

- 1 Python for Business Analytics, F Provost , 2022, OReilly.
- 2 Python for Everybody , Charles Severance , 2021, CreateSpace .
- 3 Artificial Intelligence for Business , Doug Rose , 2020 , OReilly.
- 4 Clouconomics , Joe Weinman , 2021 , Wiley .
- 5 Platform Revolution Parker, Van Alstyne, 2019, Choudary Norton.

25MB5207 - DATA ENGINEERING & VISUALIZATION FOR MANAGERS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB5207	DATA ENGINEERING & VISUALIZATION FOR MANAGERS	DEVM	R	3	0	2	0	4

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply ETL/ELT processes and data architecture in business contexts	3	PO1, PO4
CO2	Analyze data quality and apply integration frameworks to business data.	4	PO2, PO4
CO3	Analyse the design of effective dashboards using visualization best practices.	4	PO4, PO5
CO4	Evaluate business problems and build visualization-driven decision frameworks.	4	PO2, PO4
CO5	Solve case-based tutorials on data pipelines and visualization strategies .	4	PO4, PO6

Syllabus

- Role of data engineering in business analytics - ETL vs ELT processes - Data lakes vs data warehouses - SQL for managers (queries, joins, aggregations) - Case: Netflix data infrastructure
- Data cleaning principles (missing values, outliers, consistency checks) - Data integration from multiple sources (APIs, enterprise systems) - Data governance basics (master data management) - Case: Retail data quality issues in decision-making
- Advanced visualization theory (storytelling with data) - Choosing the right chart for the right problem - BI tools: Power BI, Tableau advanced features - Dashboard design & best practices - Case: Sales KPI dashboards for FMCG
- Building a visualization strategy for enterprises - Self-service analytics for managers - Real-time dashboards for operations, marketing, and finance - Case project: Executive dashboard for decision-making

Reference Books

- 1 Fundamentals of Data Engineering, Joe Reis, Matt Housley, 3, O'Reilly.
- 2 Microsoft Power BI Cookbook , Brett Powell , 1, Packt.

25MB5208 - OPERATIONS & SUPPLY CHAIN MANAGEMENT (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB5208	OPERATIONS & SUPPLY CHAIN MANAGEMENT	OSCM	R	3	1	0	0	4

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain operations management principles and apply process design frameworks to business contexts	3	PO1, PO2
CO2	Analyse operations fundamentals including work study, work sampling, and SQC	4	PO2, PO4
CO3	Apply forecasting, planning, and optimization tools for supply chain decision- making	3	PO1, PO4
CO4	Evaluate contemporary SCM practices including warehousing, 3PL & 4PL	4	PO1, PO3
CO5	Demonstrate hands-on ability in SCM simulations, inventory models, and network optimization	3	PO4, PO6

Syllabus

Introduction to Operations Management Role of operations in business Manufacturing vs service operations Operations strategy and competitiveness Process design job shop batch assembly line continuous flow Productivity and efficiency metrics Case Toyota Production System basics

Operations Decisions Facility Location Strategies Facility Layout Work Study Method Study Work Sampling Statistical Quality Control Case Flipkart Warehouse Location

Supply Chain Fundamentals Supply chain components suppliers manufacturers distributors retailers customers Bullwhip effect and coordination challenges Inventory management Warehousing and distribution basics 3PL and 4PL Case Dell direct to consumer supply chain

Planning and Optimization in SCM Demand forecasting methods Aggregate planning and capacity planning Supply chain network design Transportation models and optimization Sustainable and Green Supply Chains Case Amazon fulfilment center network

Reference Books

- 1 Operations Management (13e), Jay Heizer, Barry Render, 2020, Pearson.
- 2 Supply Chain Management: Strategy, Planning & Operation (7e), Sunil Chopra, Peter Meindl, 2019, Pearson.
- 3 Introduction to Operations and Supply Chain Management (5e), Cecil Bozarth, Robert Handfield, 2019, Pearson.
- 4 Essentials of Operations Management, Nigel Slack, Alistair Brandon-Jones, 2019, Pearson.
- 5 The Toyota Way (2e), The Toyota Way (2e), 2021, McGraw-Hil.

25MB5209 - HUMAN RESOURCE MANAGEMENT AND PEOPLE ANALYTICS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB5209	HUMAN RESOURCE MANAGEMENT AND PEOPLE ANALYTICS	HRPA	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	CORPORATE MANAGEMENT AND BEHAVIOURAL DYNAMICS	CMBD	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the importance, scope, and functions of HRM in a changing, data driven environment	2	PO1, PO5
CO2	Apply key HR processes such as training, appraisal, compensation, engagement etc.	3	PO2, PO6
CO3	Apply statistical techniques using R/SPSS to conduct descriptive HR analytics and interpret results for decision making	3	PO4, PO5
CO4	Analyze the statistical techniques using R/SPSS to conduct diagnostic HR analytics and interpret results for decision making.	4	PO2, PO4
CO5	Analyze and apply analytics to various business functions	4	PO4, PO6

Syllabus

Introduction Importance and functions Scope of HRM Human resource management in a changing environment Data driven HR Manpower planning including manpower planning process Job analysis including job description and job specification Employee recruitment and selection process Selection methods and types

Training and development process and methods Performance appraisal process and methods Compensation planning including employee compensation and job evaluation Employee benefits and welfare and employee discipline Integration and separation including suspension dismissal and retrenchment Employee engagement and succession planning

Meaning and definitions of people analytics Levels of HR analytics key HR metrics and KPIs across different HR functions Foundational data concepts including data types and data sources in HR Process of HR analytics including data privacy security and ethics in HR analytics HR analytics techniques brief overview including descriptive analytics techniques Diagnostic analytics including population sampling techniques hypothesis framing and diagnostic analytics techniques

Applied HR analytics with R SPSS Excel including importing data sets Descriptive analytics including time to fill positions cost per hire source of hire percentage of employees trained and department wise training analysis with similar calculations for other functions Diagnostic analysis applying analytics to various functions including effective source of recruitment effectiveness of training causes of rising unplanned absences factors driving low engagement scores reasons for high turnover and overview of HR dashboards

Reference Books

- 1 Human Resource Management , Dessler , 2011, Pearson Education.
- 2 Human Resource Management: Gaining a Competitive Advantage , Raymond Noe, John Hollenbeck, Barry Gerhart and Patrick , 2020, Wright Pearson Publications.
- 3 People Analytics For Dummies , Mike West , 2019, Wiely publications .
- 4 Excellence in People Analytics: How to Use Workforce Data to Create Business Value, Jonathan Ferrar and David Green, 2021, Kogan Page Ltd .

5 Digital HR: People, Technology & Work, Deborah Wilkes, 2020, Routledge .

25MB5210 - CONSUMER BEHAVIOUR & MARKETING ANALYTICS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB5210	CONSUMER BEHAVIOUR & MARKETING ANALYTICS	CBMA	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain the fundamental concepts of consumer behaviour and the factors influencing consumer decisions.	2	PO1, PO5
CO2	Analyze individual determinants such as motivation, perception, personality, learning, and attitudes that shape consumer behaviour.	4	PO2, PO4
CO3	Examine the impact of culture social class family and reference groups on consumer decision-making.	4	PO1, PO3
CO4	Analyze consumer behaviour models to evaluate purchase decision	4	PO2, PO5
CO5	Use marketing analytics techniques such as CLV, RFM, factor analysis, regression, cluster analysis, and market-basket analysis for consumer insights.	4	PO2, PO4

Syllabus

Introduction to Consumer Behaviour - Introduction to Consumer Behaviour: - Introduction, Need for understanding Consumer Behaviour, - Customer Value, Satisfaction and Retention Factors Influencing Consumer Behaviour in Indian Consumer Consumer Purchase decision-making process Online Consumer Behaviour.

The Consumer as an Individual The Consumer as an Individual: Consumer Motivation Personality and Consumer Behaviour Consumer Perception Learning Formation and Change.

Cultural Settings - Culture and subculture Family buying decisions Family life cycle Roles of family members Social class and lifestyle profiles Reference groups - Models of consumer behaviour Consumer co-creation

Marketing Analytics for Consumer Insights - Types of consumer data: demographic, psychographic, behavioural, transactional - Customer value metrics: CLV, CAC RFM analysis SERVQUAL using factor analysis & regression Market segmentation using cluster analysis Customer analytics & lifetime value evaluation Market-basket analysis

Reference Books

- 1 Consumer Behavior , Leon G. Schiffman, Joseph Wisenblit , 2019, Pearson .
- 2 Consumer Behaviour: Building Marketing Strategy , Del I. Hawkins & David Mothersbaugh , 2022, McGraw Hill .
- 3 Consumer Behaviour , Suja R. Nair , 2020, Himalaya Publishing House.
- 4 Marketing Analytics: Data-Driven Techniques, Mike Grigsby , 2015, Kogan Page .
- 5 Marketing Metrics The Managers Guide to Measuring Marketing Performance, Paul W. Farris, Neil Bendle Phillip Pfeifer David Reibstein, 2020, Pearson .

25MB5213 - ENTREPRENEURSHIP FOR MSMEs AND START-UPS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB5213	ENTREPRENEURSHIP FOR MSMEs AND START-UPS	EMS	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the fundamentals of entrepreneurship and the MSME/start-up ecosystem.	2	PO1, PO6
CO2	Analyze opportunities and create feasible business models using structured tools and venture planning& operations.	4	PO2, PO4
CO3	Analyze MSME policies, schemes, compliance requirements, and support systems.	4	PO1, PO5
CO4	Analyze strategies for scaling, sustaining, and managing risks in MSMEs and start-ups.	4	PO3, PO6

Syllabus

Introduction: Importance and Functions, -Scope of HRM, -Human Resource Management in a changing environment - Data driven HR. -Manpower Planning: Manpower planning process, -Job analysis- Job Description and Job specification, - Employee Recruitment and Selection -process, - Selection methods/ types

Training and Development, Process, Methods, -Performance Appraisal- process, methods. - Compensation Planning- Employee Compensation, Job evaluation, -Employee Benefits and Welfare, Employee Discipline. -Integration and Separation- Suspension, Dismissal, and Retrenchment -Employee engagement, succession planning

Sources of finance: Bootstrapping, angel investors, venture capital, crowdfunding. -MSME financing: Term loans, working capital, CGTMSE, SIDBI. -Start-up funding stages: Pre-seed to Series funding. - Government policies & schemes for MSMEs and Startups: MSME Development Act: Udyam registration, MUDRA loans, Start-up India benefits.

Growth strategies for MSMEs and start-ups. -Innovation and competitive advantage. -Managing risks and uncertainties. - Legal and regulatory compliance for MSMEs & start-ups. -Social entrepreneurship and sustainable business models. -Exit strategies: Acquisition, mergers, franchising, IPO.

Reference Books

- 1 Entrepreneurial Development, S. S. Khanka, 2024, S. Chand Publishing.
- 2 Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, 2020, McGraw-Hill Education.
- 3 Entrepreneurship: New Venture Creation, David H. Holt, 2016, Pearson Education India.
- 4 Fundamentals of Entrepreneurship, Fundamentals of Entrepreneurship, 2011, PHI Learning / Prentice Hall India.



(DEEMED TO BE UNIVERSITY)

Y25: Master of Business Administration

Category: Professional Elective Courses (PEC)

25MB61A1 - ADVANCED BUSINESS ANALYTICS FOR MANAGERS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61A1	ADVANCED BUSINESS ANALYTICS FOR MANAGERS	ABAM	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	FOUNDATIONS OF BUSINESS ANALYTICS	FBA	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the foundational concepts of databases, SQL, NoSQL differences, normalization, and SQL, PLSQL operations.	3	PO1, PO2
CO2	Apply SQL commands, clauses, joins, and database manipulation techniques using XAMPP Server and Python integration.	3	PO4, PO5
CO3	Perform data import, scraping, cleaning, wrangling, transformation, and validation using Python and appropriate statistical techniques.	3	PO2, PO4
CO4	Analyze datasets using multivariate predictive models including regression, mediation, moderation, factor analysis, reliability tests, clustering, and recommendation systems.	4	PO2, PO4
CO5	Develop prescriptive models using linear programming, integer programming, network analysis, simulations, and basic NLP techniques.	5	PO2, PO4

Syllabus

-Introduction to Database -Types of Databases - SQL and NoSQL - Normalization forms with Codd rules -Introduction to XAMPP Server for SQL and Python -Integration -SQL Basics- DDL (CREATE, ALTER), -- DML (INSERT, UPDATE, DELETE), DQL(SELECT), DCL(GRANT, REVOKE), TCL(COMMIT,ROLLBACK) SQL SPECIFIC CLAUSES- GROUP BY, HAVING, WHERE, BETWEEN SQL JOINS - INNER JOIN, LEFT JOIN, RIGHT JOIN, FULL JOIN, CROSS JOIN, SELF JOIN -Sub-Query; Introduction to PL/SQL

-Importing data from MYSQL Database in XAMPP server to python -Data Scapping -Data Wrangling - Discovering, Structuring, Cleaning, Enriching, Validating and Publishing -Data Cleaning - Missing value analysis, outlier detection and treatment, addressing duplicates -Missing value analysis addresses MCAR, MAR and MNAR issues using Little's test -Tests for MCAR includes List-wise deletion, Mean-Median and Mode Imputation and KNN imputation -Tests for MAR includes Model-based Imputation and KNN too -Tests for MNAR includes Sensitivity Analysis and Pattern-mixture models -Outlier Detection using Boxplots, Use Trimming and Winsorization. -Validating the cleaned data -Normalization of data using Min-Max Scaling -Transformation based on Skewness like Sqrt, log and power transformation including BoxCox and YeoJohnson transformations

-Generating Exploratory Data Analysis (EDA) Reports in R/Python(Before and After Cleaning data) - Correlation Matrix - Introduction to Predictive Analytics -Simple and Multiple linear Regression on Cross Sectional data with its Assumptions - Mediation Analysis - Baron and Kenny and Sobel models -Types of mediation: No Mediation, Full Mediation, and Partial Mediation -Moderation Analysis with Categorical Variables -Moderation Analysis with Continuous Variables -Logistic Regression on Cross-Sectional data with its Assumptions like Proportional odds, along with Evaluation metrics -Factor Analysis includes Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) -Pre-requisites for EFA are the KMO test and Bartlett's test of Sphericity -Constructs validity testing includes Convergent and Discriminant Validity -Scale reliability includes Cronbach's Alpha -Cluster Analysis -Introduction to concept and Approaches - Agglomerative and Divisive -Cluster Analysis types- Hierarchical Clustering for Knowing the number of Clusters -Cluster Analysis for Continuous Data - k-means clustering -Cluster Analysis for Categorical Data - kmodes clustering -Cluster Analysis for Mixed Data - kprototype clustering -DBSCAN Clustering -Collaborative filtering for Recommendation Systems

-Introduction to Prescriptive Analytics -Linear Programming Problems (LPP) -Integer Programming Problems (IPP) - Network Analysis Using CPM and PERT -Monte-Carlo Simulation for Inventory models -Introduction to Text mining using NLP

Reference Books

- 1 Database Management Systems, Raghu Ramakrishnan, Johannes Gehrke, 2, McGraw Hill.
- 2 Fundamentals of Database Systems, Ramez Elmasri, Shamkant Navathe, 2, Pearson.
- 3 Business Statistics and Analytics in Practice, Bowerman, O Connell, Murphree, 3, McGraw Hill.

25MB61A2 - ECONOMETRIC MODELS FOR BUSINESS STRATEGY (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61A2	ECONOMETRIC MODELS FOR BUSINESS STRATEGY	EMBS	R	2	1	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	FOUNDATIONS OF BUSINESS ANALYTICS	FBA	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply by understanding the components of time-series data and differentiate between qualitative and quantitative forecasting methods, including evaluation metrics.	3	PO1, PO4
CO2	Apply Ordinary Least Squares (OLS) and Limited Dependent Variable (LDV) models such as Logit, Probit, and Tobit to estimate and interpret regression outcomes.	3	PO2, PO4
CO3	Analyze univariate time-series models such as ARIMA, ARCH, GARCH family models, and MIDAS models to evaluate stationarity, volatility, and predictive performance.	4	PO2, PO4
CO4	Examine multivariate time-series techniques including VAR, VECM, ARDL, and cointegration tests to understand dynamic relationships among variables.	4	PO2, PO4
CO5	Analyze panel data regression models using pooled, fixed-effects, and random-effects techniques, and assess assumptions such as serial correlation, heteroscedasticity, and cross-sectional dependency.	4	PO2, PO4

Syllabus

- Time-Series data - components - Secular trend, cyclical, seasonal, and irregular trend - Methods for Time-series Forecasting - Qualitative and Quantitative - Mathematical Model vs Econometric Model - Methodology of Econometrics - Introducing tools for Econometrics like Gretl, EViews, R and Python - Time Series Forecasting methods- Qualitative & Quantitative - Qualitative methods like Expert Opinion method, Delphi method, Sales force opinion method, Consumer Survey method, Test marketing - Consumer Clinics, and Market testing. - Evaluation Metrics for Quantitative methods like Mean Error (ME), Mean Absolute Error (MAE), Mean Squared Error (MSE), RMSE, Mean Percentage Error (MPE), Mean Absolute Percentage Error (MAPE), Mean Absolute Scaled Error (MASE). - Quantitative methods like Free-hand moving Curve method, Naive, Mean, Semi-Averages, Moving Averages - Simple, Weighted, Least Squares, and Exponential Smoothing - Single, Double, and Triple.

- Ordinary least squares method for simple and multiple linear regression models - Polynomial Regression and Quantile Regression - Limited dependent variables (LDV) methods, including Logit - binomial, multinomial, and ordinal. - Limited dependent variables methods include the Probit and Tobit models. - LDV Evaluation metrics for Goodness-of-fit include the Hosmer-Lemeshow test and Pseudo R² - LDV Performance metrics include mean, confusion matrix.

- Stationarity - Augmented Dickey Fuller test - Types of tests for analyzing time-series data, like univariate and multivariate tests. - Univariate tests like ARIMA, ARCH, GARCH, and MIDAS models. - Testing the ARCH effect using the LM test - GARCH models like SGARCH, EGARCH, GJR GARCH, APARCH - MIDAS includes restricted MIDAS and Unrestricted MIDAS.

Cointegration tests, including Engle Engle-Granger test and the Johansen test - Granger Causality test - Multivariate time series includes VAR and VECM - Analyzing data using Auto Regressive Distribution. - Lag (ARDL) Model. - Panel Regression - Introduction - Pooling methods - Fixed Effects and Random Effects methods - Assumptions of Panel Regression like Serial Correlation, - Cross-Sectional Dependency, Homoscedasticity

Reference Books

- 1 Introductory Econometrics: A Modern Approach, Jeffrey M. Wooldridge, 1, Cengage Publishing.

- 2 Applied Econometrics with R, Christian Kleiber & Achim Zeileis, 1, Springer.
- 3 Econometric Analysis, William H. Greene, 1, Pearson.

25MB61B1 - BFSI INDUSTRY & FINANCIAL SERVICES STRATEGY (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61B1	BFSI INDUSTRY & FINANCIAL SERVICES STRATEGY	BIFS	R	2	0	2	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain the structure of banking systems and payment mechanisms	2	PO1, PO2
CO2	Analyze financial markets and evaluate NBFC and investment products	4	PO1, PO2
CO3	Apply insurance and risk principles to assess products	3	PO2, PO4
CO4	Evaluate BFSI strategies under regulatory frameworks (RBI, SEBI, IRDAI)	4	PO1, PO3
CO5	Demonstrate practical BFSI analysis through case reports and applied projects	3	PO2, PO4, PO6

Syllabus

Central, commercial, cooperative, NBFCs; Retail vs corporate banking; Payment systems (NEFT, RTGS, UPI, SWIFT); RBI monetary policy impact

Equity, debt, derivatives, mutual funds; NBFCs, asset management, wealth advisory; IPO processes & capital raising; SEBI & market regulation

Life, health, general insurance; Reinsurance & actuarial basics; Bancassurance & distribution models; IRDAI framework

BFSI industry structure & synergies; Financial inclusion & digital penetration; Case: 2008 Global Crisis & Indian BFSI; Capstone: Comparative study of a bank + insurer

Reference Books

- 1 Indian Financial System, M.Y. Khan, 2021, McGraw Hill .
- 2 Principles of Banking , American Bankers Association , 2019, ABA.
- 3 Financial Markets & Institutions , Mishkin & Eakins , 2021, Pearson .
- 4 Insurance & Risk Management, P.K. Gupta , 2021, Himalaya.
- 5 Global Banking Regulations , Charles Goodhart, 2020, Routledge.

25MB61C1 - COMPETITIVE STRATEGY & GAME THEORY (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61C1	COMPETITIVE STRATEGY & GAME THEORY	CSGT	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain key competitive strategy frameworks and basics of game theory	2	PO1, PO2
CO2	Apply game theory models (Bertrand, Cournot, Nash equilibrium) to competitive contexts	3	PO2, PO4
CO3	Analyze cooperative and non-cooperative strategic interactions among firms	4	PO1, PO2
CO4	Solve and present competitive strategy cases and simulations	4	PO2, PO4

Syllabus

Entry deterrence strategies - Sequential vs simultaneous games - Bertrand (price) vs Cournot (quantity) competition models - Strategic commitment & first-mover advantage - Pricing games in airlines, telecom, e-commerce - Case: Uber vs Ola market entry wars

Entry deterrence strategies - Sequential vs simultaneous games - Bertrand (price) vs Cournot (quantity) competition models - Strategic commitment & first-mover advantage - Pricing games in airlines, telecom, e-commerce - Case: Uber vs Ola market entry wars

Collaboration vs competition trade-offs - Cartels & collusion dynamics - Repeated games: tit-for-tat strategies - Coopetition: alliances with competitors - Case: Apple & Samsung (component collaboration vs smartphone rivalry)

Realtime strategy simulations (pricing wars, entry deterrence, innovation races) Global MNC competition analysis (Amazon vs Walmart, Netflix vs Disney plus) Applications to negotiation strategy & bidding wars Capstone: Simulation game Design a competitive strategy for a new entrant

Reference Books

- 1 Thinking Strategically The Competitive Edge in Business, Politics, and Everyday Life, Dixit & Nalebuff , 2019, Norton .
- 2 Coopetition, Brandenburger & Nalebuff, 2020, Crown.
- 3 Contemporary Strategy Analysis, Grant, R, 2021, Wiley .

25MB61C2 - CORPORATE STRATEGY & ECOSYSTEMS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61C2	CORPORATE STRATEGY & ECOSYSTEMS	CSES	R	2	1	0	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand corporate-level strategy tools and portfolio management frameworks	2	PO1, PO3
CO2	Apply alliance and ecosystem frameworks to global and Indian case studies	3	PO1, PO3
CO3	Analyze digital platform-based ecosystems and their competitive dynamics	4	PO3, PO6
CO4	Solve corporate ecosystem cases and design simulated strategies	4	PO3, PO6

Syllabus

Corporate Level Strategy Foundations Parenting advantage and corporate HQ role Synergy creation vs value destruction in conglomerates Related vs unrelated diversification revisited Portfolio management BCG Matrix GE McKinsey Ashridge Portfolio Display Case Tata Group multi business strategy

Global Ecosystems and Alliances Rise of ecosystems why platforms standalone firms Partnering strategies equity vs non equity alliances JV governance Case studies Star Alliance Renault Nissan Mitsubishi Mahindra global partnerships Ecosystem orchestration vs participation Risks in alliances trust power asymmetry cultural fit

Platforms Networks Digital Ecosystems Platform strategy two sided markets network effects chicken and egg problem Pricing in platforms Case Google vs Apple ecosystems Amazon Marketplace Flipkart in India API economy ecosystem governance rules Business ecosystems as competitive units vs traditional firms

Case Integration Simulations Case Microsoft vs Salesforce ecosystem battles Simulation design a corporate ecosystem strategy for a diversified conglomerate MNC ecosystem resilience in crises. Capstone project students design ecosystem strategies for a chosen sector

Reference Books

- 1 Exploring Strategy, Johnson Scholes & Whittington, 4, Pearson.
- 2 Corporate Strategy, Collis & Montgomery, 5, McGraw Hill.
- 3 Winning the Right Game How to Disrupt Defend and Deliver in a Changing World, Adner R, 1, Harvard.

25MB61E1 - NEW VENTURE CREATION & BUSINESS MODELS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61E1	NEW VENTURE CREATION & BUSINESS MODELS	NVCBM	R	2	1	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	ENTREPRENEURSHIP FOR MSMEs AND START-UPS	EMS	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain startup lifecycle stages and ecosystems supporting venture creation	2	PO1, PO2
CO2	Apply business model frameworks to analyze and design innovative models	3	PO2, PO4
CO3	Analyze scaling strategies, including network effects and monetization models	4	PO1, PO2
CO4	Evaluate business model pivots and stress-testing approaches	4	PO2, PO5
CO5	Solve structured case studies and exercises on venture creation & business models	4	PO2, PO6

Syllabus

Foundations of New Venture Creation: From validated MVP to new venture setup, Startup lifecycle: seed to growth to scale, Entrepreneurial ecosystems (accelerators, incubators, VCs), Global startup ecosystems benchmarking (Silicon Valley, Bangalore, Singapore), Case: Flipkarts ecosystem journey

Business Models and Innovation: - Business Model Canvas deep dive, Platform vs pipeline models (Uber, Airbnb), SaaS models and subscription economy, Direct to consumer (D2C) disruption, Case: BYJU's & Razorpay's business model evolution

Scaling Strategies for New Ventures: - Network effects & growth loops - Marketplace dynamics (supply-demand balancing) - Monetization strategies for digital ventures - Freemium, ad-based, and hybrid business models - Case: Uber surge pricing & Airbnb scaling

Business Model Experimentation & Pivoting: Business model stress testing - Identifying scaling bottlenecks - Pivot vs persistence at the business model level - Strategic partnerships & alliances for scaling - Case: Instagram pivots from Burbn

Reference Books

- 1 Business Model Generation, Alexander Osterwalder, Yves Pigneur, 2010, Wiley.
- 2 The Startup Owners Manual, Steve Blank, 2012, Wiley.
- 3 Platform Revolution, Geoffrey Parker, Marshall Van Alstyne, 2016, Norton.
- 4 Blitzscaling, Reid Hoffman, Chris Yeh, 2018, Currency.
- 5 The Lean Product Playbook, Dan Olsen, 2015, Wiley.

25MB61E2 - ENTREPRENEURIAL FINANCE & TERM SHEETS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61E2	ENTREPRENEURIAL FINANCE & TERM SHEETS	EFTS	R	2	1	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	ENTREPRENEURSHIP FOR MSMEs AND START-UPS	EMS	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain funding stages, valuation basics, and sources of entrepreneurial finance	2	PO1, PO2
CO2	Analyze term sheets and apply negotiation strategies for founders	4	PO2, PO5
CO3	Apply cap table modeling and dilution analysis to startup ownership	3	PO2, PO4
CO4	Evaluate exit strategies and advanced financing options for ventures	4	PO1, PO3
CO5	Solve structured tutorials on valuation, cap tables, and negotiation cases 4 PO 4, PO 5	4	PO4, PO5

Syllabus

Funding stages Seed Angel Series AD IPO Bootstrapping vs external funding Sources of capital VC PE crowd funding corporate venture funds Valuation basics (DCF comparables scorecard method) Case Flipkarts earlystage funding journey

Anatomy of a term sheet (valuation equity liquidation preferences antidilution) Founder vs investor rights Negotiation strategies for founders Role of lawyers advisors and mentors in negotiations Case Snapdeals investor conflict case

Cap table modeling basics Dilution & founder equity management Convertible notes & SAFEs Waterfall modeling for exits Case Olas dilution story

IPO,M&A strategic exits Secondary sales & ESOP liquidity Advanced instruments venture debt mezzanine financing Founder challenges in exit decision making Case Paytm IPO journey

Reference Books

- 1 Venture Deals: Be Smarter Than Your Lawyer and VC, Brad Feld, Jason Mendelson, 2019, Wiley.
- 2 Term Sheets & Valuations, Alex Wilmerding, 2006, Aspatore Books.
- 3 Entrepreneurial Finance, Janet Kiholm Smith, Richard Smith, 2021, Stanford University Press.
- 4 The Business of Venture Capital, Mahendra Ramsinghani, 2020, Wiley.
- 5 Angel Investing, David Rose, 2014, Wiley.

25MB61F1 - ADVANCED CORPORATE FINANCE & VALUATION (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61F1	ADVANCED CORPORATE FINANCE & VALUATION	ACFV	R	2	1	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	FINANCIAL ACCOUNTING AND CORPORATE FINANCE	FACF	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply advanced DCF, APV, and real options techniques in complex valuation settings	3	PO2, PO4
CO2	Analyze multiples and EVA-based approaches to identify mispricing and drivers of firm value	4	PO2, PO4
CO3	Evaluate financing decisions, payout policies, and restructuring strategies for maximizing shareholder value	4	PO1, PO2
CO4	Perform valuation of distressed firms, private companies, and startups incorporating ESG factors	4	PO3, PO4
CO5	Solve applied valuation cases and critique peer models through structured tutorials	4	PO4, PO5

Syllabus

Deep dive into DCF (FCFF, FCFE, terminal value methods); Adjusted Present Value (APV) and its applications; Real options valuation (binomial trees; Black-Scholes applications); Cost of capital in emerging markets (country risk premium, sovereign spreads)

Multiples construction (P/E, EV/EBITDA, EV/Sales, PEG); Sector-specific calibration of multiples; Identifying mispricing and anomalies in relative valuation; Economic Value Added (EVA) and Value-Based Management (VBM); Role of growth, ROIC, and competitive advantage period in value creation

Capital structure optimization techniques; Hybrid securities: convertibles, preferred stock, mezzanine financing; Payout policies: dividends, buybacks, residual vs target payout ratios; Corporate restructuring: spin-offs, carve-outs, tracking stocks, leveraged recapitalizations

Distressed company valuation (liquidation vs going concern); Valuation of private companies & start-ups (VC/PE approaches, unit economics, cohort analysis); Leveraged Buyouts (LBO valuation logic, exit multiples); ESG integration in valuation; sustainable and impact investing frameworks

Reference Books

- 1 Valuation: Measuring and Managing the Value of Companies (7e), T. Koller, M. Goedhart, D. Wessels, 2020, Wiley.
- 2 Investment Valuation (3e), Aswath Damodaran, 2012, Wiley.
- 3 Applied Corporate Finance (4e), Aswath Damodaran, 2014, Wiley.
- 4 Corporate Finance: Theory and Practice, Pierre Vernimmen, 2017, Wiley.
- 5 The Little Book of Valuation, Aswath Damodaran, 2011, Wiley.

25MB61F2 - INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61F2	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	IAPM	R	2	1	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	FINANCIAL ACCOUNTING AND CORPORATE FINANCE	FACF	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Differentiate major asset classes and evaluate their performance metrics in domestic and global markets	3	PO1, PO2
CO2	Apply MPT, CAPM, and multi-factor models to construct and analyze efficient portfolios	3	PO2, PO4
CO3	Analyze active investment strategies, market anomalies, and risk budgeting techniques for portfolio optimization	4	PO2, PO4
CO4	Design globally diversified, ESG-integrated portfolios and draft investment policy statements	4	PO3, PO5
CO5	Solve case studies and simulation-based exercises on portfolio construction and critique peer strategies	4	PO4, PO6

Syllabus

Structure of capital markets: equity, debt, commodities, alternatives - Primary vs secondary markets; market microstructure and liquidity - Mutual funds, ETFs, hedge funds, private equity vehicles - Performance measures: NAV, alpha, beta, Sharpe ratio, Treynor ratio - Indian and global securities markets (NSE, BSE, NYSE, LSE, HKEX)

Modern Portfolio Theory (MPT): risk-return trade-off, efficient frontier - Capital Asset Pricing Model (CAPM) - Arbitrage Pricing Theory (APT) and factor models (Fama-French, Carhart 4-factor) - Portfolio performance attribution and benchmarking - Active vs passive portfolio construction

Fundamental analysis vs quantitative investing - Market anomalies: momentum, size, value, growth - Technical analysis overview (patterns, moving averages) - Risk budgeting frameworks: VaR, CVaR, maximum drawdown - Portfolio rebalancing strategies & transaction cost optimization

ESG investing principles and screening methods - Impact investing and SDG-linked investments - Global diversification strategies, emerging vs developed markets - Currency risk management in international portfolios - Constructing an Investment Policy Statement (IPS)

Reference Books

- 1 Investments (11e), Z. Bodie, A. Kane, A. Marcus, 2018, McGraw-Hil.
- 2 Active Portfolio Management (2e), R. Grinold, R. Kahn, 1999, McGraw-Hil.
- 3 Portfolio Construction and Analytics, Frank J. Fabozzi et al., 2016, Wiley.
- 4 The Intelligent Investor (Rev. Ed.), Benjamin Graham, 2006, Harper Business.

25MB61H1 - WORKFORCE ANALYTICS & EVIDENCE-BASED HR (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61H1	WORKFORCE ANALYTICS & EVIDENCE-BASED HR	WAEBH	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT AND PEOPLE ANALYTICS	HRPA	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply evidence-based HR principles to workforce decision- making	3	PO1, PO2
CO2	Analyze workforce analytics cases such as attrition, engagement, and DEI	4	PO2, PO5
CO3	Apply predictive and advanced analytics methods to workforce data	3	PO2, PO4
CO4	Evaluate ethical and strategic challenges in workforce analytics applications	4	PO3, PO5
CO5	Solve structured tutorials on workforce analytics cases and EBM frameworks	4	PO2, PO6

Syllabus

HR decision making intuition vs evidence Principles of evidence based management HR metrics KPIs for workforce planning Linking HR data with business performance Google Project Aristotle on team effectiveness

Workforce Analytics Applications Attrition and retention analytics Diversity Equity and Inclusion analytics Productivity and performance measurement Case IBMs use of AI for employee attrition predictions

Advanced Analytics in HR Predictive workforce planning Text analytics for employee feedback survey data Employee engagement sentiment analysis Cluster/Correspondence analysis in organizations Linking people analytics to ROI on talent programs Case Microsoft People Analytics for hybrid work

Contemporary Issues in Workforce Analytics Ethics and privacy in workforce data Algorithmic bias in HR decision making People risk analytics Future workforce trends gig economy reskilling automation impact Case Deloitte Human Capital Trends reports

Reference Books

- 1 Evidence Based Management , Denise Rousseau , 2, Routledge.
- 2 The Power of People: How Successful Organizations Use Workforce Analytics, Nigel Guenole, Jonathan Ferrar , 3, Pearson FT Press .
- 3 Predictive HR Analytics , Martin Edwards, Kirsten Edwards, 1, Kogan Page.
- 4 People Analytics in the Era of Big Data, Jean Paul Isson, Jesse Harriott , 2, Wiley .
- 5 Human Capital Analytics, Gene Pease, 1, Wiley .

25MB61H2 - AGILE HR AND EMPLOYEE EXPERIENCE (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61H2	AGILE HR AND EMPLOYEE EXPERIENCE	AHEE	R	2	1	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT AND PEOPLE ANALYTICS	HRPA	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain the core principles of Agile HR in modern business environments.	2	PO1, PO2
CO2	Illustrate the application of agile practices in various HR functions such as recruitment and performance.	3	PO1, PO4
CO3	Analyse agile HR strategies in organizational culture, learning systems, and leadership practices.	4	PO2, PO6
CO4	Analyse employee experience across the employee lifecycle and design experience enhancement strategies.	4	PO2, PO5
CO5	Solve case tutorials on Agile HR, Agile Organization Design and Transformation, and Employee experience.	4	PO6

Syllabus

Introduction to Agile HR: Evolution from traditional HRM to Agile HR, -Core principles and values of Agile: transparency, collaboration, adaptability, and customer-centricity. -Agile vs. Traditional HR, -Agile frameworks: Scrum, Kanban, -Lean principles applied to HR.

- Agile recruitment strategies: improving hiring cycles, enhancing candidate experience. -Agile performance management: real-time feedback, peer reviews, and OKRs (Objectives and Key Results). -Agile learning methods: learning sprints, microlearning, personalized development plans. -Building agile HR teams with collaboration, flexibility, and an iterative mindset. -Employee engagement: Agile surveys, pulse checks, co-creation of initiatives, -HR technology tools: Digital platforms supporting agile HR practices.

- Designing agile organization structures: flat hierarchies, cross-functional squads, networked teams. -Organizational culture transformation: Building trust, collaboration, and innovation, -Agile leadership, learning systems: Continuous learning, knowledge-sharing networks, communities of practice, -Change management: Agile approaches to organizational change and resilience.

- Understanding the concept and evolution of Employee Experience (EX), its importance in modern organizations, - Experience design: Human-centred design, journey mapping, touchpoint analysis, -Enhancement strategies: Personalization, well-being programs, flexible work models, -Technology in employee experience: AI-driven HR, digital collaboration tools, experience analytics, -Future trends: Hybrid work, gig economy, employee-centric ecosystems.

Reference Books

- 1 The Age of Agile: How Smart Companies Are Transforming the Way Work Gets Done, Denning, S., 2018, AMACOM.
- 2 Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness (Revised Edition), Laloux, F., 2022, Nelson Parker.
- 3 The Employee Experience Advantage: How to Win the War for Talent by Giving Employees the Workspaces They Want, the Tools They Need, and a Culture They Can Celebrate, Morgan, J., 2017, Wiley.
- 4 The Agile Workforce: Automating & Empowering HR for the Digital Age, Raines, S., 2020, Routledge.

- 5 Employee Experience: How to Attract Talent, Retain Top Performers, and Drive Results, Rose, M., 2018, McGraw-Hill Education.

25MB6111 - MANUFACTURING & SUPPLY CHAINS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB6111	MANUFACTURING & SUPPLY CHAINS	MSC	R	2	0	2	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain types of manufacturing systems and operational planning approaches	2	PO1, PO5
CO2	Apply supply chain frameworks to analyze logistics and distribution strategies	3	PO1, PO2, PO4
CO3	Analyze sector-specific manufacturing strategies (auto, FMCG, pharma)	4	PO2, PO3
CO4	Evaluate risk, resilience, and sustainability in global supply chains	4	PO3, PO4, PO6
CO5	Demonstrate end-to-end sectoral supply chain analysis through applied projects	3	PO4, PO5, PO6

Syllabus

Types of manufacturing (discrete, process, lean, JIT) Plant layout & production planning Capacity utilization & bottlenecks Case: Toyota Production System

Supply chain design & optimization Distribution networks, warehousing Procurement & supplier relationship mgmt. Case: Amazon & Flipkart supply chains

Auto & aerospace manufacturing strategies FMCG supply chain management Pharma & healthcare manufacturing Case: Maruti Suzuki, Airbus, Unilever

Global supply chain networks Risk management & resilience strategies Sustainable & green supply chains Capstone: Sectoral supply chain project (auto, FMCG, pharma)

Reference Books

- 1 Operations Management, Nigel Slack, 2020, Pearson.
- 2 Designing & Managing the Supply Chain, Simchi-Levi, 2021, McGraw Hill.
- 3 Manufacturing Planning & Control , Vollmann et al, 2019, McGraw Hill.
- 4 Supply Chain Management: Strategy, Planning & Operation, Chopra & Meindl , 2020, Pearson.
- 5 Global Supply Chains: Risk & Resilience, Gurnani & Mehrotra, 2021, Springer.

25MB61L1 - HEALTHCARE SYSTEMS & BIOPHARMA STRATEGY (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61L1	HEALTHCARE SYSTEMS & BIOPHARMA STRATEGY	HSBS	R	2	0	2	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain healthcare systems, delivery models, and hospital operations	2	PO1, PO2
CO2	Analyze pharmaceutical & biopharma value chains and strategies	4	PO1, PO2
CO3	Apply MedTech & diagnostic knowledge to real-world case scenarios	3	PO2, PO4
CO4	Evaluate healthcare policy and regulatory frameworks across geographies	4	PO3, PO5
CO5	Demonstrate integrated analysis of hospital, pharma, and MedTech strategies via capstone project	3	PO4, PO6

Syllabus

Global healthcare models (US, UK/NHS, India, emerging markets); Hospital operations & value chains ; Insurance-linked healthcare delivery ; Case: Apollo Hospitals vs NHS

Pharma & biotech value chains (R&D , clinical trials, manufacturing, distribution); Big pharma vs generics; Pricing & patenting strategies ; Case: COVID-19 vaccine development (Pfizer, Covaxin)

Role of MedTech & diagnostic firms, Value chain from device R&D, regulatory approval, adoption, Case: GE Healthcare, Siemens Healthiness

Role of FDA, CDSCO, WHO, Drug approval process & compliance, Healthcare financing & insurance regulation, Capstone: Hospital and Pharma strategy analysis

Reference Books

- 1 Healthcare Systems: An International Comparison, Sarah Thomson , 2020 , Cambridge.
- 2 The Business of Healthcare Innovation, Lawton R. Burns , 2019 , Cambridge.
- 3 Pharmaceutical Industry: A Guide , Carol Holtz , 2020, Routledge .
- 4 Biopharma R&D & Commercialization, Gary Pisano , 2021 , Harvard .
- 5 MedTech Innovation & Strategy , Stefan Walzer , 2021, Springer .

25MB61M1 - BRAND STRATEGY & POSITIONING (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61M1	BRAND STRATEGY & POSITIONING	BSP	R	2	1	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain brand concepts and evaluate brand equity using established frameworks	4	PO1, PO2
CO2	Apply positioning frameworks to design perceptual maps and reposition strategies	3	PO2, PO4
CO3	Analyze brand strategies including extensions, co-branding, and architecture decisions	4	PO1, PO3, PO5
CO4	Evaluate contemporary challenges like digital-first branding and ESG-driven storytelling	4	PO2
CO5	Solve case studies and simulations on brand positioning, crisis management, and digital branding	4	PO4, PO6

Syllabus

What is a brand? Brand identity, brand image, brand equity - Brand value chain & brand resonance model (Keller), Corporate, product & personal branding, Measuring brand equity (Aaker, Keller frameworks), Case: Apple as a master brand

STP revisited for positioning; Differentiation strategies (cost, quality, experience, innovation); Perceptual mapping and positioning grids; Repositioning strategies (brand revitalization); Case: Maggi repositioning after crisis

Brand architecture: house of brands vs branded house; Brand extensions & co-branding; Global branding vs local adaptation; Integrated marketing communication (IMC) for branding; Case: Dove Real Beauty campaign

Digital-first branding (influencers, communities, micro branding), Employer branding & talent attraction, ESG-driven branding & authentic storytelling; Managing brand crises in digital age; Case: Tesla & Elon Musk as brand

Reference Books

- 1 Strategic Brand Management (5e), Kevin Lane Keller , latest, Pearson .
- 2 Building Strong Brands , David A. Aaker , latest, Free Press .
- 3 Brand Leadership , David Aaker, Erich Joachimsthaler , 5th, Free Press.
- 4 The Brand Gap, Marty Neumeier, 6th, New Riders .
- 5 Brand Relevance: Making Competitors Irrelevant , David Aaker , Latest, Jossey Bass .

25MB61M2 - SERVICES MARKETING (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61M2	SERVICES MARKETING	SVM	R	2	1	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the nature, characteristics, classification, and growing role of services in the Indian economy, along with the challenges in marketing services.	2	PO1, PO2
CO2	Analyze the extended Services Marketing Mix (7Ps), service encounters, consumer expectations, and service quality models including the GAPs model.	4	PO2, PO4
CO3	Evaluate relationship marketing strategies, customer profitability segments, and methods to strengthen long-term customer relationships in service contexts.	4	PO1, PO5
CO4	Apply service recovery techniques, service guarantees, service blueprinting, and physical evidence (servicescape) strategies to enhance customer experience.	3	PO4, PO6
CO5	Analyze appropriate pricing, service delivery, demand supply management, and promotional strategies including technology enabled service delivery systems.	4	PO2, PO4

Syllabus

Marketing of Services: Introduction. Growth of the Service Sector. Role of Services in the Indian Economy. The Concept of Service, Characteristics of Services, Classification of Services, Challenges in Marketing of Services, Services Marketing Mix, The seven Ps Additional Dimensions in Services Marketing People, Process, and Physical Evidence. Services and Technology.

Consumer Behaviour in a Service Context. Consumer Service Expectations. Service Encounters. Service Quality Dimensions, Gaps model of service Quality. Relationship Marketing, Customer Profitability Segments, Relationship Challenges, Relationship Development Strategies.

Service Recovery, Customer responses to service failures, Customer Recovery Expectations, Service Recovery Strategies. Service Guarantees. Service Blueprinting, Physical Evidence, Servicescape effects on behavior. Physical Evidence Strategy. Service Product Decisions.

Service Pricing, Pricing related to four value definitions, Pricing Methods. Service Delivery, Employees Role in Service Delivery, Customers role in service delivery. Delivering Services through Electronic Channels. Managing Supply and Demand related strategies. Promotion of Services Service communication challenges.

Reference Books

- 1 Services Marketing: Integrating Customer Focus Across the Firm, Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler , 2025, McGraw Hill Education.
- 2 Services Marketing: People, Technology, Strategy , Christopher Lovelock & Jochen Wirtz, 2016, Pearson Education Asia .
- 3 Services Marketing: Text & Cases , Rajendra Nargundkar, 2010, Tata McGraw-Hill Publishing Company .
- 4 Services Marketing: The Indian Perspective , Ravi Shankar, 2010, Excel Books.
- 5 Services Marketing , Nishikant Jha, 2016, Himalaya Publishing House Pvt. Ltd.

25MB61N1 - ENERGY & INFRASTRUCTURE MGMT (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61N1	ENERGY & INFRASTRUCTURE MGMT	EIFM	R	2	0	2	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain the structure of global energy and infrastructure systems	2	PO1, PO2
CO2	Analyze oil & gas sector value chains and conventional energy economics	4	PO2, PO4
CO3	Apply renewable energy models to assess project viability	3	PO3, PO4
CO4	Evaluate risks, sustainability, and climate transitions in energy systems	4	PO3, PO5
CO5	Demonstrate integrated energy analysis via applied projects and case studies	3	PO4, PO6

Syllabus

Renewable Energy Business Models Scaling solar, wind, hydro, hydrogen Business models (IPP, PPP, BOOT) Case: Adani Green Energy, ReNew PowerRenewable energy PPA contracts

EV Ecosystems & Storage EV adoption and charging infra Battery storage technologies Grid integration of EVs Case: Tesla, Tata EV, NIO

Carbon Markets & Climate Finance Carbon credits, offsets, REC certificates Kyoto Protocol, Paris Agreement frameworks Global carbon trading platforms (EU ETS, CORSIA) Case: Carbon trading in EU ETS

Climate-Tech & Future of Energy Climate-tech startups (carbon capture, CCUS, green hydrogen) ESG-linked green finance Policy frameworks & incentives Capstone: Design a green energy/carbon credit project

Reference Books

- 1 Renewable Energy Finance , Santosh Raikar, 2019, Academic Press .
- 2 Carbon Markets: An International Business Guide, Arnaud Broh? , 2018, Earthscan .
- 3 The Grid: Energy Revolution , Gretchen Bakke , 2020, Bloomsbury .
- 4 Electric Vehicles & Energy Storage, Ravi Krishnan , 2021, Springer .
- 5 Climate Finance , Barbara Buchner , 2022, Routledge .

25MB61P1 - MANAGEMENT CONSULTING FRAMEWORKS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61P1	MANAGEMENT CONSULTING FRAMEWORKS	MCF	R	2	0	2	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain consulting industry roles engagement lifecycle and consulting types	2	PO1, PO2
CO2	Apply structured problem-solving frameworks MECE SWOT PESTLE Porters to cases	3	PO2, PO4
CO3	Analyze strategy operations problems using consulting tools and methodologies	4	PO1, PO2
CO4	Develop client-ready deliverables with effective communication & data visualization	4	PO4, PO5
CO5	Demonstrate ability to solve real consulting cases through applied projects	3	PO2, PO6

Syllabus

Consulting industry landscape strategy management functional tech Role of consultants problem identification diagnosis solution Engagement lifecycle proposal data collection analysis recommendation implementation Case McKinsey 7S model in corporate restructuring

Hypothesis driven problem solving MECE principle SWOT PESTLE Porters Five Forces Cost benefit break even and financial modeling Case practice Market entry strategy

Growth strategy market sizing Value chain analysis benchmarking Lean & Six Sigma concepts for consulting Case Pricing strategy for FMCG client

Stakeholder management Structuring presentations and storylining Data visualization for consulting Capstone End to end consulting case project proposal deck

Reference Books

- 1 The McKinsey Way, Ethan Rasiel, 2018, McGraw Hill.
- 2 Case in Point, Marc Cosentino, 2020, Burgee Press.
- 3 The Pyramid Principle, Barbara Minto, 2021, Pearson.
- 4 Management Consulting Today and Tomorrow, Flemming Poulfelt, 2020, Routledge.
- 5 The Firm The Story of McKinsey, Duff McDonald, 2019, Simon & Schuster.

25MB61R1 - RETAIL & FMCG BUSINESS MODELS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61R1	RETAIL & FMCG BUSINESS MODELS	RFBM	R	2	0	2	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain retail formats, channel structures, and store/FMCG unit economics	2	PO1, PO2
CO2	Apply category, assortment, planogram, and pricing architectures to improve mix & margin	3	PO2, PO4
CO3	Analyze demand, replenishment, and store operations for service level & shrink control	4	PO2, PO4
CO4	Analyze RTM choices and omni readiness for FMCG modern trade partnerships	4	PO1, PO5
CO5	Design a category plan & store P&L using real-world retail math and POS-like data	5	PO4, PO6

Syllabus

Retail Formats Channels Unit Economics Retail formatshypersuper/conveniencedepartment/specialty GTMTHORECA wholesale in FMCGstore P&L net sales gross marginshrinkage/markdowns contribution retail math (GM%, GMROI, sellthrough, stock turnsweeks of supply trade terms margin.

Merchandising Category Pricing Architecture Category roles destination/routine/seasonal/impulse assortment planning breadthdepth SKU rationalization, ABCXYZplanograms & space-to-sales; private label playbooks;pricing models EDLP vs Hi-Lo promo mechanics mix margin mgmt

Demand Planning Replenishment Store Ops POS data forecast seasonalityeventsorder cyclessafety stock FEFO for perishables cold chain basics store operations SOPs manpower scheduling, shrink/loss prevention inventory accuracy cycle counts.

RTM & Omni Readiness FMCG Modern Trade Distributor Management Systems DMSbeat plans MT negotiations JOQs EDI basics clickandcollect,ship-fromstore listing with marketplacesregulatory cues (FSSAI basics, Legal Metrology). Capstone: 90-day RTM category P&L.

Reference Books

- 1 Retailing Management , Levy & Weitz , 2022, McGraw Hill.
- 2 Retail Management , Dunne Lusch Carver, 2020, Pearson.
- 3 Retail Analytics , Emmett Cox , Wiley, 2017.
- 4 Category Management Toolkit , NielsenIQ , latest ed, latest ed..
- 5 Retail Marketing Management, Gilber , 2019, Pearson.

25MB61S1 - LEAN, SIX SIGMA & CONTINUOUS IMPROVEMENT (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61S1	LEAN, SIX SIGMA & CONTINUOUS IMPROVEMENT	LSCI	R	2	1	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	OPERATIONS & SUPPLY CHAIN MANAGEMENT	OSCM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain the principles of Lean thinking, Toyota Production System (TPS), Kaizen, Six Sigma fundamentals, and the DMAIC cycle.	2	PO1, PO5
CO2	Identify and analyze different types of wastes, apply 5S, Value Stream Mapping (VSM), Kanban, JIT, SMED, and Poka-Yoke techniques to improve operational efficiency.	3	PO1, PO2, PO4
CO3	Use Total Productive Maintenance, root-cause analysis tools (Fishbone, Pareto), A3 problem solving, Heijunka, and Hoshin Planning for structured continuous improvement.	3	PO2, PO3
CO4	Analyze real-world Lean and Six Sigma implementations through case studies such as Toyota, Dell, GE, and Amazon to derive best practices for process excellence.	4	PO3, PO4, PO6
CO5	Solve structured case studies & simulations on Lean Six Sigma and continuous improvement	4	PO4, PO5, PO6

Syllabus

Principles of Lean thinking (value, value stream, flow, pull, perfection) - Toyota Production System (TPS) and Kaizen - Six Sigma fundamentals, DMAIC cycle - Waste identification & elimination (7 wastes) Case: Toyota lean journey

5S methodology - Value Stream Mapping (VSM) - Kanban & Just-in-Time (JIT) - SMED (Single Minute Exchange of Die) - Poka-Yoke (error-proofing) Case: Dell Lean Ops

Total Productive Maintenance - Root cause analysis (Fishbone, Pareto) - A3 Problem Solving - Heijunka Production Levelling - Hoshin Planning Case: GE Six Sigma initiatives

Lean Six Sigma in services (healthcare, banking, IT) - Lean digital transformation (automation + analytics) - Agile + Lean integration - Lean & Six Sigma for sustainability Case: Amazon continuous improvement systems

Reference Books

- 1 Lean Thinking (2e), James Womack, Daniel Jones, 2010, Free Press.
- 2 The Toyota Way (2e), Jeffrey Liker, 2021, McGrawHill.
- 3 Six Sigma: The Breakthrough Management Strategy, Mikel Harry, Richard Schroeder, 2000, Currency.
- 4 Lean Six Sigma Pocket Toolkit, Michael George et al. , 2005, McGrawHill.
- 5 Gemba Kaizen (2e), Masaaki Imai , 2012, McGrawHill.

25MB61S2 - SUPPLY CHAIN DESIGN & ANALYTICS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61S2	SUPPLY CHAIN DESIGN & ANALYTICS	SCDA	R	2	1	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	OPERATIONS & SUPPLY CHAIN MANAGEMENT	OSCM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply supply chain network design models for facility and capacity decisions	3	PO1, PO4
CO2	Analyze supply chain trade-offs and evaluate sourcing and transportation strategies	4	PO1, PO2
CO3	Use optimization and simulation models to support supply chain decision-making	3	PO2, PO4
CO4	Evaluate applications of big data, predictive analytics, and risk management in supply chains	4	PO4, PO5
CO5	Solve case-based tutorials on network optimization, trade-offs, and SCM risk management	4	PO2, PO6

Syllabus

Supply Chain Network Design: Strategic supply chain design objectives; Facility location models; Capacity allocation decisions; Global vs regional network strategies; Case: Amazon distribution network

Supply Chain Planning & Trade-offs: Cost vs service level trade-offs; Inventory centralization vs decentralization; Sourcing strategies (single vs multi-sourcing); Case: Walmarts supply chain trade offs

Analytics for Supply Chain Decisions: Forecasting for supply chain optimization; Linear programming & network flow models; Simulation models for inventory & logistics; Data driven supply chain dashboards (Tableau/Power BI); Case: Zara fast fashion analytics

Contemporary Supply Chain Analytics & Risk Management: Big Data in SCM (IoT, RFID, blockchain); Predictive & prescriptive analytics in logistics; Risk analytics for supply chain disruptions; Sustainable and circular supply chains; Case: Apple risk hedged global SCM

Reference Books

- 1 Supply Chain Management: Strategy, Planning & Operation (7e), Sunil Chopra, Peter Meindl, 2019, Pearson.
- 2 Designing & Managing the Supply Chain, David Simchi-Levi, 2019, McGraw-Hill.
- 3 Operations and Supply Chain Analytics, F. Robert Jacobs, Richard Chase, 2019, Pearson.
- 4 Supply Chain Analytics: Concepts, Techniques & Applications, Peter Wanke, 2021, Springer.
- 5 Handbook of Logistics & Supply Chain Management, Alan Rushton, Phil Croucher, 2022, Kogan Page.

25MB61T1 - TECH SECTOR STRATEGY & DIGITAL PLATFORMS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61T1	TECH SECTOR STRATEGY & DIGITAL PLATFORMS	TSDP	R	2	0	2	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain global tech sector structures, SaaS and platform business models	2	PO1, PO2
CO2	Apply SaaS metrics (ARR, churn, CAC, LTV) to real company data	3	PO2, PO4
CO3	Analyze platform economics and competitive dynamics across tech ecosystems	4	PO3, PO5
CO4	Evaluate regulatory and policy implications for tech firms	4	PO1, PO2
CO5	Demonstrate practical analysis of SaaS/platform cases via applied projects	3	PO4, PO6

Syllabus

Global Technology Sector Overview Structure of tech sector IT services SaaS cloud digital media platform companies Value creation models subscription freemium marketplace ad driven Tech IPOs & valuations Case Microsoft & Google ecosystem strategies

SaaS & Digital Business Models SaaS vs on premise models ARR churn CAC LTV metrics B2B vs B2C SaaS strategies Case Salesforce Zoho Freshworks

Platform Economics & Ecosystems Network effects & two sided markets Platform governance pricing subsidies incentives Competitive dynamics in platform wars Uber vs Ola Flipkart vs Amazon Case Apple App Store vs Google Play Store

Regulation & Strategy in Tech Sector Antitrust & competition issues US vs EU vs India Data privacy & platform compliance GDPR Indian DPDP Act Tech policy & emerging global regulation Capstone Analyze digital platform strategy of an Indian or global SaaS company

Reference Books

- 1 Digital Business Models 2021 , Annabelle Gawer , 2020, Routledge .
- 2 Platform Revolution , Geoffrey Parker Marshall Van Alstyne, 2016, Norton .
- 3 Competing in the Age of AI , Marco lansiti Karim Lakhani, 2017, Harvard .
- 4 The Business of Platforms , Michael Cusumano , 2020, Harvard.
- 5 SaaS Metrics A Comprehensive Guide , David Skok, 2019, Self published.

25MB61U1 - AGRIBUSINESS & FOOD SYSTEMS: VALUE CHAINS AND MARKETS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB61U1	AGRIBUSINESS & FOOD SYSTEMS: VALUE CHAINS AND MARKETS	AFVM	R	2	0	2	0	3

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain end-to-end agri-food value chains and procurement systems	2	PO1, PO2
CO2	Apply commodity pricing & risk models to real datasets	3	PO2, PO4
CO3	Analyze post-harvest & processing systems for yield, quality, and cost	4	PO1, PO2
CO4	Evaluate cold-chain & RTM designs for perishables	4	PO3, PO5
CO5	Build commodity-specific value chain & market models using real/synthetic data	3	PO4, PO6

Syllabus

Farm-to-Fork Value Chains: Structure of agri-food systems; crops, dairy, meat, fish; stakeholders (farmers, FPOs, aggregators, processors, distributors, retailers, HORECA); procurement models (mandi/APMC, e-NAM, contract farming, direct sourcing); cooperative models (Amul, NDDB); value capture and leakage points.

Agri Markets, Pricing & Risk: Price discovery mechanisms (arrivals, demand shocks, policies MSP, subsidies); seasonality indices; spot vs futures (NCDEX MCX overview); hedging basics; warehouse receipt systems; crop insurance, weather risk, pest disease disruptions.

Post Harvest & Processing: Post harvest loss categories; grading, sorting & pack houses; storage models (silos, warehouses, cold rooms, CA storage); shelf life economics; processing (milling, dairy, meat, packaged foods); yield analysis; compliance: AGMARK, FSSAI, HACCP basics.

Distribution, Cold Chain & RTM: Cold chain infra (pre cooling, reefers, cross docks); distribution models (kirana, MT, HORECA, institutional buyers); rural logistics & beat planning; perishables S&OP; digital RTM platforms (Ninjacart, DeHaat, BigBasket); resilience & sustainability in RTM.

Reference Books

- 1 Food Supply Chain Management, Hobbs & Young, 2020, Wiley.
- 2 Cold Chain Management, Emond, 2019, CRC Press.
- 3 Agribusiness Management, Aserkar et al., 2021, Himalaya.
- 4 Retail Analytics, Cox, 2017, Wiley.

25MB62A3 - MACHINE LEARNING FOR BUSINESS APPLICATIONS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62A3	MACHINE LEARNING FOR BUSINESS APPLICATIONS	MLBA	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	FOUNDATIONS OF BUSINESS ANALYTICS	FBA	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain the concepts, types, and frameworks of Machine Learning, including supervised, unsupervised, semi-supervised, reinforcement, and evolutionary learning, using the CRISP-ML(Q) methodology.	2	PO1, PO2
CO2	Apply various feature engineering techniques including transformation, encoding, scaling, feature selection, and feature extraction to prepare high-quality datasets for machine learning models.	3	PO2, PO4
CO3	Analyze and compare supervised learning models, both regression and classification using appropriate performance metrics, hyperparameter tuning, boosting, and stacking techniques.	4	PO2, PO4
CO4	Examine unsupervised learning techniques such as clustering, association rule mining (Apriori, FP-Growth, ECLAT), and dimensionality reduction (PCA) for identifying patterns in data	4	PO2, PO4
CO5	Analyze reinforcement learning approaches, including model-based (value and policy iteration) and model-free (Q-Learning, SARSA) algorithms, for optimal decision-making in dynamic environments.	4	PO2, PO4

Syllabus

Introduction to Machine Learning. - Types of Machine Learning - Supervised, Unsupervised, Semisupervised, Reinforcement and Evolutionary - Models in Supervised, Unsupervised, Semi-supervised, Reinforcement and Evolutionary - Machine learning using CRISP-ML(Q) framework.

Feature Engineering includes Feature Transformation, Feature Selection, Feature Extraction - Feature Transformation includes Feature Encoding and Feature scaling - Feature Encoding includes One-Hot Encoding, Dummy Variable, Binary, Count, Target and Leave-One-out Encoding - Feature Scaling includes Min-max Scaling, Standard Scaling, Mean Scaling, Mean Absolute Scaling, Robust Scaling - Feature Selection includes three methods- Filter methods, Wrapper methods and Embedded methods

Supervised Machine Learning Algorithms - Regression Models and Classification models - Regression models include Linear Regression, KNN Regression, Support Vector Regression, Decision Tree Regression, Random Forest Regression. - Evaluation metrics for Regression models like MAE, MSE and RMSE and R2 - Classification Models include Logistic Regression, KNN Classifier, Support vector classifier, Decision Tree Classifiers and Random Forest Classifiers. - Evaluation Metrics for classification models like Accuracy, F1 Score, Recall, Precision, ROC-AUC curves. - Model Tuning by Hyperparameters - Improving Accuracy using Boosting Methods - XGBoost, AdaBoost, CatBoost - Improving Accuracy using Stacking

Unsupervised Machine learning includes Clustering, Association Rules and Dimension Reduction. - Clustering Using K-Means Algorithm - Association Rule Mining using Market Basket Analysis - Association Rule Mining using FP-GROWTH (Frequent Pattern) - Association Rule Mining using ECLAT (Equivalence Class Transformation) - Dimension Reduction using Principal Component Analysis (PCA) - Introduction to Reinforcement Learning - types like Model-based and Model-Free - Model-based Algorithms like Value Iteration and Policy Iteration - Model-free Algorithms like Q-Learning and SARSA

- 1 Pattern Recognition and Machine Learning, Christopher M. Bishop, 2016, Springer.
- 2 The Elements of Statistical Learning, Trevor Hastie, Robert Tibshirani, Jerome Friedman, 2017, Springer.
- 3 Machine Learning: A Probabilistic Perspective, Kevin P. Murphy, 2012, MIT Press.
- 4 Reinforcement Learning: An Introduction, Richard S. Sutton & Andrew G. Barto, 2018, MIT Press.

25MB62A4 - APPLIED DEEP LEARNING AND GENERATIVE AI (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62A4	APPLIED DEEP LEARNING AND GENERATIVE AI	ADLG	R	2	0	0	4	3

Prerequisite

S#	Course Title	Acronym	Rule
1	FOUNDATIONS OF BUSINESS ANALYTICS	FBA	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain the foundational concepts of Deep Learning, including perceptrons, multi layer perceptrons, activation functions, and Artificial Neural Networks (ANN).	2	PO1, PO2
CO2	Apply deep learning architectures such as CNNs, RNNs, and LSTMs to solve problems related to images, speech, language modeling, and time series forecasting.	3	PO2, PO4
CO3	Analyze the structure, functioning, and types of Generative AI systems, including Large Language Models (LLMs), open-source and commercial models, prompting methods, and RetrievalAugmented Generation (RAG).	4	PO2, PO4
CO4	Examine various generative frameworks such as Transformers, GANs, and Diffusion Models to understand their role in generating text, images, and multimodal content	4	PO2, PO4
CO5	Evaluate AI applications by integrating LLMs with Streamlit and Python, using UI components, user-input widgets, and backend model integration	4	PO2, PO4

Syllabus

Introduction to Deep Learning -Perceptron vs Multi-layer Perceptron -Activation functions like Sigmoid, ReLU, Leaked ReLU -Artificial Neural Networks (ANN)

-Convolution Neural Networks (CNN) for Images -Recurrent Neural Networks (RNN) for time-series data with short-term memory -Long-term Short Memory (LSTM) for time-series data with long and short term memory Applications in speech recognition, language modeling, time series forecasting

-Introduction to Generative AI (Gen AI) -Understanding Large Language Models (LLMs) -text -Types of LLMs - Open and Closed (Commercial) -Open LLMs- Mistral using Ollama, Types of Prompting, Retrieval Augmented Generation (RAG)

-Introducing Streamlit, Streamlit Basics - components, User Input Widgets -Integrating Streamlit with Python -Running LLM using Streamlit -Introduction to transformers, GANs and Diffusion models.

Reference Books

- 1 Deep Learning, Ian Goodfellow, Yoshua Bengio, Aaron Courville, 2016, MIT Press.
- 2 Neural Networks and Deep Learning, Michael Nielsen, 2015, Determination Press.
- 3 Hands On Deep Learning with Python , Dipanjan Sarkar, Raghav Bali, Tamoghna Ghosh, 2022, Apress .
- 4 Transformers for Natural Language Processing, Denis Rothman , 2022, Packt Publishing.

25MB62B2 - FINTECH, DIGITAL PAYMENTS & RISK MANAGEMENT (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62B2	FINTECH, DIGITAL PAYMENTS & RISK MANAGEMENT	FDPR	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	BFSI INDUSTRY & FINANCIAL SERVICES STRATEGY	BIFS	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain digital banking models, UPI, CBDCs, and blockchain-based payments	2	PO1, PO2
CO2	Apply digital financial services platforms in trading, robo-advisory, and lending	3	PO2, PO4
CO3	Analyze InsurTech innovations and evaluate AI-driven underwriting/claims processes	4	PO2, PO4
CO4	Evaluate RiskTech and RegTech applications for compliance and fraud prevention	4	PO2, PO3
CO5	Demonstrate hands-on FinTech, InsurTech, and RegTech tools via labs and prototypes	3	PO4, PO5

Syllabus

Core Banking Systems (CBS); Mobile & internet banking; UPI, IMPS, CBDCs; Blockchain & crypto payments; Case: NPCIs UPI & RuPay model

Robo-advisory, algorithmic trading; P2P lending, crowdfunding; Digital wealth management; Case: Zerodha, Robinhood, LendingClub

AI/ML in underwriting & claims; Telematics & health data for pricing; InsurTech startups (PolicyBazaar, Acko, Lemonade); Case: Telematics-based auto insurance

RiskTech in fraud detection & credit scoring; RegTech for AML/KYC automation; Cybersecurity in BFSI (fraud analytics, ransomware); Capstone: Design a FinTech/InsurTech prototype

Reference Books

- 1 The FINTECH Book , Susanne Chishti , 2016, Wiley .
- 2 FinTech Innovation, Paolo Sironi , 2021, Wiley .
- 3 Digital Banking Revolution, Chris Skinner, 2020, Marshall Cavendish .
- 4 The InsurTech Book , Sabine VanderLinden , 2020, Wiley.
- 5 RegTech in Financial Services, Douglas Arner, 2021, Oxford University Press .

25MB62C3 - DIGITAL TRANSFORMATION STRATEGY (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62C3	DIGITAL TRANSFORMATION STRATEGY	DGTS	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	STRATEGIC MANAGEMENT	SM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain digital transformation frameworks and maturity models	2	PO1, PO2
CO2	Apply knowledge of emerging tech (AI, cloud, IoT, blockchain) to strategic contexts	3	PO1, PO4
CO3	Evaluate successful digital transformation cases	5	PO2, PO5
CO4	Analyze digital operating models and execution challenges.	4	PO2, PO4
CO5	Design and simulate digital transformation roadmaps for firms.	4	PO4, PO5

Syllabus

Evolution from IT enablement digital-first firms, Digital maturity models, Digital maturity models (Deloitte, Capgemini, BCG) Strategic drivers: customer experience, operational agility, new business models

Cloud, AI/ML, IoT, Blockchain, 5G as enablers of strategy Platforms vs pipelines platformization of traditional businesses Data as a strategic asset: monetization, governance, cybersecurity risks Case Tesla, Netflix, Jio Platforms, Ant Financial

Digital operating models: agile at scale, cross-functional teams, digital factories, Roadmaps & KPIs for digital transformation, Change resistance and digital culture building, Strategy dashboards and digital OKRs, Microsoft transformation under Satya Nadella

Hands-on simulation: digital disruption in retail/banking, Digital twin / sandbox experiments, Capstone design a digital transformation roadmap for a legacy firm, Final boardroom pitch: justify tech investments & risk management.

Reference Books

- 1 Leading Digital: Turning Technology into Business Transformation, Westerman, Bonnet & McAfee, 2018, Harvard.
- 2 The Digital Transformation Playbook, Rogers, D., 2019, Columbia.
- 3 The Technology Fallacy, Kane et al, 2020, MIT Press.
- 4 Digital Business Strategy, Bharadwaj et al, 2021, Springer.
- 5 Data Driven: Creating a Data Culture, Davenport & Redman, Harvard, 2019.

25MB62C4 - ORG DESIGN, CHANGE & TURNAROUND (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62C4	ORG DESIGN, CHANGE & TURNAROUND	ODCT	R	2	0	0	4	3

Prerequisite

S#	Course Title	Acronym	Rule
1	STRATEGIC MANAGEMENT	SM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain classical and contemporary organization design theories and describe functional divisional matrix network and digital-era structures including agile squads tribes and holacracy	2	PO1, PO2
CO2	Analyze the effectiveness of modern organization designs using real-world cases	4	PO2, PO5
CO3	Apply change management frameworks Lewins 3Step Kotters 8 Step ADKAR	3	PO5, PO6
CO4	Analyze distress signals financial operational and cultural and assess turnaround stages and frameworks	4	PO3, PO4

Syllabus

Classical and contemporary OD theories Chandler: structure follows strategy Galbraiths Star Model Functional divisional matrix and network structures Digital era designs agile tribes squads holacracy Case Spotify model GEs matrix struggles Change management frameworks Lewins 3-Step, Kotters 8-Step, ADKAR Resistance to change: sources overcoming inertia Role of leadership in transformation Case Satya Nadellas Microsoft cultural reset Change communication strategies

Identifying distress signals financial operational cultural Stages of turnaround retrenchment stabilization renewal growth Turnaround frameworks Bibeaults 5stage crisis vs noncrisis turnaround Case Apple 1997 revival) Jet Airways failure to turnaround

Harvard simulation leading change Turnaround lab students run scenarios for a distressed company cost cuts divestitures leadership shifts Org design exercise restructure a legacy conglomerate for digital transformation Capstone Board presentation of turnaround strategy for a chosen real world company

Reference Books

- 1 Designing Organizations, Galbraith J, 2020, JosseyBass.
- 2 Leading Change, Kotter J, 2018, Harvard.
- 3 Corporate Turnaround How Managers Turn Losers into Winners, Bibeault D, 2019, McGraw Hill.
- 4 Hit Refresh, Nadella S, 2017, Harper Business.
- 5 Diagnosing and Changing Organizational Culture, Cameron & Quinn, 2020, JosseyBass.

25MB62E3 - PRODUCT MANAGEMENT & AGILE FOR FOUNDERS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62E3	PRODUCT MANAGEMENT & AGILE FOR FOUNDERS	PMAF	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	ENTREPRENEURSHIP FOR MSMEs AND START-UPS	EMS	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply product-market fit frameworks to validate venture products	3	PO1, PO2
CO2	Demonstrate Agile execution and lean prioritization methods	3	PO2, PO5
CO3	Analyze product requirements and feature prioritization in startup contexts	4	PO1, PO2
CO4	Evaluate product scaling strategies using growth metrics and tools	4	PO4, PO5
CO5	Build sprint boards, prototypes, and product scaling dashboards using Agile tools	3	PO4, PO5

Syllabus

Role of a founder as product manager; Product vision, strategy, and roadmap; MVP vs MLP (Minimum Lovable Product); Product-market fit frameworks (Sean Ellis test, NPS); Case: Slack product; market fit journey

Agile vs Waterfall for startups; Scrum roles & ceremonies (sprint planning, standups, retrospectives); Kanban boards for workflow visualization; Lean prioritization frameworks (MoSCoW, RICE, Kano; Case: Spotify Agile Squad model

Defining product requirements (PRD basics);- User stories & acceptance criteria; Feature prioritization tools (impact vs effort matrix); Wireframing & usability testing; Case: Airbnb feature iteration

Metrics-driven product decisions (AARRR funnel, churn, retention); Growth experiments & A/B testing; Tools for founders: Jira, Trello, Figma, Google Analytics; Product team structures in scaleups; Case: BYJU's product scaling challenges

Reference Books

- 1 Inspired: How To Create Tech Products Customers Love , Marty Cagan, 2018, WILEY.
- 2 Lean Product Playbook , Dan Olsen, 2015, WILEY.
- 3 Escaping the Build Trap , Melissa Perri , 2018, O'Reilly Media .
- 4 Product Roadmaps Relaunches , C. Todd Lombardo et al, 2017, O'Reilly Media .
- 5 The Startup Way , Eric Ries , 2017, Currency .

25MB62E4 - SCALING, GTM & GROWTH HACKING (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62E4	SCALING, GTM & GROWTH HACKING	SGGH	R	2	0	0	4	3

Prerequisite

S#	Course Title	Acronym	Rule
1	ENTREPRENEURSHIP FOR MSMEs AND START-UPS	EMS	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Design go-to-market strategies for venture scaling.	3	PO1, PO2
CO2	Analyze growth hacking frameworks and viral mechanisms.	4	PO2, PO4
CO3	Apply digital growth tools (HubSpot, GA, Mixpanel) to optimize funnels.	3	PO4, PO5
CO4	Evaluate scaling playbooks and founder-led growth strategies.	4	PO1, PO2
CO5	Demonstrate ability to execute GTM dashboards, run growth experiments, and use digital growth tools.	3	PO4, PO5

Syllabus

Defining GTM strategy (segmentation, targeting, positioning), Choosing channels: direct, partner, online, offline, Pricing & packaging for scaling, International market entry strategies.

What is growth hacking? History & mindset, Viral loops, referral mechanics, and network effects, Growth funnel AARRR: Acquisition, Activation, Retention, Revenue, Referral.

Marketing automation (HubSpot basics), Funnel analytics (Mixpanel, GA), A/B testing & cohort analysis, SEO, SEM, content marketing growth hacks

Growth team structures in startups vs corporates, Scaling playbooks for SaaS, D2C, marketplaces. Growth experiment pipelines and dashboards, Founders role in leading growth culture, Razorpays founder led growth journey.

Reference Books

- 1 Growth Hacker Marketing, Ryan Holiday, 2013, Penguin.
- 2 Hacking Growth, Sean Ellis, Morgan Brown, 2017, Currency.
- 3 The Lean Product Playbook, Dan Olsen, 2015, Wiley.
- 4 Blitzscaling, Reid Hoffman, Chris Yeh, 2018, Currency.
- 5 Traction: How Any Startup Can Achieve Explosive Growth, Gabriel Weinberg, Justin Mares, 2015, Portfolio.

25MB62F3 - M&A, LBO AND DEAL MODELING (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62F3	M&A, LBO AND DEAL MODELING	MLDM	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	ADVANCED CORPORATE FINANCE & VALUATION	ACFV	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply advanced Excel functions and formulas to business datasets	3	PO1, PO4
CO2	Analyze business data using Excel-based statistical and analytical tools	4	PO2, PO4
CO3	Develop financial models for investment and business decision- making	4	PO2, PO5
CO4	Design interactive dashboards and visual analytics for managerial decisions	5	PO4, PO5
CO5	Automate and optimize business processes using advanced Excel features	6	PO4, PO6

Syllabus

Advanced lookup functions: VLOOKUP HLOOKUP INDEX MATCH XLOOKUP Array formulas and dynamic arrays: FILTER, SORT, UNIQUE - Logical functions: nested IF, IFS, SWITCH, AND OR Text functions CONCAT TEXTJOIN LEFT RIGHT MID-Date and time functions NETWORKDAYS, WORKDAY, DATEDIF-Mathematical and conditional functions: SUMIFS, COUNTIFS, AVERAGEIFS, SUMPRODUCT

Data Analysis ToolPak: descriptive statistics, correlation, regression - Pivot tables and pivot charts: advanced grouping, calculated fields, slicers - Statistical functions: FORECAST, TREND, LINEST, STDEV, CORREL - Data validation techniques and dependent drop-downs - What-if analysis: Goal Seek, Scenario Manager, Data Tables - Power Query for data import, transformation, and cleansing

Financial functions: NPV, IRR, PMT, PV, FV, RATE - Loan amortization schedules and cash flow modeling - Investment appraisal: DCF, payback period, profitability index - Sensitivity and scenario analysis - Monte Carlo simulation using Excel - Break-even and contribution analysis

Advanced charts: combination, waterfall, Gantt charts - Interactive dashboards using slicers, form controls, and timelines - Conditional formatting: icon sets, color scales, custom rules - Sparklines and dynamic charts - Dashboard best practices and professional formatting standards

Macro recording and basic VBA programming concepts - User forms and input validation - Solver add-in for optimization and linear programming problems - Worksheet protection and access controls - Excel integration with other Office applications - Error handling, debugging, and model auditing

Reference Books

- 1 Excel 2019 Bible, Michael Alexander, Richard Kusleika, John Walkenbach, II, Wiley 2019.
- 2 Financial Modeling Using Excel and VBA, Chandan Sengupta, I, Wiley 2021.
- 3 Excel Dashboards and Reports, Michael Alexander, John Walkenbach, II, Wiley 2021.
- 4 Advanced Excel Essentials, Jordan Goldmeier, I, Apress 2021.
- 5 Business Analytics Using Excel, , Jeffrey M. Camm et al., I, Cengage, 2020.

25MB62F4 - RISK MANAGEMENT, DERIVATIVES AND FINTECH APPS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62F4	RISK MANAGEMENT, DERIVATIVES AND FINTECH APPS	RDFA	R	2	0	0	4	3

Prerequisite

S#	Course Title	Acronym	Rule
1	FINTECH AND FINANCIAL ANALYTICS	FTFA	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain different categories of financial risk and apply frameworks to measure & manage them	3	PO1, PO2
CO2	Analyze and apply derivative instruments for hedging, speculation, and structured finance	4	PO2, PO4
CO3	Evaluate the role of FinTech innovations (AI, blockchain, RegTech) in financial risk management	4	PO4, PO5
CO4	Critically assess integrated risk cases and develop enterprise risk frameworks	4	PO2, PO6
CO5	Demonstrate proficiency in risk analytics tools (Python for risk modeling, Tableau/Power BI for dashboards) aligned with certifications	3	PO4, PO5

Syllabus

Categories of financial risk market credit liquidity operational, systemic Risk measurement tools standard deviation beta, VaR CVaR Stress testing and scenario analysis Basel III IV regulatory frameworks and RBI guidelines Risk governance and risk appetite frameworks

Forwards futures swaps and options pricing and applications Hedging strategies using futures and options Option Greeks and sensitivity measures Exotic derivatives barrier Asian credit derivatives Structured products convertible bonds credit linked notes

Algorithmic trading and high frequency trading risks Blockchain for risk mitigation and clearing InsurTech and RegTech applications KYC AML fraud analytics RiskTech dashboards and risk data visualization AI ML in fraud detection and anomaly detection

Enterprise Risk Management (ERM) frameworks Integrated risk dashboards for CROs Case studies LTCM collapse 2008 global crisis Adani Hindenburg ESG risk integration into risk models Future of risk management quantum risk cyber risk

Reference Books

- 1 Financial Risk Management (2e), Steve L. Allen, 2, Wiley.
- 2 Risk Management and Financial Institutions (Wiley Finance), John C. Hull, 5, John Wiley & Sons.
- 3 Options, Futures, and Other Derivatives, John Hull, 10, Pearson.
- 4 Quantitative Risk Management, Alexander McNeil, Rüdiger Frey, Paul Embrechts, Revised Edition, Princeton.

25MB62H3 - TALENT STRATEGY, ORG DESIGN & PEOPLE OPS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62H3	TALENT STRATEGY, ORG DESIGN & PEOPLE OPS	TOPO	R	2	1	0	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT AND PEOPLE ANALYTICS	HRPA	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply talent strategy frameworks to align people with business needs	3	PO1, PO2
CO2	Analyze organizational design models and evaluate digital-age structures	4	PO2, PO4
CO3	Demonstrate ability to design People Ops delivery models and employee experience strategies	3	PO4, PO6
CO4	Evaluate contemporary challenges in org design, DEI, gig workforce, and reskilling	4	PO2, PO5
CO5	Design HR dashboards, org modeling prototypes, and People Ops interventions	3	PO4, PO6

Syllabus

Talent strategy and workforce planning
Aligning talent with business strategy
Competency frameworks and talent pipelines
Employer branding and EVP
Employee Value Proposition
Case Unilevers talent strategy

Principles of org design including structures
functional matrix networked and flat
Agile organizations and design for the digital age
Org development interventions
ODIs
Change in structure for scale ups vs MNCs
Case Spotifys Squad Model

People Ops vs traditional HR
HR service delivery models including shared services
CoE and BP model
Employee experience design
HR Ops automation and self service portals
Case Googles People Ops philosophy

Talent mobility and reskilling for the future of work
DEI in org design
Gig economy and contingent workforce management
People Ops analytics and dashboards
Case Netflixs culture and talent philosophy

Reference Books

- 1 Work Rules! , Laszlo Bock , 2015, Twelve .
- 2 Reinventing Organizations , Frederic Laloux, 2016, Nelson Parker.
- 3 The Netflix Culture Deck: Talent Philosophy, Patty McCord, 2018, Patty McCord.
- 4 Organization Design: A Guide to Building Effective Organizations, Naomi Stanford, 2022, Routledge.
- 5 Talent Wins Dominic Barton, Ram Charan, 2018, Harvard Business Review Press .

25MB62H4 - AI-DRIVEN HR AND PEOPLE RISK MANAGEMENT (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62H4	AI-DRIVEN HR AND PEOPLE RISK MANAGEMENT	AHPRM	R	2	0	0	4	3

Prerequisite

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT AND PEOPLE ANALYTICS	HRPA	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply AI techniques to automate and enhance HR processes such as hiring and onboarding	3	PO1, PO4
CO2	Analyze applications of AI in workforce planning employee engagement performance management and learning	4	PO2, PO4
CO3	Apply people risk frameworks and predictive analytics to workforce risks	3	PO2, PO4
CO4	Evaluate ethical legal and governance challenges of AI in HR	4	PO2, PO5
CO5	Demonstrate proficiency in AI-enabled HR tools risk dashboards and responsible AI practices	3	PO4, PO6

Syllabus

Evolution of AI in HR from automation to intelligent decisionmaking Deploying and Adapting AI in HR Practices for task automation sourcing screening interviewing onboarding Introduction to AI tools Case Unilevers AI-powered recruitment process

Using AI in workforce Planning chatbots AI-enabled performance management Adaptive learning systems (LMS with AI) Using AI in enhancing employee engagement Case IBM Watson Career Coach for personalized learning

People risk types compliance conduct culture cyber operational Prediction for absenteeism attrition and burnout risks using AI Case HSBCs people risk management framework

Fairness accountability transparency in AI (FAT framework) Avoiding bias in hiring using AI Ethical concerns in using AI in various functions of HR Governance models for AI in HR Case Amazons AI recruiting tool bias controversy

Reference Books

- 1 Artificial Intelligence for HR, Ben Eubanks, 2022, Kogan Page.
- 2 Predictive HR Analytics, Martin Edwards Kirsten Edwards, 2021, Kogan Page.
- 3 Human + Machine Reimagining Work in the Age of AI, Paul Daugherty James Wilson, 2018, Harvard Business Review Press.
- 4 Ethics of Artificial Intelligence and HR, Keith Townsend, 2021, Routledge.
- 5 People Risk Management A Practical Guide, Keith Blacker Patrick McConnell, 2015, Kogan Page.

25MB62I2 - MANUFACTURING FOR INDUSTRY 4.0 (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62I2	MANUFACTURING FOR INDUSTRY 4.0	MFI	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	MANUFACTURING & SUPPLY CHAINS	MSC	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain Industry 4.0 concepts, IoT, CPS, and digital twins	2	PO1, PO2
CO2	Apply robotics and AI tools to analyze manufacturing automation	3	PO2, PO4
CO3	Analyze ERP & MES integration in smart manufacturing systems	4	PO1, PO2
CO4	Evaluate risk, resilience, and sustainability in global supply chains	4	PO3, PO5
CO5	Demonstrate end-to-end sectoral supply chain analysis through applied projects	3	PO4, PO6

Syllabus

Manufacturing Systems & Operations: Types of manufacturing (discrete, process, lean, JIT); Plant layout & production planning; Capacity utilization & bottlenecks; Case: Toyota Production System

Supply Chain Structures & Logistics: Supply chain design & optimization; Distribution networks, warehousing; Procurement & supplier relationship mgmt; Case: Amazon & Flipkart supply chains

Sectoral Manufacturing Strategies: Auto & aerospace manufacturing strategies; FMCG supply chain management; Pharma & healthcare manufacturing; Case: Maruti Suzuki, Airbus, Unilever

Globalization, Risk & Sustainability: Global supply chain networks; Risk management & resilience strategies; Sustainable & green supply chains; Capstone: Sectoral supply chain project (auto, FMCG, pharma)

Reference Books

- 1 Operations Management, Nigel Slack, 2020, Pearson.
- 2 Designing & Managing the Supply Chain, Simchi-Levi, 2021, McGraw Hill.
- 3 Manufacturing Planning & Control, Vollmann et al., 2019, McGraw Hill.
- 4 Supply Chain Management: Strategy, Planning & Operation, Chopra & Meindl, 2020, Pearson.
- 5 Global Supply Chains: Risk & Resilience, Gurnani & Mehrotra, 2021, Springer.

25MB62L2 - HEALTHTECH, MEDTECH & DIGITAL HEALTHCARE (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62L2	HEALTHTECH, MEDTECH & DIGITAL HEALTHCARE	HMDH	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	HEALTHCARE SYSTEMS & BIOPHARMA STRATEGY	HSBS	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain digital healthcare systems, telemedicine, and EHR platforms	2	PO1, PO5
CO2	Apply wearable & IoT-enabled health technologies in patient monitoring scenarios	3	PO2, PO4
CO3	Analyze AI-driven healthcare use cases in diagnostics and predictive analytics	4	PO2, PO4
CO4	Evaluate MedTech innovations under regulatory and ethical frameworks	4	PO3, PO5
CO5	Demonstrate telemedicine/wearable healthtech prototype through applied labs	3	PO4, PO6

Syllabus

Telemedicine & remote care delivery EHR (Electronic Health Records) adoption & interoperability Healthcare data standards (HL7, FHIR) Case: Practo/TeleDoc platforms

Wearables (Fitbit, Apple Watch, health trackers) Remote monitoring of chronic diseases IoT-enabled healthcare devices Case: Cardiac monitoring devices

AI/ML in diagnostics (radiology, pathology) Predictive analytics for population health Natural Language Processing (NLP) for EHRs Case: IBM Watson Health, Google DeepMind

Medical device innovation (robotics, imaging, prosthetics) Regulatory & ethical frameworks for digital health Cybersecurity in healthcare data Capstone:Prototype a telemedicine or wearable-based health solution

Reference Books

- 1 Digital Health, Homero Rivas & Katarzyna Wac, 2019, Springer.
- 2 Wearable Technology in Medicine, Raymond Tong, 2020, Academic Press .
- 3 AI in Healthcare, Parashar Shah, 2021, CRC Press.
- 4 The Business of Medical Technology, Robert Fischell, 2020, Springer.
- 5 Digital Medicine, Darrell West, 2021, Brookings.

25MB62M3 - PERFORMANCE MARKETING & GROWTH ANALYTICS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62M3	PERFORMANCE MARKETING & GROWTH ANALYTICS	PMGA	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain performance marketing concepts and evaluate campaign effectiveness using key metrics	4	PO2, PO4
CO2	Apply growth marketing frameworks (AARRR, CRO, viral loops) to business cases	3	PO1, PO2
CO3	Analyze campaign performance using digital analytics dashboards and optimization metrics	4	PO2, PO4
CO4	Evaluate contemporary performance marketing trends including programmatic, AI, and privacy-first strategies	4	PO4, PO5
CO5	Solve structured tutorials on campaign analysis, A/B testing, and growth playbooks	4	PO4, PO6

Syllabus

Foundations of Performance Marketing; - Performance vs traditional marketing - Paid, owned, earned media - Key metrics: CPC, CPM, CTR, ROAS, conversion funnels - Attribution models (first-touch, last-touch, multi-touch) - Case: Google Ads campaign success

Growth Marketing Strategies; - AARRR Growth Funnel (Acquisition, Activation, Retention, Referral, Revenue) - Viral loops & referral engines - Conversion rate optimization (CRO) - Experimentation frameworks (A/B & multivariate testing) - Case: Dropbox referral growth

Analytics for Performance Campaigns Digital campaign dashboards GA4 Meta Ads Manager Cohort & churn analysis LTV CAC ratio optimization Predictive modeling for campaign targeting Case Airbnbs growth playbook

Contemporary Trends in Performance Marketing Programmatic advertising & real time bidding RTB AI in ad targeting and personalization Influencer & creator led growth engines Privacy first marketing cookies GDPR Apple ATT Case Spotify s personalized campaigns

Reference Books

- 1 Growth Hacking Silicon Valleys Best Kept Secret, Raymond Fong Chad Riddersen, 2017, Morgan James .
- 2 Lean Analytics Use Data to Build a Better Startup Faster, Alistair Croll Benjamin Yoskovitz, 2013, O Reilly.
- 3 Digital Marketing Analytics (3e), Chuck Hemann Ken Burbary, 2020, Pearson.
- 4 Hacking Growth, Sean Ellis Morgan Brown, 2017, Currency.
- 5 Contagious How to Build Word of Mouth in the Digital Age, Jonah Berger, 2016, Simon & Schuster.

25MB62M4 - DIGITAL MARKETING (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62M4	DIGITAL MARKETING	DM	R	2	0	0	4	3

Prerequisite

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain the foundational concepts and evolution of digital marketing and online consumer behaviour	2	PO1, PO2
CO2	Apply SEO and website optimization techniques to increase visibility and search ranking	3	PO2, PO4
CO3	Demonstrate the use of PPC and social media advertising tools to attract and engage customers	3	PO4, PO5
CO4	Analyze content, email marketing, and analytics tools to measure campaign effectiveness	4	PO2, PO4
CO5	Evaluate integrated digital marketing strategies, including AI, automation, and ethical practices, for business growth	4	PO1, PO5

Syllabus

Foundations of Digital Marketing, SEO & Website Optimization; - Need and scope, Traditional vs Digital Marketing - Evolution of digital technologies (Web 1.0 to Web 3.0) - Digital consumer behaviour, Market research vs market reality, Drivers of new digital marketing environment. - SEO fundamentals: Keyword research tools, Search results & positioning, Meta tags, On-page optimization (content, structure, mobile responsiveness) - Off-page optimization (backlinks, link building), Technical SEO (site map, indexing, site speed), - SEO tools: Google Search Console, SEMrush, PPC & Social Media Marketing - Key PPC concepts, Budgeting, keyword research - Bidding, Ad copywriting, Google Ads - Display networks, Conversion tracking, CTR, CPA, landing page relevance. - Social Media Marketing- Platform strategies (Facebook, Instagram, LinkedIn, YouTube) - Content creation, Scheduling tools, Influencer marketing, Engagement metrics - Social media analytics.

Content Marketing Email Marketing & Web Analytics Content strategy buyer personas Content funnel Blogging & video marketing Storytelling Email marketing automation Drip campaigns A/B testing Google Analytics 4 (GA4) acquisition behaviour conversion metrics dashboards & KPI measurement

Digital Marketing Strategy & Legal Aspects Integrated digital marketing strategy E commerce marketing Conversion rate optimization AI and automation in digital marketing Retargeting & personalization Digital marketing ethics Privacy laws Advertising guidelines Case studies of leading companies

Reference Books

- 1 Digital Marketing: Strategy, Implementation and Practice, Dave Chaffey & Fiona Ellis-Chadwick, 2022, Pearson Education.
- 2 Digital Marketing, Seema Gupta, 2023, McGraw-Hill Education.
- 3 Marketing 5.0: Technology for Humanity, Philip Kotler, Hermawan Kartajaya & Iwan Setiawan, 2021, Wiley.
- 4 Digital Marketing for Dummies, Ryan Deiss & Russ Henneberry, 2020, Wiley.
- 5 Social Media Marketing: A Strategic Approach, Melissa Barker, Donald Barker, Nicholas Bormann & Debra Zahay, 2020, Cengage Learning.

25MB62N2 - GREEN ENERGY & CARBON MARKETS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62N2	GREEN ENERGY & CARBON MARKETS	GECM	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	ENERGY & INFRASTRUCTURE MGMT	EIFM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain renewable energy scaling models and business structures	2	PO1, PO2
CO2	Apply EV and storage frameworks to analyze infrastructure & adoption	3	PO2, PO4
CO3	Analyze carbon markets, trading mechanisms, and climate finance tools	4	PO3, PO4
CO4	Evaluate future climate-tech solutions for sustainability transitions	4	PO3, PO5
CO5	Demonstrate applied projects in renewable energy and carbon trading simulations	3	PO4, PO6

Syllabus

: Renewable Energy Business Models Scaling solar, wind, hydro, hydrogen Business models (IPP, PPP, BOOT) Case: Adani Green Energy, ReNew Power Renewable energy PPA contracts

EV Ecosystems & Storage EV adoption and charging infra Battery storage technologies Grid integration of EVs Case: Tesla, Tata EV, NIO

Carbon Markets & Climate Finance Carbon credits, offsets, REC certificates Kyoto Protocol, Paris Agreement frameworks Global carbon trading platforms (EU ETS, CORSIA) Case: Carbon trading in EU ETS

Climate-Tech & Future of Energy Climate-tech startups (carbon capture, CCUS, green hydrogen) ESG-linked green finance Policy frameworks & incentives Capstone: Design a green energy/carbon credit project

Reference Books

- 1 Renewable Energy Finance , Santosh Raikar, 2019, Academic Press .
- 2 Carbon Markets: An International Business Guide, Arnaud Broh? , 2018, Earthscan.
- 3 The Grid: Energy Revolution, Gretchen Bakke , 2020, Bloomsbury .
- 4 Electric Vehicles & Energy Storage, Ravi Krishnan , 2021, Springer .
- 5 Climate Finance , Barbara Buchner, 2022, Routledge .

25MB62P2 - DIGITAL & TECH CONSULTING PRACTICES (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62P2	DIGITAL & TECH CONSULTING PRACTICES	DTCP	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	MANAGEMENT CONSULTING FRAMEWORKS	MCF	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain the scope of digital and tech consulting in enterprise transformation	2	PO1, PO2
CO2	Apply ERP frameworks (SAP, Oracle, Dynamics) to simulate business functions	3	PO4, PO5
CO3	Analyze CRM platforms for customer engagement and decision support	4	PO2, PO4
CO4	Evaluate IT advisory and risk consulting practices in digital strategy	4	PO1, PO3
CO5	Demonstrate ERP/CRM consulting skills through advisory project labs	3	PO4, PO6

Syllabus

Digital Consulting Landscape Evolution of tech consulting Digital transformation case studies Role of ERP, CRM, Cloud, AI in consulting Case Deloitte's digital transformation projects

ERP & Enterprise Platforms ERP systems SAP, Oracle, Microsoft Dynamics Modules: Finance, HR, SCM, CRM ERP implementation lifecycle Case SAP ERP rollout at a manufacturing firm

CRM & Customer Centric Consulting Salesforce, HubSpot, Zoho CRM Customer journey mapping CRM analytics & dashboards Case Salesforce implementation in retail

Tech enabled Advisory & Risk Consulting IT strategy consulting Cybersecurity advisory Data analytics for decision making Capstone ERP CRM advisory simulation with client deliverables

Reference Books

- 1 The Technology Fallacy, Gerald Kane et al, 2019, MIT Press.
- 2 Enterprise Resource Planning, Mary Sumner, 2020, Pearson.
- 3 CRM at the Speed of Light, Paul Greenberg, 2021, McGraw Hill.
- 4 Consulting in the Digital Era, Didier Bonnet, 2020, Routledge.
- 5 SAP ERP Financials, Naeem Arif, 2019, SAP Press.

25MB62R2 - E-COMMERCE & DIGITAL CONSUMER STRATEGY (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62R2	E-COMMERCE & DIGITAL CONSUMER STRATEGY	EDCS	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	RETAIL & FMCG BUSINESS MODELS	RFBM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain e-commerce models, unit economics, and KPI frameworks (CAC/LTV, CVR, AOV, repeats)	2	PO1, PO2
CO2	Apply digital merchandising & conversion practices to improve discovery and PDP performance	3	PO2, PO4
CO3	Analyze fulfilment/logistics & CX operations to meet SLAs and lower cost-to-serve	4	PO1, PO2
CO4	Evaluate omni-channel & growth levers; design scalable launch plans for D2C/marketplace	4	PO1, PO5
CO5	Build an e-com P&L and conversion dashboard; run scenario analyses	4	PO4, PO6

Syllabus

E-Com Business Models & Unit Economics 1P vs 3P marketplaces, D2C & hybrid; revenue streams (GMV, take-rate, ads), cost stack (fulfilment, payments, returns, CX); CAC/LTV, AOV, frequency, cohorts; contribution margin by category; compliance basics for e-com.

Digital Merchandising & Conversion Systems Catalog ops (taxonomy, attributes, content ops), search & browse fundamentals (facets, synonyms), on-site merchandising, PDP excellence (images, ratings/reviews), experimentation A/B (managerial), pricing/promo engines, couponing, bundling.

Fulfilment, Logistics & Customer Experience FC design (inbound storage pick/pack/ship), inventory placement, S&OP for e-com; last-mile/dark stores/q-commerce; SLAs (OTIF), returns/RTO/RTV, reverse logistics; payments & fraud basics; CX ops (contact center, NPS/CSAT, service recovery).

Omni-Channel & Growth Playbooks BOPIS/ship-from-store, endless aisle; cross-border e-com; growth drivers (selection, availability, price, UX); governance & policy; Capstone: launch playbook for a D2C brand with P&L + KPI dashboard.

Reference Books

- 1 E-Commerce Operations, Kogan Page, (latest ed.), NA.
- 2 Omnichannel Retail, Rosenblum & Kilcourse, NA, NA.
- 3 Lean Analytics, Croll & Yoskovitz, (O Reilly), NA.
- 4 E-Commerce Unit Economics, Bahri, (practical guide), NA.
- 5 Dynamic Supply Chains, Gattorna, (for e-logistics perspectives), NA.

25MB62S3 - INVENTORY & WAREHOUSING MANAGEMENT (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62S3	INVENTORY & WAREHOUSING MANAGEMENT	IWHM	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	OPERATIONS & SUPPLY CHAIN MANAGEMENT	OSCM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain materials concepts and apply supplier management concepts	3	PO1, PO5
CO2	Analyze inventory management systems as ABC analysis, EOQ	4	PO1, PO2, PO4
CO3	Apply e-commerce fulfilment strategies using OMS, WMS, and reverse logistics frameworks	3	PO2, PO3
CO4	Evaluate digital logistics innovations and risk management practices	4	PO3, PO4, PO6
CO5	Demonstrate ability to design logistics and fulfilment solutions using simulations and case projects	3	PO4, PO5, PO6

Syllabus

Introduction to Materials - Classification and Codification - Sales & Operations Planning - Supplier Evaluation & Rating - Standardization Case: JSW Steel Operations

Classification of Inventory - ABC Analysis, VED, FSN,EOQ Case: Walmarts warehouse operations

E-commerce value chain& fulfilment models - Direct-to-consumer (D2C)logistics - Order management systems (OMS) & warehouse management systems (WMS) - Reverse logistics & returns management - Last Mile Delivery & HSN Codes Case: Amazon Prime fulfilment

Smart logistics: IoT, drones, autonomous delivery, blockchain in logistics Real-time tracking & visibility platforms Sustainable logistics Case: DHLs digital logistics transformation

Reference Books

- 1 Introduction to Materials Management , J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Ann K. Gatewood, 9th Edition (2022), Pearson.
- 2 Materials Management: A Supply Chain Perspective Text and Cases , A.K. Chitale & R.C. Gupta, 2014, PHI .
- 3 Logistics & Supply Chain Management (6e), Martin Christopher, 2020, Pearson.
- 4 The Handbook of Logistics &Distribution Management, Alan Rushton, Phil Croucher, 2017, Kogan Page.
- 5 E-Commerce Logistics & Fulfilment, Deborah Blythe, 2021, Routledge.

25MB62S4 - INDUSTRY 4.0, IOT & SMART MANUFACTURING (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62S4	INDUSTRY 4.0, IOT & SMART MANUFACTURING	IISM	R	2	0	0	4	3

Prerequisite

S#	Course Title	Acronym	Rule
1	OPERATIONS & SUPPLY CHAIN MANAGEMENT	OSCM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain Industry 4.0 concepts and evaluate smart factory models	4	PO1, PO2
CO2	Apply IoT frameworks for predictive maintenance, asset tracking, and energy optimization	3	PO2, PO4
CO3	Analyze MES, ERP integration, and digital twin applications in manufacturing	4	PO2, PO4
CO4	Evaluate future manufacturing trends including robotics, 3D printing, and sustainability	4	PO1, PO3
CO5	Demonstrate hands-on ability with IoT dashboards, MES/ERP demos, and digital twin prototypes	3	PO4, PO6

Syllabus

Foundations of Industry 4.0: Evolution from Industry 1.0 to 4.0; Key technologies: IoT, CPS (cyber-physical systems) cloud & edge computing; Smart factories: characteristics & benefits; Human machine collaboration; Case: Siemens Digital Factory

IoT Applications in Manufacturing & SCM: IoT sensors and connectivity protocols; Real time asset tracking & predictive maintenance; IoT for energy management in factories; IoT enabled quality monitoring; Case: GE Predix platform

Smart Manufacturing Systems & Analytics: MES (Manufacturing Execution Systems); ERP and MES integration; Digital twins for manufacturing & logistics; AI and ML applications in production planning; Case: Tesla giga factory

Contemporary Trends & Future of Manufacturing: 3D printing & additive manufacturing; Robotics & autonomous guided vehicles (AGVs); Sustainable & circular smart manufacturing; Security & ethical issues in Industry 4.0; Case: Bosch smart manufacturing plants

Reference Books

- 1 Industry 4.0: The Industrial Internet of Things, Alasdair Gilchrist, 2016, Apress.
- 2 Smart Manufacturing: Concepts & Case Studies, Anthony Tarantino, 2020, Wiley.
- 3 Cyber-Physical Systems: Foundations, Principles & Applications, Song, Rawat, Jeschke, 2016, Elsevier.
- 4 Digital Twin Driven Smart Manufacturing, Fei Tao, Ang Liu, 2019, Academic Press.
- 5 The Fourth Industrial Revolution, Klaus Schwab, 2017, Crown Business.

25MB62T2 - AI, CLOUD & PRODUCT MANAGEMENT IN TECH FIRMS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62T2	AI, CLOUD & PRODUCT MANAGEMENT IN TECH FIRMS	ACPM	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	TECH SECTOR STRATEGY & DIGITAL PLATFORMS	TSDP	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain AI adoption and use cases in SaaS and product firms	2	PO1, PO4
CO2	Apply cloud computing models to simulate enterprise use cases	3	PO2, PO4
CO3	Analyze product management frameworks and apply Agile metrics	4	PO2, PO6
CO4	Evaluate AI-Cloud integration strategies for competitive advantage	4	PO1, PO3
CO5	Demonstrate Agile sprint execution in product management labs	3	PO5, PO6

Syllabus

AI in Technology Firms AI adoption in SaaS & product firms Generative AI LLMs RAG for enterprise use AI driven personalization & recommendation systems Case Netflix AI recommendation engine

Cloud Ecosystems & Business Models Public vs private vs hybrid cloud Cloud native architectures AWS Azure GCP Cloud revenue models & pricing Case AWS ecosystem & Azure enterprise deals

Product Management in Tech Firms Product lifecycle ideation MVP scaling Agile & Scrum in product teams Product metrics DAU MAU churn retention Case Slack & Zoom product growth

Integrated Tech Strategy & Labs AI Cloud Product integration in firms Building GTM strategies for AI Cloud products Capstone Agile sprint to design & pitch a cloud AI powered product

Reference Books

- 1 Competing in the Age of AI, Marco Iansiti, Karim Lakhani , 2020, Harvard.
- 2 Clouconomics, Joe Weinman , 2018, Wiley .
- 3 Inspired: How to Create Tech Products Customers, Love Marty Cagan , 2021 , Wiley .
- 4 The Lean Product Playbook , Dan Olsen , 2020, Wiley .
- 5 Product Roadmaps Relaunches , C Todd Lombardo, 2019, O Reilly .

25MB62U2 - FOODTECH, AGRITECH & TRACEABILITY SYSTEMS (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MB62U2	FOODTECH, AGRITECH & TRACEABILITY SYSTEMS	FATS	R	2	0	2	0	3

Prerequisite

S#	Course Title	Acronym	Rule
1	AGRIBUSINESS & FOOD SYSTEMS: VALUE CHAINS AND MARKETS	AFVM	-

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Explain Food Tech/Agri Tech innovations and their impact on business & sustainability	2	PO1, PO3
CO2	Apply precision-agri techniques to improve farm-level efficiency	3	PO2, PO4
CO3	Analyze cold-chain design & compliance frameworks for risk mitigation	4	PO2, PO5
CO4	Develop digital traceability & sustainability plans with system artifacts	4	PO3, PO4

Syllabus

Food Tech trends (alt proteins, nutraceuticals, clean-label); Stage-Gate process for NPD; sensory testing basics; packaging & shelf-life science; D2C food brand economics.

Remote sensing & NDVI; drone imaging basics; soil sensors & fertigation; variable-rate input application; yield prediction with ML (conceptual); Agri-fintech rails (credit, insurance APIs, input loans).

Cold-chain design (nodes, lanes, reefer ops); HACCP (hazard analysis, CCPs, monitoring); ISO 22000/FSSC documentation trees; recall & CAPA procedures; shelf-life modeling.

QR, RFID, blockchain traceability frameworks; supplier onboarding & CoA; food miles & carbon footprint analytics; waste minimization & circular economy; traceability pilot plan.

Reference Books

- 1 Mortimore HACCP: A Practical Approach , Sara Mortimore & Carol Wallace, 2020, springer.
- 2 Cold Chain Management , Myo Min Aung & Yoon Seok Chang, 2019, CRC.
- 3 Digital Agriculture, Alu?zio Bor?m, John K. Schuelle, 2021, Elsevier.
- 4 Food Engineering & Processing, DaWen Sun, 2020, springer.
- 5 Food Safety Management Systems, guides, 2020, GFSI.



Y25: Master of Business Administration

Category: Project Research And Internship (PRI)

25IE50N0 - SUMMER INTERNSHIP PROGRAM (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25IE50N0	SUMMER INTERNSHIP PROGRAM	SIP	R	0	0	0	16	4

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply management concepts from Sem 1 in solving real business problems	3	PO1, PO2
CO2	Analyze industry workflows, data, and managerial challenges	4	PO2, PO4
CO3	Demonstrate effective teamwork, communication, and corporate professionalism	3	PO5, PO6
CO4	Deliver a structured internship project report with actionable insights	4	PO2, PO5

Syllabus

Corporate etiquette training internship project scoping Goal setting with faculty mentor

Industry immersion with host organization Project execution under mentor supervision Data collection, field work, tool usage

Report writing as per university template Viva-voce with industry panel faculty panel Peer & self-reflection

Reference Books

- 1 HBR Guide to Building Your Business Case, Raymond Sheen, 2020, Harvard Business Review.
- 2 The First 90 Days, Michael Watkins , 2019, Harvard Business Review Press .
- 3 Case Interview Secrets, Victor Cheng , 2021, Innovation Press .
- 4 HBR Guide to Persuasive Presentations, Nancy Duarte, Harvard Business Review Press, 2019.

25MBIE01 - MANAGEMENT RESEARCH PROJECT (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25MBIE01	MANAGEMENT RESEARCH PROJECT	MRP	R	0	0	12	0	6

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Identify real-world industry problems using consulting frameworks	3	PO2, PO4
CO2	Apply cross-functional knowledge and analyze data for solving business challenges	4	PO2, PO4

Syllabus

Problem definition and project planning Kickoff with client stakeholder mapping scope document Benchmarking market research financial analysis digital maturity scans

Framework driven consulting solutions scenario modeling tool based analysis Drafting reports final report and presentation

Reference Books

- 1 Business Research Methods, Alan Bryman and Emma Bell, 3, Oxword University Press.
- 2 Research methods for business students, Mark Saunders, Philip Lewis, Adrian Thornhill, M. N. K. Saunders, 3, Pearson.
- 3 Research Design and Methods: A Process Approach, Kathryn S. Bordens and Bruce B. Abbott, 8, Mc Graw Hill.
- 4 Essentials of Social Research, Linda Kalof, Amy Dan and Thomas Dietz, 2, Mc Graw Hill.



(DEEMED TO BE UNIVERSITY)

Y25: Master of Business Administration

Category: Value Added Courses (VAC)

25CC3204 - CERTIFIED GENERATIVE AI IN FINANCE AND BANKING (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25CC3204	CERTIFIED GENERATIVE AI IN FINANCE AND BANKING	CAFB	R	0	0	0	2	0

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply generative AI, machine learning, deep learning, NLP, and advanced financial modeling techniques to solve real-world challenges in fraud detection, credit risk, forecasting, algorithmic trading, and decision-making within finance and banking.	3	PO2, PO4

Syllabus

Exploring Generative AI Machine Learning Fundamentals Deep Learning Essentials Generative Models (GANs & VAEs) Time-Series Modeling & Forecasting with Generative AI NLP & Sentiment Analysis in Finance Fraud Detection Using Generative AI Credit Scoring & Risk Assessment Algorithmic Trading with AI Model Interpretability & Explainability Regulatory, Ethical & Compliance Considerations Data Privacy & Security in AI Systems AI Use Cases in Banking & Finance Future Trends: Agentic AI & Advanced Generative Systems

Reference Books

- 1 Generative AI in FinTech: Revolutionizing Finance Through Intelligent Algorithms, Soumi Dutta, Ivaro Rocha, Ambuj Kumar Agarwal, Raj Gaurang Tiwari, Abhishek Bhattacharya, 2025, Springer Cham.

25CC3205 - CERTIFIED GENERATIVE AI IN MARKETING (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25CC3205	CERTIFIED GENERATIVE AI IN MARKETING	CGAM	R	0	0	0	2	0

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply AI-driven analytics to develop data-informed audience segmentation and campaign strategies.	3	PO2, PO4

Syllabus

Exploring Generative AI in Marketing, Understanding the integration of AI in modern marketing practices, The Role of Generative AI in Automating Marketing Tasks (e.g., content creation, personalization) Sources of Data and Their Acquisition (e.g., big data, social media data, customer interactions) Data Preprocessing for AI-driven Marketing Applications (e.g., data normalization, feature selection for machine learning models) Grasping machine learning and deep learning fundamentals, Common AI Algorithms Relevant to Marketing (e.g., collaborative filtering for recommendations, supervised learning for customer segmentation) AI-driven Predictive Analytics for Customer Behavior Forecasting

Reference Books

- 1 Generative AI for Marketing, Malay A. Upadhyay, 2024, Business Expert Press.

25CC3206 - CERTIFIED HUMAN RESOURCES PROFESSIONAL CERTIFICATION (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25CC3206	CERTIFIED HUMAN RESOURCES PROFESSIONAL CERTIFICATION	CHRPC	R	0	0	0	2	0

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Validate and acknowledge the expertise, abilities, and proficiency of HR professionals.	3	PO1, PO4

Syllabus

Role of HRM, Human Resource Planning, Functions of HRM, Methods of Performance Appraisal, Purpose and Importance of Performance Appraisal, Steps in Performance Appraisal, Employee Performance Review Form, Motivation Theories, Motivation Strategies, Managerial Styles in HR Management, Employee Counseling, Conflict Management, Importance of Training, Training Need Analysis, Training Methods, Training Evaluation, Learning Needs Analysis, Manpower Analysis, Candidate Sourcing, Pre- Recruitment Process, Selection, Various Modes of Compensation, Compensation Design, Compliance and Fringe Benefits, Role of Compensation and Reward in Organization, Reward & Reward Strategy, Reward System, Employee Relation, Employee Communication, Employee Well-Being, HR Policy Manual, Talent Management, Leader and Leadership Development, Organizational Development, Change Management, Strategies for Building a Vibrant Culture of Learning with a Remote Team, Driving Development When Employees Are Remote, Agile People Strategy, Personalized 1-on-1 Trainer Session - Receive a customized training session with ongoing access to relevant topics, ensuring lifelong support

Reference Books

- 1 Certified Human Resources Professional, Dr. Zulk Shamsuddin, 2022, Lulu.com.

25CC3207 - CERTIFIED GENERATIVE AI FOR SUPPLY CHAIN MANAGEMENT (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25CC3207	CERTIFIED GENERATIVE AI FOR SUPPLY CHAIN MANAGEMENT	CASCM	R	0	0	0	2	0

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply Generative AI to demand forecasting scenarios across industries.	3	PO4, PO5

Syllabus

Introduction to Generative AI and Supply Chain Management: Generative AI Techniques and Models: Generative AI for Demand Forecasting and Planning: Multi-scenario demand forecasting Modeling Consumer Behavior Shifts with LLMs (Large Language Models) Real-time adjustments with IoT integration Use Case: Retail - Seasonal demand planning Use Case: F&B - Predicting perishable demand Inventory Optimization and Management: Logistics and Route Optimization: Supplier Management and Performance Optimization: Production Planning and Quality Control: Risk Management and Scenario Planning with Generative AI: Customer Service and Experience Enhancement: Sustainability and Circular Economy in Supply Chains: Ethics, Privacy, and Compliance in AI-Driven Supply Chains: Technology Stack and Integration for Generative AI: Capstone Projects and Hands-On Learning Personalized 1-1 & Daily Group Live session Beyond Generation: The Rise of Agentic AI

Reference Books

- 1 Generative AI and AI Driven Supply Chain Management Revolutionize and Drive Your Supply Chain Business Towards Success, Pushpa St, 2025, Amazon Digital Services LLC KDP.

25CC3209 - MICROSOFT POWER BI (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
25CC3209	MICROSOFT POWER BI	MPBI	R	0	0	0	2	0

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Able to learn how to make reports and dashboards using Power BI	3	PO2, PO4

Syllabus

Get Started With Microsoft Data Analytics and its Preparation Discovering data analysis, Get Started building with Power BI, Get data in Power BI, Clean, transform, and load data in Power BI. Model data with Power BI Describing Power BI Desktop Modules, Choose a power BI framework, Design a Data Model in Power BI, Write DAX formulas for Power BI Desktop models, Add measures to Power BI Desktop models Add Calculated tables and Columns to Desktop models, Use DAX time intelligence functions in Power BI Desktop models, Optimize a model for Performance in Power BI, Enforce Power BI Security Build Power BI visuals and reports Scope report design requirements, Design Power BI reports, Configure Power BI report filters Enhance Power BI report designs for the user experience, Perform analytics in Power BI. Create paginated reports, Manage Workspaces and datasets in Power BI (

Reference Books

- Exam Ref PL-300 Power BI Data Analyst, Daniil Maslyuk, 2022, Pearson Education.



Y25: Master of Business Administration

Category: Audit Courses (AUC)

CADCORL1V1 - CAREER ADVANCEMENT: TRAINING IN CORE DOMAIN (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
CADCORL1V1	CAREER ADVANCEMENT: TRAINING IN CORE DOMAIN	CAD: TICD	R	0	0	0	8	0

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply advanced domain-specific concepts and emerging trends to address industry challenges and innovations.	3	PO2, PO6
CO2	Apply advanced problem-solving and strategic decision-making techniques to manage complex projects within the core domain.	3	PO2, PO6

Syllabus

Core Concepts, theories, and frameworks of the specific domain (e.g., finance, IT, healthcare, engineering), Advanced Domain-Specific Tools, innovations and their impact on the core domain, Real-world examples of how new trends are being applied within the domain

Domain specific challenges, Practical exercises to resolve complex issues in the domain, best practices for managing projects within the domain, Case Studies and Simulations.

CADENTL1V1 - CAREER ADVANCEMENT:ENTREPRENEURIAL CAREER PATHWAY TRAINING (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
CADENTL1V1	CAREER ADVANCEMENT:ENTREPRENEURIAL CAREER PATHWAY TRAINING	CAD: ECPT	R	0	0	0	8	0

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	apply essential entrepreneurial qualities such as resilience, innovation, and risk-taking, enabling them to pursue entrepreneurial career paths in various contexts, including startups, corporate roles, and freelancing.	3	PO6
CO2	Develop the skills to recognize potential business opportunities, conduct thorough market research, and validate ideas by addressing customer needs and evaluating feasibility, preparing them to create sustainable business solutions.	3	PO6

Syllabus

Defining entrepreneurship: What it means to be an entrepreneur; The distinction between entrepreneurial and traditional career paths; The entrepreneurial mindset: resilience, risk-taking, innovation, and adaptability; Exploring entrepreneurial career pathways in startups, corporate environments, freelancing, and social ventures.

Spotting opportunities: How to find unmet needs and gaps in the market; Market research: Tools and techniques for understanding trends and customer needs; Idea validation: Testing the feasibility of your business idea; Problem-solving for innovation: Leveraging customer pain points and inefficiencies.

Reference Books

- 1 The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Eric Ries, 1st (2011), Crown Business.
- 2 The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company, Steve Blank, Bob Dorf, 2nd (2020), K&S Ranch Press.
- 3 Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Alexander Osterwalder, Yves Pigneur, 1st (2010), Wiley.
- 4 The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, Clayton M. Christensen, 1st (1997), Harvard Business Review.

CRTCSSL1V1 - CAMPUS RECRUITMENT: COMMUNICATION SKILLS TRAINING (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
CRTCSSL1V1	CAMPUS RECRUITMENT: COMMUNICATION SKILLS TRAINING	CRT: CST	R	0	0	0	8	0

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	apply knowledge of communication of different types and techniques while analyzing body language and tone to enhance overall communication effectiveness.	3	PO5, PO6
CO2	apply active listening and feedback techniques, and analyzing effective participation in group discussions, while exploring roles in teamwork and strategies for managing conflicts, alongside professional communication practices such as writing emails and conducting meetings.	3	PO5, PO6

Syllabus

Communication: Basics, significance, types, verbal & non-verbal communication techniques, effective speaking and presentation skills tone and pacing in verbal interactions

Interpersonal skills, listening skills, feedback techniques, group communication and dynamics, group discussion, conflict management in professional communication, E-mail writing, report writing, presentations, interview skills.

Reference Books

- 1 Business Communication: A Problem-Solving Approach, Louis E. Boone & David L. Kurtz, 3rd Edition, McGraw Hill Education.
- 2 The Complete Guide to Business School Presentations", Jennifer D. D. McDonald, 2nd Edition, Pearson.
- 3 Listening: The Forgotten Skill", Geoffrey M. Cohen, 1st Edition, University Press of America.
- 4 Business Communication: Process and Product", Mary Ellen Guffey & Dana Loewy, 8th Edition, Cengage Learning.
- 5 Effective Communication Skills" Author, John Adair, 2nd Edition, Pan Macmillan.

CRTCSSL2V2 - CAMPUS RECRUITMENT: SOFT SKILLS TRAINING (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
CRTCSSL2V2	CAMPUS RECRUITMENT: SOFT SKILLS TRAINING	CRT: SST	R	0	0	0	8	0

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply and practice empathy, critical thinking, problem-solving, decision-making, effective communication, and interpersonal skills through real-life scenarios and interactive activities.	3	PO6
CO2	Apply group discussion techniques, interview skills, and mock interviews through practical exercises, encouraging learners to practice and refine these skills in realistic settings.	3	PO6

Syllabus

Critical thinking, problem solving, decision making, communication skills, interpersonal skills

Grooming, group discussions, story narrations, interview skills, mock interviews

Reference Books

- 1 "Personality Development and Soft Skills", Barun K. Mitra, 2nd Edition, Oxford University Press.
- 2 "Communication Skills for Engineers", C. Muralikrishna & Sunita Mishra, 1st Edition, Pearson Education.
- 3 "Developing Soft Skills", Robert L. Katz, 1st Edition, McGraw Hill Education.

CRTVQRL1V1 - CAMPUS RECRUITMENT: VERBAL APTITUDE TRAINING (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
CRTVQRL1V1	CAMPUS RECRUITMENT: VERBAL APTITUDE TRAINING	CRT: VAT	R	0	0	0	8	0

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply and practice grammatical concepts like sentence formation, identifying odd words, using one-word substitutions, while enhancing understanding of idioms, phrases, spellings, and structures.	3	PO2
CO2	Apply concepts like paragraph formation, sentence completion, reading comprehension, sentence correction, and correcting jumbled sentences, while enhancing word selection and sentence structure accuracy.	3	PO2

Syllabus

Synonyms, Antonyms, odd words, parts of speech, idioms and phrases, one word substitutions, odd words, formation of sentences

sentence completion, sentence correction, jumbled sentences, paragraph formation, reading comprehension, and sentence selection

Reference Books

- 1 The Pearson Guide to Verbal Ability and Logical Reasoning for the CAT", Nishit K. Sinha, 2nd Edition, Pearson.
- 2 Objective General English", S.P. Bakshi, 3rd Edition, Arihant Publications.
- 3 English Grammar in Use", Raymond Murphy, 5th Edition, Cambridge University Press.

CRTVQRL2V2 - CAMPUS RECRUITMENT: QUANTITATIVE APTITUDE TRAINING (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
CRTVQRL2V2	CAMPUS RECRUITMENT: QUANTITATIVE APTITUDE TRAINING	CRT: QAT	R	0	0	0	8	0

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply principles of quantitative techniques to solve problems on Simple Equations, Simple & Compound Interest etc	3	PO2
CO2	Apply principles of quantitative techniques to solve problems on Divisibility, Functions, Surds & Indices etc	3	PO2

Syllabus

Simple Equations, Problem on Ages, Ratio & Proportion, Variation& Partnership, Percentages, Profit, Loss& Discounts, Simple & Compound Interest, Averages & Allegations or Mixtures

Numbers, Divisibility, Decimal Fractions, LCM & HCF, Simplification, Sequence, Series & Progressions, Linear Algebra, Quadratic Equations & Inequalities, Theory of Equations. Sets, Relations & Functions, Surds & Indices, Logarithms

Reference Books

- 1 Quantitative Aptitude by R.S. Agarwal, SCHAND Publications, R.S. Agarwal, 2021, SCHAND Publications.
- 2 A Modern Approach to Verbal Reasoning by R.S. Agarwal, SCHAND Publications, R.S. Agarwal, 2021, SCHAND Publications.

CRTVQRL3V3 - CAMPUS RECRUITMENT: REASONING APTITUDE TRAINING (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
CRTVQRL3V3	CAMPUS RECRUITMENT: REASONING APTITUDE TRAINING	CRT: RAT	R	0	0	0	8	0

Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply principles of deductive logic to solve problems on syllogisms, Venn diagrams, etc	3	PO6
CO2	Apply principles of inductive logic to solve problems on assumptions and conclusions	3	PO6

Syllabus

Syllogism, Number & letter series, Number, letter & word Analogy, Odd man out, coding & decoding, Cubes & Dice, Logical Venn Diagrams

Statements & conclusions, statements & Arguments (Critical Reasoning), statements & Assumptions, logical connectives, Binary logic

Reference Books

- 1 A Modern Approach to Verbal Reasoning, R.S. Agarwal, 2022, SCHAND Publications.
- 2 Logical Reasoning for CAT, Arun Sharma, 2021, McGraw Hills.