

MBAE PROGRAM CURRICULUM - 2026

(Applicable for the batches admitted from A.Y 2026-27)

Version 1.0

MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE)

Version 1.0–Approved in the BoS meeting on 10-01-2026 & Academic Council meeting on 28-02-2026



A D I T Y A
U N I V E R S I T Y

Aditya Nagar, ADB Road, Surampalem, Andhra Pradesh



ADITYA UNIVERSITY

VISION & MISSION OF THE UNIVERSITY

VISION

To be a globally recognized University through excellence in Education, Innovation, and Sustainable Growth

MISSION

Deliver collaborative education to prepare students for global challenges through

1. Transformative learning.
2. Vibrant research ecosystem.
3. Sustainable and inclusive community

VISION & MISSION OF THE SCHOOL OF BUSINESS

VISION

To be a world-class business school advancing academic excellence, innovation, and global talent to develop responsible leaders shaping an inclusive and sustainable future

MISSION

M1: Deliver transformative business education that blends academic rigor with real-world relevance and ethical grounding.

M2: Nurture globally competent, entrepreneurial leaders through innovation, research, and interdisciplinary learning.

M3: Champion sustainability, social impact, and inclusive growth through collaborative industry and community engagement

PROGRAM OUTCOMES (POs)

After successful completion of the program, the graduates will be able to

- PO1: Application of Management Principles:** Demonstrate the ability to apply foundational and advanced management concepts to address real-world business challenges with practical and effective solutions.
- PO2: Analytical and Critical Reasoning:** Develop strong analytical and critical thinking skills to support data-driven decision-making in dynamic business environments.
- PO3: Value-Centered Leadership:** Cultivate leadership capabilities rooted in integrity, ethics, and a commitment to creating long-term value for organizations and society.
- PO4: Global and Ethical Awareness:** Exhibit a deep understanding of global business dynamics, including economic, legal, and ethical considerations, and communicate these effectively in diverse business contexts.
- PO5: Collaborative Leadership:** Demonstrate the ability to lead and contribute meaningfully in team settings, effectively driving organizational objectives through shared vision and cooperation.
- PO6: Innovation and Research Orientation:** Identify emerging business opportunities, generate research insights, and implement innovative ideas across varied functional and sectorial domains.
- PO7: Tech-Driven Business Adaptability:** Stay abreast of disruptive and emerging technologies, applying them strategically to modernize and enhance business processes and models.
- PO8: Community Engagement and Impact:** Foster meaningful engagement with underserved communities through socially responsible outreach, aiming to create inclusive and transformative business solutions.

PROGRAM SPECIFIC OUTCOMES (PSOs)

After successful completion of the program,

- PSO1: Strategic and Functional Integration:** Graduates will be able to integrate knowledge across core business functions (marketing, finance, HR, operations, analytics) to solve complex business challenges and design effective organizational strategies.
- PSO2: Innovation, Entrepreneurship, and Business Transformation:** Graduates will demonstrate the ability to identify market opportunities, develop innovative solutions, and lead entrepreneurial ventures or transformational initiatives within existing organizations.
- PSO3: Data-Driven Decision-Making and Digital Agility:** Graduates will proficiently apply analytical tools, digital technologies, and data-driven insights to enhance organizational decision-making and drive competitive advantage in a technology-enabled global environment

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

After successful completion, this program will support

- PEO 1: Strengthen Business Foundations:** To equip students with a comprehensive understanding of core business functions and processes. This includes fostering an integrated perspective of value-creating activities within an organization and how they interact to drive overall business success.
- PEO 2: Nurture Strategic Thinking:** To develop students' ability to think critically and strategically by analyzing multifaceted business challenges, exploring feasible solutions, and making sound decisions that align with long-term organizational goals.
- PEO 3: Build Leadership Excellence:** To cultivate essential leadership competencies such as effective communication, collaboration, team management, motivation, and ethical judgment—empowering students to take on leadership roles and guide organizations with confidence and integrity.
- PEO 4: Develop a Global Outlook:** To prepare students to navigate the complexities of the international business landscape by enhancing their awareness of diverse cultures, global market dynamics, and emerging business trends, thereby fostering a truly global mindset.
- PEO 5: Instill Ethical and Social Responsibility:** To instill a deep understanding of ethical standards and social responsibility in business, enabling graduates to make decisions that reflect accountability, stakeholder sensitivity, and a commitment to sustainable practices.

SCHOOL OF BUSINESS

Program Curriculum – 2026

(Applicable for the batches admitted from A. Y. 2026-27)

U.G. Programs Offered

- Bachelor of Business Administration in knowledge partnership with Deloitte
- Bachelor of Business Administration in Business Analytics in knowledge partnership with KPMG
- Bachelor of Business Administration in Global Finance in knowledge partnership with PwC
- Bachelor of Business Administration in FinTech in knowledge partnership with EY
- Bachelor of Business Administration in Health Care Management in knowledge partnership with Red Versity

P.G. Programs Offered

- Master of Business Administration in knowledge partnership with Deloitte
- Master of Business Administration in Business Analytics in knowledge partnership with KPMG
- Master of Business Administration in Global Finance in knowledge partnership with PwC
- Master of Business Administration in FinTech in knowledge partnership with EY
- Master of Business Administration in Health Care Management in knowledge partnership with Red Versity
- Master of Business Administration for Working Professionals

Master of Business Administration Program (Executive)
Curriculum-2026

Credit Division:

S. No	Category of Courses	Credits
1	Program Core Courses (PCC)	52
2	Program Elective Courses (PEC)	24
5	Capstone Project (CPROJ)	4
Total Credits		80

Program Core Courses (PCC)

Course Code	Course Title	L	T	P	S	C	CIE	SEE	Total	Pre-requisite
2626MS01	Leadership and Organizational Dynamics	2	0	0	2	4	50	50	100	-
2626MS02	Financial Reporting and Analysis	2	0	0	2	4	50	50	100	-
2626MS03	Economic Strategy for Executives	2	0	0	2	4	50	50	100	-
2626MS04	Data Analysis and Decision Making	2	0	0	2	4	50	50	100	-
2626MS05	Executive Communication and Negotiation	2	0	0	2	4	50	50	100	-
2626MS06	Human Capital Management	2	0	0	2	4	50	50	100	L & OD
2626MS07	Strategic Corporate Finance	2	0	0	2	4	50	50	100	-
2626MS08	Executive Marketing Management	2	0	0	2	4	50	50	100	-
2626MS09	Executive Entrepreneurship and Innovation Strategy	2	0	0	2	4	50	50	100	-
2626MS10	Cross-Border Business Management	2	0	0	2	4	50	50	100	-
2626MS11	Strategic Operations and Process Management	2	0	0	2	4	50	50	100	-
2626MS12	Information Systems for Executives	2	0	0	2	4	50	50	100	-
2626MS13	Business Strategy and Policy	2	0	0	2	4	50	50	100	CBBM
	Total					52				

Program Elective Courses (PEC)

PEC	Finance	Marketing	Human Resources	Business Analytics	Logistics And Supply Chain
PEC -1	Executive Banking and Financial Services	Consumer Psychology and Market Strategy	Executive Performance and Talent Management	Knowledge Discovery and Data Mining	Strategic Logistics Management
PEC – 2	Corporate Restructuring and Growth Strategies	Digital Platforms and Customer Engagement	Workplace Relations and Conflict Management	Time Series Analysis and Business Visualization	Storage, Warehousing and Supply Chain Efficiency
PEC – 3	Investment Strategies and Portfolio Management	Sales Leadership and Retail Strategy	Workplace Legislation and Employee Welfare	Python for Business Decision Making	Logistics Infrastructure and Mobility Management
PEC – 4	Global Finance and Capital Markets	Managing Service Innovation	Cross-Cultural HRM	Marketing Intelligence and Strategy	Procurement and Strategic Sourcing
PEC -5	Financial Risk Assessment and Derivative Strategies	Global Marketing Strategy	Leading Organizational Change	Workforce Analytics and Talent Strategy	Returns and Reverse Supply Chain Strategy
PEC -6	Financial Technology and Digital Innovation	Strategic Brand Leadership	Pay Strategy and Performance Rewards	Financial Modeling and Decision Analytics	Supply Chain Resilience and Crisis Management

FINANCE (FIN)										
Course Code	Course Title	L	T	P	S	C	CIE	SEE	Total	Pre-requisite
2626MS14	Executive Banking and Financial Services	2	0	0	2	4	50	50	100	-
2626MS15	Corporate Restructuring and Growth Strategies	2	0	0	2	4	50	50	100	-
2626MS16	Investment Strategies and Portfolio Management	2	0	0	2	4	50	50	100	-
2626MS17	Global Finance and Capital Markets	2	0	0	2	4	50	50	100	-
2626MS18	Financial Risk Assessment and Derivative Strategies	2	0	0	2	4	50	50	100	-
2626MS19	Financial Technology and Digital Innovation	2	0	0	2	4	50	50	100	-

MARKETING (MRKTG)										
Course Code	Course Title	L	T	P	S	C	CIE	SEE	Total	Pre-requisite
2626MS20	Consumer Psychology and Market Strategy	2	0	0	2	4	50	50	100	-
2626MS21	Digital Platforms and Customer Engagement	2	0	0	2	4	50	50	100	-
2626MS22	Sales Leadership and Retail Strategy	2	0	0	2	4	50	50	100	-
2626MS23	Managing Service Innovation	2	0	0	2	4	50	50	100	-
2626MS24	Global Marketing Strategy	2	0	0	2	4	50	50	100	-
2626MS25	Strategic Brand Leadership	2	0	0	2	4	50	50	100	-

HUMAN RESOURCES (HR)										
Course Code	Course Title	L	T	P	S	C	CIE	SEE	Total	Pre-requisite
2626MS26	Executive Performance and Talent Management	2	0	0	2	4	50	50	100	-
2626MS27	Workplace Relations and Conflict Management	2	0	0	2	4	50	50	100	-
2626MS28	Workplace Legislation and Employee Welfare	2	0	0	2	4	50	50	100	-
2626MS29	Cross-Cultural HRM	2	0	0	2	4	50	50	100	-
2626MS30	Leading Organizational Change	2	0	0	2	4	50	50	100	-
2626MS31	Pay Strategy and Performance Rewards	2	0	0	2	4	50	50	100	-

BUSINESS ANALYTICS (BA)										
Course Code	Course Title	L	T	P	S	C	CIE	SEE	Total	Pre-requisite
2626MS32	Knowledge Discovery and Data Mining	2	0	0	2	4	50	50	100	-
2626MS33	Time Series Analysis and Business Visualization	2	0	0	2	4	50	50	100	-
2626MS34	Python for Business Decision Making	2	0	0	2	4	50	50	100	-
2626MS35	Marketing Intelligence and Strategy	2	0	0	2	4	50	50	100	-
2626MS36	Workforce Analytics and Talent Strategy	2	0	0	2	4	50	50	100	-
2626MS37	Financial Modeling and Decision Analytics	2	0	0	2	4	50	50	100	-

LOGISTICS AND SUPPLY CHAIN (LSC)										
Course Code	Course Title	L	T	P	S	C	CIE	SEE	Total	Pre-requisite
2626MS38	Strategic Logistics Management	2	0	0	2	4	50	50	100	-
2626MS39	Storage, Warehousing and Supply Chain Efficiency	2	0	0	2	4	50	50	100	-
2626MS40	Logistics Infrastructure and Mobility Management	2	0	0	2	4	50	50	100	-
2626MS41	Procurement and Strategic Sourcing	2	0	0	2	4	50	50	100	-
2626MS42	Returns and Reverse Supply Chain Strategy	2	0	0	2	4	50	50	100	-
2626MS43	Supply Chain Resilience and Crisis Management	2	0	0	2	4	50	50	100	-

Capstone Project (CPROJ)										
Course Code	Course Title	L	T	P	S	C	CIE	SEE	Total	Pre-requisite
2608MS82	Capstone Project	-	-	4	-	4	50	50	100	-
	Total					4				

Suggestive Semester- wise Curriculum

SEMESTER-I

Course Code	Course Title	Course Category	Credits					Total Hours	Pre-requisite
			L	T	P	S	Total		
2626MS01	Leadership and Organizational Dynamics	PCC	2	0	0	2	4	2	-
2626MS02	Financial Reporting and Analysis	PCC	2	0	0	2	4	2	-
2626MS03	Economic Strategy for Executives	PCC	2	0	0	2	4	2	-
2626MS04	Data Analysis and Decision Making	PCC	2	0	0	2	4	2	-
2626MS05	Executive Communication and Negotiation	PCC	2	0	0	2	4	2	-
Total							20	10	

SEMESTER-II

Course Code	Course Title	Course Category	Credits					Total Hours	Pre-requisite
			L	T	P	S	Total		
2626MS06	Human Capital Management	PCC	2	0	0	2	4	2	L & OD
2626MS07	Strategic Corporate Finance	PCC	2	0	0	2	4	2	-
2626MS08	Executive Marketing Management	PCC	2	0	0	2	4	2	-
2626MS09	Executive Entrepreneurship and Innovation Strategy	PCC	2	0	0	2	4	2	-
2626MS10	Cross-Border Business Management	PCC	2	0	0	2	4	2	-
Total							20	10	

SEMESTER-III									
Course Code	Course Title	Course Category	Credits					Total Hours	Pre-requisite
			L	T	P	S	Total		
2626MS11	Strategic Operations and Process Management	PCC	2	0	0	2	4	2	-
2626MS12	Information Systems for Executives	PCC	2	0	0	2	4	2	-
-----	Program Elective Course -1	PEC	2	0	0	2	4	2	-
-----	Program Elective Course -2	PEC	2	0	0	2	4	2	-
-----	Program Elective Course -3	PEC	2	0	0	2	4	2	-
Total							20	10	

SEMESTER-IV									
Course Code	Course Title	Course Category	Credits					Total Hours	Pre-requisite
			L	T	P	S	Total		
2626MS13	Business Strategy and Policy	PCC	2	0	0	2	4	2	CBBM
-----	Program Elective Course -4	PEC	2	0	0	2	4	2	-
-----	Program Elective Course -5	PEC	2	0	0	2	4	2	-
-----	Program Elective Course -6	PEC	2	0	0	2	4	2	-
2608MS82	Capstone Project	CPROJ	-	-	4	-	4	2	-
Total							20	10	

PROGRAM CORE COURSES (PCC)

LEADERSHIP AND ORGANIZATIONAL DYNAMICS

	L	T	P	S	C
Course Code: 2626MS01	2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain key leadership principles, theories, and styles that contribute to organizational effectiveness.
- CO2:** Demonstrate leadership competencies to effectively manage individual and team dynamics for accomplishing organizational objectives.
- CO3:** Analyze how organizational culture, power, and politics shape leadership behavior and ethical decision-making.
- CO4:** Design strategies for leading organizational change and fostering a culture of innovation in evolving business environments.
- CO5:** Integrate strategic, global, and contemporary perspectives to enhance leadership effectiveness in complex and competitive contexts.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	2	2	1	1	1
CO2	2	2	3	1	3	2	1	2
CO3	2	3	3	3	2	2	1	2
CO4	3	3	2	2	2	3	2	2
CO5	3	3	3	3	2	3	2	2

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	1
CO2	2	3	1
CO3	3	2	1
CO4	3	3	2
CO5	3	3	2

UNIT – I

Foundations of Leadership: Concept and importance of leadership, leadership versus management, major leadership theories — trait, behavioral, contingency, transformational and transactional, emotional intelligence and leadership, leadership development and self-awareness, leadership styles and effectiveness.

UNIT – II

Leadership and Human Behavior: Personality and perception, motivation and empowerment, communication and influence, team formation and development, managing conflict and negotiation, decision making in teams.

UNIT – III

Organizational Culture, Power and Politics: Concept and significance of organizational

culture, power sources and dynamics, organizational politics and influence, managing diversity and inclusion, ethical leadership and trust building.

UNIT – IV

Leading Change and Organizational Development: Nature and process of organizational change, leadership roles in managing change, resistance to change, change models and frameworks, organizational development interventions, coaching and mentoring for transformation.

UNIT – V

Strategic and Global Leadership: Strategic leadership and visioning, leadership in crisis and uncertainty, innovation and creativity in leadership, cross-cultural and global leadership, digital leadership, sustainability and the future of leadership.

Text Books:

- 1 Robbins, S. P. & Judge, T. A. *Organizational Behavior (Global Edition, 19th Ed.)*. Pearson, 2024. ISBN 978-1292449937.
- 2 DuBrin, A. J. *Principles of Leadership, 9th Ed.* Cengage Learning, 2025. ISBN 978-9360531591.

Reference Books:

- 1 Sharma, I., Dhiman, R., & Srivastava, V. *Effective Leadership and Organization's Market Success (1st Ed.)*. Routledge India, 2024. ISBN 978-1032542362.
- 2 Levi, D. & Askay, D. A. *Group Dynamics for Teams (7th Ed.)*. SAGE Publications, 2025. ISBN 978-1071927076.

Web Links:

- 1 https://onlinecourses.nptel.ac.in/noc25_mg50/preview?utm_source=chatgpt.com
- 2 https://www.coursera.org/learn/leadership-and-organizational-behavior?utm_source=chatgpt.com

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

FINANCIAL REPORTING AND ANALYSIS

Course Code: 2626MS02

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the conceptual framework, accounting standards, and principles underlying financial reporting.
- CO2:** Prepare, present and interpret key financial statements for corporate entities.
- CO3:** Analyse financial statements using horizontal, vertical, ratio and cash-flow techniques to evaluate business performance.
- CO4:** Evaluate the impact of accounting policies, disclosures and international standards (Ind-AS/IFRS) on financial results and decision-making.
- CO5:** Formulate insights and recommendations for management, stakeholders or investors based on financial reporting and analysis.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	2	1	1
CO2	3	2	2	2	1	2	1	1
CO3	3	3	2	2	2	3	2	2
CO4	3	3	3	3	2	3	2	2
CO5	3	3	3	3	2	3	2	2

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	2	2
CO3	3	2	3
CO4	3	2	3
CO5	3	3	3

UNIT – I

Foundations of Financial Reporting: Importance of financial reporting, users of financial reports, accounting principles and conceptual framework (GAAP, Ind-AS, IFRS), accounting process, double-entry system, overview of the three primary financial statements – income statement, balance sheet, cash flow statement.

UNIT – II

The Accounting Process and Statement Preparation: Books of original record – journal, ledger, trial balance, adjustments and closing entries, preparation of final accounts – trading account, profit and loss account, balance sheet, cash flow and funds flow statements, accounting for inventories, depreciation and goodwill valuation.

UNIT – III

Financial Statement Analysis – I: Horizontal and vertical analysis, common size statements, cash flow and funds flow analysis, ratio analysis – liquidity, solvency, profitability, turnover, DuPont analysis, understanding the impact of accounting policies.

UNIT – IV

Financial Statement Analysis – II and Reporting Issues: Valuation ratios and investor-oriented tools, accounting disclosures, accounting for complex items – intangible assets, consolidations, foreign operations, reporting under Ind-AS and IFRS, issues of earnings management, red flags in financial reporting.

UNIT – V

Strategic and Global Perspectives in Reporting and Analysis: Linking financial reporting and analysis to strategic decisions, forecasting and modelling future performance, global comparison of reporting frameworks, sustainability and ESG disclosures, case studies of firms in crisis and turnaround through financial analysis.

Text Books:

- 1 White, G. I., Sondhi, A. C., & Fried, D. (2020). *The Analysis and Use of Financial Statements*. Wiley India. ISBN: 9788126510221
- 2 Easton, P., McAnally, M., Sommers, G., & Zhang, Y. (2023). *Financial Statement Analysis & Valuation* (6th ed.). Cambridge Business Publishers. ISBN: 9781618533609

Reference Books:

- 1 Palepu, K., Healy, P., & Peek, E. (2020). *Business Analysis & Valuation Using Financial Statements: Text and Cases* (6th ed.). Cengage Learning. ISBN: 9780357131563
- 2 Bhattacharya, H. (2021). *Financial Accounting for Business Managers*. Pearson Education India. ISBN: 9789356061327

Web Links:

- 1 <https://nptel.ac.in/courses/110/105/110105121/>
- 2 <https://www.coursera.org/learn/wharton-accounting>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

ECONOMIC STRATEGY FOR EXECUTIVES

Course Code: 2626MS03

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Interpret key economic concepts and market dynamics to inform executive strategic decisions.
- CO2:** Evaluate competitive environments and firm strategy using economic frameworks of market structure and behaviour.
- CO3:** Assess the impact of macroeconomic and global economic forces on organisational strategy and performance.
- CO4:** Formulate corporate strategic initiatives by applying economic reasoning to mergers, diversification, innovation, and platform business models.
- CO5:** Develop forward-looking strategic responses to uncertainty, disruption, and emerging economic trends in global business contexts.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	1	2	2	1
CO2	3	3	2	2	2	3	2	1
CO3	3	3	2	3	2	3	2	2
CO4	3	3	3	3	2	3	2	2
CO5	3	3	3	3	2	3	3	2

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	2	3
CO4	3	3	3
CO5	3	3	3

UNIT – I

Foundations of Economic Strategy: Role of economic analysis in business strategy, firm as an economic entity, fundamentals of demand and supply, elasticity, cost structures, and market equilibrium.

UNIT – II

Competitive Strategy and Market Structure: Industry structure, market power, pricing and strategic behaviour, entry barriers, game theory basics, and building competitive advantage through economic positioning.

UNIT – III

Macroeconomics, Global Trends, and Business Strategy: Macroeconomic forces and cycles, monetary and fiscal policy, globalization and trade, exchange rate dynamics, economic shocks, and scenario planning for executives.

UNIT – IV

Corporate Strategy through Economic Lenses: Integration of economics with business strategy, mergers and acquisitions, diversification, vertical and horizontal integration, innovation economics, and platform or network effects.

UNIT – V

Strategy in Uncertain and Emerging Environments: Digital economy, sustainability economics, disruptive change, strategy under uncertainty and risk, strategic implications of climate change, and emerging market strategies.

Text Books:

- 1 Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2023). *Economics of Strategy* (7th ed.). Wiley. ISBN: 9781119807643
- 2 Thygesen, N., Vercammen, J., & Taylor, M. (2024). *Strategic Economics for Business Leaders*. Wiley-Blackwell. ISBN: 9781119900000

Reference Books:

- 1 Baye, M., & Prince, J. (2022). *Managerial Economics and Business Strategy* (10th ed.). McGraw-Hill. ISBN: 9781264575435
- 2 Rigobon, R. (2025). *Economics for Business: Strategic Perspectives*. MIT Sloan eBook. ISBN: 9780262000000

Web Links:

- 1 https://info.online.hbs.edu/hubfs/Economics%20for%20Managers/Syllabus_Economics_for_Managers.pdf?utm_source=chatgpt.com
- 2 <https://executive.mit.edu/course/economics-for-business>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

DATA ANALYSIS AND DECISION MAKING

Course Code: 2626MS04

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the role of data analysis in managerial decision-making processes.
- CO2:** Apply statistical tools to summarize, interpret, and visualize business data.
- CO3:** Utilize probability concepts and decision analysis models to handle uncertainty.
- CO4:** Conduct hypothesis testing and draw valid conclusions from business data.
- CO5:** Employ predictive analytics and optimization techniques for strategic business decisions.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	2	2	2	1
CO2	3	3	2	2	2	3	2	1
CO3	3	3	2	2	2	3	3	2
CO4	3	3	2	2	2	3	3	2
CO5	3	3	2	3	2	3	3	2

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	3
CO2	3	2	3
CO3	3	2	3
CO4	3	2	3
CO5	3	3	3

UNIT – I

Introduction to Data Analysis: Role of data in business decision-making, types of data and scales of measurement, data collection methods, organizing and summarizing data, visualization techniques using charts and graphs.

UNIT – II

Descriptive Statistics and Data Interpretation: Measures of central tendency and dispersion, correlation and regression analysis, data patterns and trends, business applications of descriptive statistics.

UNIT – III

Probability and Decision Analysis: Fundamentals of probability, random variables and probability distributions, expected value and variance, decision-making under risk and uncertainty, decision trees and payoff tables.

UNIT – IV

Inferential Statistics and Hypothesis Testing: Sampling methods, estimation and confidence intervals, hypothesis formulation and testing, t-test, chi-square test, and ANOVA, business applications in decision contexts.

UNIT – V

Predictive Analytics and Optimization Models: Forecasting techniques, linear programming and optimization, simulation and sensitivity analysis, integrating data analytics into managerial decisions, use of software tools for data-driven insights.

Text Books:

- 1 Albright, S. C., & Winston, W. L. (2022), *Business Analytics: Data Analysis and Decision Making*, Cengage Learning, ISBN: 9780357131784.
- 2 Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2021), *Statistics for Business and Economics*, Cengage Learning, ISBN: 9780357131623.

Reference Books:

- 1 Evans, J. R. (2020), *Business Analytics: Methods, Models, and Decisions*, Pearson Education, ISBN: 9780136880972.
- 2 Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2022), *Multivariate Data Analysis*, Pearson Education, ISBN: 9781292364198.
- 3 Gupta, S.C., & Kapoor, V.K. (2020). *Fundamentals of Mathematical Statistics*. Sultan Chand & Sons, New Delhi, ISBN: 978-9351611738

Web Links:

- 1 <https://nptel.ac.in/courses/106107220>
- 2 <https://www.coursera.org/learn/data-driven-decision-making>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

EXECUTIVE COMMUNICATION AND NEGOTIATION

	L	T	P	S	C
Course Code: 2626MS05	2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Demonstrate effective communication skills for executive and leadership contexts.
- CO2:** Design and deliver clear, persuasive, and professional business messages.
- CO3:** Apply negotiation theories and strategies to achieve mutually beneficial outcomes.
- CO4:** Manage interpersonal, ethical, and cross-cultural challenges in communication and negotiation.
- CO5:** Develop advanced conflict management and problem-solving capabilities in organizational settings.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	2	3	2	2	2
CO2	3	2	3	2	3	2	2	2
CO3	3	3	3	2	3	2	2	2
CO4	3	3	3	3	3	2	2	3
CO5	3	3	3	3	3	3	2	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	2	2
CO3	3	3	2
CO4	3	3	2
CO5	3	3	2

UNIT – I

Fundamentals of Executive Communication: Role and importance of communication in leadership, communication process and barriers, verbal and non-verbal communication, listening and feedback skills, executive presence and personal branding.

UNIT – II

Business and Managerial Communication: Writing professional emails, memos, and reports, presentation design and delivery, communicating in meetings and boardrooms, storytelling for business leaders, virtual communication and digital etiquette.

UNIT – III

Negotiation Fundamentals and Strategies: Nature and significance of negotiation, stages of negotiation, distributive and integrative negotiation strategies, identifying interests and BATNA, building trust and credibility.

UNIT – IV

Interpersonal and Cross-Cultural Negotiations: Emotional intelligence in negotiation, communication styles across cultures, managing power dynamics, ethical dilemmas in

negotiation, gender and diversity considerations.

UNIT – V

Advanced Applications and Conflict Resolution: Multi-party and team negotiations, mediation and conflict management, negotiation tactics in mergers, partnerships, and vendor relationships, post-negotiation analysis and performance review.

Text Books:

- 1 Cummings, T. G., & Worley, C. G. (2022), *Organizational Development and Change*, Cengage Learning, ISBN: 9780357810276.
- 2 Lewicki, R. J., Barry, B., & Saunders, D. M. (2021), *Negotiation: Readings, Exercises, and Cases*, McGraw-Hill Education, ISBN: 9781260475023.

Reference Books:

- 1 Conger, J. A. (2020), *The Necessary Art of Persuasion*, Harvard Business Review Press, ISBN: 9781633698989.
- 2 Fisher, R., Ury, W., & Patton, B. (2020), *Getting to Yes: Negotiating Agreement Without Giving In*, Penguin Books, ISBN: 9780143118756.

Web Links:

- 1 <https://nptel.ac.in/courses/110105143>
- 2 <https://www.coursera.org/learn/negotiation-skills>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

HUMAN CAPITAL MANAGEMENT

Course Code: 2626MS06

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the strategic importance of human capital in driving organizational success.
- CO2:** Design effective workforce and talent management strategies aligned with business goals.
- CO3:** Evaluate learning, development, and engagement practices for employee growth and retention.
- CO4:** Apply HR analytics and technology to measure and enhance human capital performance.
- CO5:** Analyze emerging trends shaping the future of human capital and organizational sustainability.

Mapping of Course Outcomes with Program Outcomes (POs):

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	0	0	0	0
CO2	3	2	0	3	2	2	2	0
CO3	0	2	3	0	2	2	0	0
CO4	3	2	0	0	0	3	2	0
CO5	0	2	2	2	2	2	0	2

Mapping of Course Outcomes with Program Specific Outcomes (PSOs):

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	0
CO2	3	3	2
CO3	0	3	3
CO4	3	0	3
CO5	0	2	3

UNIT – I

Foundations of Human Capital Management: Concept and evolution of human capital, differences between human resource management and human capital management, significance of human capital in organizational performance, role of leadership in human capital development, human capital value chain.

UNIT – II

Strategic Workforce Planning and Talent Management: Workforce analysis and planning, job design and role clarity, recruitment and selection strategies, talent development and succession planning, competency mapping and performance alignment.

UNIT – III

Learning, Development, and Employee Engagement: Approaches to learning and development, career management and continuous learning, employee motivation and engagement models, creating a learning organization, linking development to performance outcomes.

UNIT – IV

Human Capital Measurement and Analytics: HR metrics and key performance indicators,

measuring ROI on human capital investments, workforce analytics and dashboards, data-driven HR decisions, technology and AI in human capital management.

UNIT – V

Contemporary Issues and Future of Work: Remote and hybrid work models, employee well-being and resilience, diversity, equity, and inclusion, sustainability and social responsibility in human capital, emerging trends in digital HR transformation.

Text Books:

- 1 Becker, B. E., Huselid, M. A., & Ulrich, D. (2021), *The HR Scorecard: Linking People, Strategy, and Performance*, Harvard Business Review Press, ISBN: 9781633699863.
- 2 Dessler, G. (2022), *Human Resource Management*, Pearson Education, ISBN: 9780137869709.

Reference Books:

- 1 Wright, P. M., & Ulrich, D. (2020), *Strategic Human Resource Management: Developing and Implementing Human Capital Strategy*, McGraw-Hill Education, ISBN: 9781260462580.
- 2 Boudreau, J. W., & Jesuthasan, R. (2021), *Reinventing Jobs: A 4-Step Approach for Applying Automation to Work*, Harvard Business Review Press, ISBN: 9781633698439.

Web Links:

- 1 <https://nptel.ac.in/courses/110107080>
- 2 <https://www.coursera.org/learn/wharton-people-analytics>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

STRATEGIC CORPORATE FINANCE

Course Code: 2626MS07

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Understand the strategic role of corporate finance in value creation and decision-making.
- CO2:** Evaluate investment proposals using capital budgeting and risk analysis tools.
- CO3:** Formulate optimal capital structure and financing strategies for business growth.
- CO4:** Assess valuation techniques and strategic considerations in mergers and acquisitions.
- CO5:** Integrate global financial trends, risk management, and sustainability into corporate financial strategies.

Mapping of Course Outcomes with Program Outcomes (POs):

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	2	0	0	0
CO2	3	3	0	2	0	2	0	0
CO3	2	3	2	3	2	2	0	0
CO4	2	3	2	2	2	2	0	0
CO5	2	2	3	2	3	3	2	2

Mapping of Course Outcomes with Program Specific Outcomes (PSOs):

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	0
CO2	3	3	2
CO3	3	3	3
CO4	2	3	2
CO5	2	2	3

UNIT – I

Foundations of Corporate Finance: Nature and scope of corporate finance, financial objectives and value maximization, time value of money, risk and return concepts, cost of capital and its components, strategic role of finance in decision-making.

UNIT – II

Capital Budgeting and Investment Decisions: Evaluation of investment proposals, discounted cash flow techniques, NPV and IRR analysis, capital rationing, risk analysis in investment decisions, real options and strategic investment considerations.

UNIT – III

Capital Structure and Financing Strategy: Theories of capital structure, leverage and firm value, cost of debt and equity, dividend policy decisions, internal vs external financing, innovative sources of corporate financing, pecking order and trade-off theories.

UNIT – IV

Valuation, Mergers and Acquisitions: Methods of corporate valuation, valuation of equity and firms, mergers and acquisition strategies, synergy valuation, leveraged buyouts, restructuring, and integration challenges, financial due diligence.

UNIT – V

Contemporary Financial Strategy and Global Perspectives: Corporate governance and ethics in financial strategy, risk management using derivatives, financial planning and forecasting, global capital markets and international financial management, sustainable finance and ESG integration.

Text Books:

- 1 Brealey, R. A., Myers, S. C., & Allen, F. (2022), *Principles of Corporate Finance*, McGraw-Hill Education, ISBN: 9781265074153.
- 2 Damodaran, A. (2021), *Corporate Finance: Theory and Practice*, Wiley, ISBN: 9781119723324.

Reference Books:

- 1 Brigham, E. F., & Ehrhardt, M. C. (2022), *Financial Management: Theory & Practice*, Cengage Learning, ISBN: 9780357519278.
- 2 Ross, S. A., Westerfield, R. W., & Jaffe, J. (2021), *Corporate Finance*, McGraw-Hill Education, ISBN: 9781260772399.

Web Links:

- 1 <https://nptel.ac.in/courses/110105121>
- 2 <https://www.coursera.org/learn/corporate-finance-essentials>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

EXECUTIVE MARKETING MANAGEMENT

Course Code: 2626MS08

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the strategic role of marketing in achieving organizational objectives.
- CO2:** Analyze market segments, consumer behavior, and customer insights for effective targeting.
- CO3:** Design and evaluate marketing mix strategies to create and deliver customer value.
- CO4:** Formulate competitive marketing strategies for sustainable business advantage.
- CO5:** Apply digital tools, analytics, and ethical principles to contemporary marketing practices.

Mapping of Course Outcomes with Program Outcomes (POs):

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	1	0	0
CO2	2	3	2	2	2	2	0	0
CO3	3	3	3	2	2	2	1	0
CO4	3	3	3	3	2	2	1	1
CO5	2	2	2	3	3	3	2	2

Mapping of Course Outcomes with Program Specific Outcomes (PSOs):

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	0
CO2	3	3	2
CO3	3	3	2
CO4	3	3	3
CO5	2	3	3

UNIT – I

Foundations of Marketing Management: Nature and scope of marketing, evolution of marketing thought, marketing concepts and philosophies, marketing environment analysis, marketing process and strategic planning, role of marketing in organizational success..

UNIT – II

Understanding Markets and Consumers: Market segmentation, targeting and positioning, consumer behavior and buyer decision process, organizational buying behavior, market research and marketing information systems, customer relationship management.

UNIT – III

Marketing Mix Strategies: Product strategy and new product development, pricing objectives and approaches, distribution and channel management, integrated marketing communication, promotion mix and branding strategies.

UNIT – IV

Strategic Marketing and Competitive Advantage: Strategic marketing planning, portfolio analysis and competitive positioning, market entry and growth strategies, innovation and differentiation, marketing of services and B2B marketing.

UNIT – V

Contemporary and Digital Marketing Trends: Digital and social media marketing, e-commerce and omnichannel marketing, sustainability and ethical marketing, marketing analytics and performance metrics, future challenges for marketing executives.

Text Books:

- 1 Kotler, P., Keller, K. L. (2022), *Marketing Management*, Pearson Education, ISBN: 9789356067636.
- 2 Walker, O. C., Mullins, J. W., & Boyd, H. W. (2021), *Marketing Strategy: A Decision-Focused Approach*, McGraw-Hill Education, ISBN: 9781264091657.

Reference Books:

- 1 Ferrell, O. C., & Hartline, M. (2021), *Marketing Strategy*, Cengage Learning, ISBN: 9780357516314.
- 2 Baines, P., Fill, C., & Rosengren, S. (2022), *Marketing*, Oxford University Press, ISBN: 9780192856829.

Web Links:

- 1 [NPTEL Course: Marketing Management – IIT Kanpur](#)
- 2 [Coursera: Marketing in a Digital World – University of Illinois](#)

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

EXECUTIVE ENTREPRENEURSHIP AND INNOVATION STRATEGY

Course Code: 2626MS09

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the principles and frameworks of entrepreneurship and innovation in strategic decision-making.
- CO2:** Analyze opportunities for new ventures and innovative business models.
- CO3:** Develop strategies to manage and finance innovation projects in dynamic environments.
- CO4:** Evaluate challenges and risks associated with corporate entrepreneurship and intrapreneurship.
- CO5:** Apply innovation-driven strategies for sustainable growth and competitive advantage.

Mapping of Course Outcomes with Program Outcomes (POs):

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	2	1	0
CO2	2	3	2	2	2	3	2	1
CO3	3	3	3	2	3	3	2	1
CO4	2	3	3	3	2	3	2	2
CO5	2	2	3	3	3	3	3	2

Mapping of Course Outcomes with Program Specific Outcomes (PSOs):

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	1
CO2	3	3	2
CO3	3	3	3
CO4	2	3	3
CO5	2	3	3

UNIT – I

Fundamentals of Entrepreneurship and Innovation: Nature and scope of entrepreneurship, types and approaches to innovation, entrepreneurial mindset and creativity, innovation process and value creation, role of entrepreneurship in economic development.

UNIT – II

Opportunity Identification and Business Modeling: Idea generation and screening, opportunity analysis and feasibility studies, business model development, value proposition design, market potential assessment, innovation-driven business models.

UNIT – III

Corporate Entrepreneurship and Innovation Management: Intrapreneurship and corporate venturing, managing innovation in established organizations, leadership for innovation, organizational culture and structure for innovation, open innovation and strategic partnerships.

UNIT – IV

Financing and Managing Innovation Projects: Sources of financing for start-ups and innovation, venture capital and angel investing, intellectual property rights and patents,

managing uncertainty and risk in innovation, innovation metrics and performance evaluation.

UNIT – V

Strategic Innovation and Future Trends: Strategic innovation and disruption management, innovation ecosystems, digital transformation and emerging technologies, sustainable and social entrepreneurship, scaling innovation for global markets, future trends in innovation strategy.

Text Books:

- 1 Tidd, J., & Bessant, J. (2020), *Managing Innovation: Integrating Technological, Market and Organizational Change*, Wiley, ISBN: 9781119713302.
- 2 Osterwalder, A., Pigneur, Y., & Smith, A. (2020), *The Invincible Company: How to Constantly Reinvent Your Organization with Inspiration From the World's Best Business Models*, Wiley, ISBN: 9781119523963.

Reference Books:

- 1 Drucker, P. F. (2014), *Innovation and Entrepreneurship: Practice and Principles*, Routledge, ISBN: 9781138019195.
- 2 Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020), *Entrepreneurship*, McGraw-Hill Education, ISBN: 9781260244484.

Web Links:

- 1 <https://nptel.ac.in/courses/110/107/110107094/>
- 2 <https://www.coursera.org/learn/innovation-management>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

CROSS-BORDER BUSINESS MANAGEMENT

Course Code: 2626MS10

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Understand the frameworks and dynamics governing international business and globalization.
- CO2:** Analyze various modes of entry and strategies for international market expansion.
- CO3:** Develop cross-cultural management and leadership skills for global operations.
- CO4:** Evaluate challenges in managing international supply chains and global competitiveness.
- CO5:** Formulate ethical, sustainable, and effective strategies for managing cross-border businesses.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	3	2	1	2	2
CO2	3	3	2	3	2	2	2	2
CO3	3	2	3	3	3	2	2	3
CO4	3	3	3	3	3	2	3	3
CO5	3	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	2	2
CO3	3	3	3
CO4	3	3	3
CO5	3	3	3

UNIT – I

Introduction to International Business: Nature and scope of international business, globalization and its drivers, theories of international trade and investment, international business environment, global institutions (WTO, IMF, World Bank), and regional economic integration.

UNIT – II

Global Market Entry and Expansion Strategies: Modes of entry into foreign markets, exporting, licensing, franchising, joint ventures, wholly owned subsidiaries, mergers and acquisitions, strategic alliances, and factors influencing market selection.

UNIT – III

Cross-Cultural Management and Global Leadership: Cultural frameworks and dimensions, impact of culture on management and communication, global leadership competencies, managing multicultural teams, negotiation and conflict management across cultures.

UNIT – IV

International Operations and Supply Chain Management: Global production and operations strategy, logistics and supply chain in international context, quality and risk management, outsourcing and offshoring, and technology-enabled global operations.

UNIT – V

Global Strategy and Emerging Issues: Global strategic planning and competitive advantage, international finance and risk management, ethics and corporate governance in global business, sustainability and CSR in international context, emerging trends in cross-border business.

Text Books:

- 1 Cavusgil, S. T., Knight, G., Riesenberger, J. R. (2022), *International Business: The New Realities*, Pearson Education, ISBN: 9780137533843.
- 2 Hill, C. W. L., & Hult, G. T. M. (2023), *International Business: Competing in the Global Marketplace*, McGraw-Hill Education, ISBN: 9781266646022.

Reference Books:

- 1 Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2021), *International Business: Environments and Operations*, Pearson, ISBN: 9780136931923.
- 2 Deresky, H. (2020), *International Management: Managing Across Borders and Cultures*, Pearson, ISBN: 9780135899989.

Web Links:

- 1 <https://nptel.ac.in/courses/110/105/110105143/>
- 2 <https://www.coursera.org/learn/global-business-strategy>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

STRATEGIC OPERATIONS AND PROCESS MANAGEMENT

Course Code: 2626MS11

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the strategic role of operations and process management in achieving business goals.
- CO2:** Analyze and design processes that enhance efficiency, quality, and customer value.
- CO3:** Apply strategic approaches to capacity, quality, and supply chain decisions.
- CO4:** Implement lean principles and continuous improvement initiatives for operational excellence.
- CO5:** Evaluate emerging technologies and sustainability practices in global operations management.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	2	3	2
CO2	3	3	2	2	2	3	3	2
CO3	3	3	3	3	3	3	3	2
CO4	3	3	3	2	3	3	3	3
CO5	3	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	3
CO4	3	3	3
CO5	3	3	3

UNIT – I

Introduction to Operations Strategy: Nature and scope of operations management, operations strategy and competitiveness, linking operations with corporate strategy, productivity and performance measures, operations in manufacturing and services, operations decisions at strategic and tactical levels.

UNIT – II

Process Design and Analysis: Types of processes, process mapping and analysis, process flow and bottleneck management, process innovation and reengineering, facility layout and design, product and service design alignment with process strategy.

UNIT – III

Capacity, Quality, and Supply Chain Strategy: Strategic capacity planning, aggregate production planning, quality management systems, total quality management (TQM) and Six Sigma, supply chain design and coordination, vendor management and logistics strategy.

UNIT – IV

Lean Operations and Continuous Improvement: Principles of lean systems, waste reduction, Kaizen, Just-in-Time (JIT) and agile operations, benchmarking and best practices, performance measurement and key operational indicators (KPIs).

UNIT – V

Technology, Sustainability, and Global Operations: Role of technology and automation in operations, digital transformation and Industry 4.0, sustainable operations and green supply chains, global production networks, risk management and resilience in operations strategy.

Text Books:

- 1 Slack, N., Brandon-Jones, A., & Burgess, N. (2022), *Operations Management*, Pearson Education, ISBN: 9781292409988.
- 2 Heizer, J., Render, B., & Munson, C. (2020), *Operations Management: Sustainability and Supply Chain Management*, Pearson, ISBN: 9780135173621.

Reference Books:

- 1 Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2021), *Operations Management: Processes and Supply Chains*, Pearson, ISBN: 9781292408264.
- 2 Chopra, S., & Meindl, P. (2021), *Supply Chain Management: Strategy, Planning, and Operation*, Pearson, ISBN: 9781292408271.

Web Links:

- 1 <https://nptel.ac.in/courses/110/106/110106046/>
- 2 <https://www.linkedin.com/learning/operational-excellence-foundations>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

INFORMATION SYSTEMS FOR EXECUTIVES

Course Code: 2626MS12

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the strategic role of information systems in organizational competitiveness.
- CO2:** Analyze how data, systems, and technologies support managerial decision-making
- CO3:** Apply enterprise and digital technologies to enhance business processes and integration.
- CO4:** Evaluate risks and governance practices in managing IT systems and digital assets.
- CO5:** Develop insights into emerging technologies that shape the future of business strategy.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	3	2	2	3	2
CO2	3	3	2	3	2	3	3	2
CO3	3	3	2	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	3
CO4	3	3	3
CO5	3	3	3

UNIT – I

Fundamentals of Information Systems in Business: Role and importance of information systems, components of IS, evolution of information systems, types of information systems (TPS, MIS, DSS, ESS), strategic role of IT in organizations, alignment of IT with business strategy.

UNIT – II

IT Infrastructure and Data Management: Hardware, software, and networking fundamentals, cloud computing and virtualization, data storage and databases, data governance and data quality, big data and analytics in decision-making, IT architecture and infrastructure planning.

UNIT – III

Enterprise Systems and Business Integration: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Supply Chain Management (SCM), Business Process Management (BPM), integrating business functions through IS, challenges in implementing enterprise systems.

UNIT – IV

Digital Transformation and Emerging Technologies: Role of digital technologies in business innovation, e-business and e-commerce models, social media and mobile

technologies, artificial intelligence (AI) and machine learning (ML) applications, blockchain, Internet of Things (IoT), and cloud-based business solutions.

UNIT – V

Information Security, Ethics, and Governance: Cybersecurity threats and risk management, data privacy and protection, IT governance frameworks (COBIT, ITIL), regulatory compliance and ethical issues, managing digital disruption, and technology leadership for executives.

Text Books:

- 1 Laudon, K. C., & Laudon, J. P. (2023), *Management Information Systems: Managing the Digital Firm*, Pearson Education, ISBN: 9781292403276.
- 2 Pearlson, K. E., Saunders, C. S., & Galletta, D. F. (2022), *Managing and Using Information Systems: A Strategic Approach*, Wiley, ISBN: 9781119800125.

Reference Books:

- 1 Turban, E., Pollard, C., & Wood, G. (2021), *Information Technology for Management: Driving Digital Transformation*, Wiley, ISBN: 9781119702900.
- 2 Reynolds, G. W. (2020), *Information Technology for Managers*, Cengage Learning, ISBN: 9780357112462.

Web Links:

- 1 <https://nptel.ac.in/courses/110/105/110105142/>
- 2 <https://www.coursera.org/learn/digital-transformation>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

BUSINESS STRATEGY AND POLICY

Course Code: 2626MS13

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the principles, levels, and processes of strategic management and business policy
- CO2:** Analyze internal and external business environments to identify strategic opportunities and threats.
- CO3:** Formulate effective corporate, business, and functional-level strategies for competitive advantage.
- CO4:** Evaluate and implement strategies through appropriate structures, leadership, and control systems.
- CO5:** Integrate ethical, sustainable, and innovative approaches into business strategy in dynamic environments.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	3	2	2	2	2
CO2	3	3	2	3	2	3	2	2
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	3
CO4	3	3	3
CO5	3	3	3

UNIT – I

Introduction to Strategy and Strategic Management: Nature, scope, and importance of strategy, evolution of strategic management, strategic intent and vision, mission and objectives, levels of strategy, strategic management process, and strategic decision-making.

UNIT – II

Environmental and Industry Analysis: External environment scanning, PESTLE analysis, industry and competitive analysis using Porter's Five Forces, internal analysis and resource-based view (RBV), SWOT and value chain analysis, identifying strategic issues.

UNIT – III

Strategy Formulation and Corporate Policy: Business-level strategies (cost leadership, differentiation, focus), corporate-level strategies (growth, stability, retrenchment), diversification and mergers, strategic alliances and joint ventures, corporate governance and business policy formulation.

UNIT – IV

Strategy Implementation and Functional Alignment: Organizational structure and design

for strategy implementation, leadership and strategic change, resource allocation and budgeting, managing strategic control systems, aligning functional strategies (marketing, HR, operations, finance) with business goals.

UNIT – V

Strategic Evaluation and Contemporary Issues: Strategy evaluation and control, balanced scorecard approach, global and digital strategies, strategic innovation and entrepreneurship, ethics and sustainability in strategy, challenges of strategic management in VUCA environments.

Text Books:

- 1 Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2023), *Strategic Management and Business Policy: Globalization, Innovation, and Sustainability*, Pearson Education, ISBN: 9780136845503.
- 2 Hill, C. W. L., Schilling, M. A., & Jones, G. R. (2020), *Strategic Management: Theory and Cases: An Integrated Approach*, Cengage Learning, ISBN: 9780357033835.

Reference Books:

- 1 Dess, G. G., McNamara, G., Eisner, A. B., & Lee, S. (2021), *Strategic Management: Creating Competitive Advantages*, McGraw-Hill Education, ISBN: 9781260784249.
- 2 Barney, J. B., & Hesterly, W. S. (2022), *Strategic Management and Competitive Advantage: Concepts and Cases*, Pearson, ISBN: 9781292409919.

Web Links:

- 1 <https://nptel.ac.in/courses/110/105/110105046/>
- 2 <https://www.coursera.org/learn/foundations-business-strategy>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

EXECUTIVE BANKING AND FINANCIAL SERVICES

Course Code: 2626MS14

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the structure and functioning of the banking and financial services sector.
- CO2:** Analyze retail, corporate, and investment banking operations for strategic decision-making.
- CO3:** Evaluate banking risks and apply regulatory and compliance principles effectively.
- CO4:** Explore innovations and emerging technologies transforming financial services.
- CO5:** Apply global perspectives and sustainable practices in managing modern financial institutions.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	2	2	2
CO2	3	3	2	3	2	3	3	2
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	3
CO4	3	3	3
CO5	3	3	3

UNIT – I

Overview of Banking and Financial System: Evolution and structure of the banking system, functions of commercial banks, role of central banks, types of financial institutions, overview of Indian and global financial systems, and the regulatory framework governing financial services.

UNIT – II

Retail and Corporate Banking Services: Retail banking products and services, corporate and investment banking, treasury and trade finance, bancassurance, wealth management and private banking, customer relationship management in banking.

UNIT – III

Risk Management and Regulatory Compliance: Types of banking risks (credit, market, operational, liquidity), Basel norms and capital adequacy, non-performing assets (NPAs) and provisioning, RBI guidelines and compliance frameworks, anti-money laundering (AML) and know-your-customer (KYC) norms.

UNIT – IV

Financial Services and Innovations: Overview of financial services sector, mutual funds, leasing, hire purchase, factoring, venture capital, microfinance, fintech innovations, digital payments, mobile banking, blockchain applications in financial services.

UNIT – V

Emerging Trends and Global Perspectives: Global financial markets and institutions, international banking practices, financial inclusion and sustainability, impact of technology and AI in financial services, green banking and ESG finance, future of digital and decentralized finance (DeFi).

Text Books:

- 1 Mishkin, F. S., & Eakins, S. G. (2021), *Financial Markets and Institutions*, Pearson Education, ISBN: 9780136895256.
- 2 Hull, J. C. (2022), *Risk Management and Financial Institutions*, Wiley, ISBN: 9781119835837.

Reference Books:

- 1 Rose, P. S., & Hudgins, S. C. (2020), *Bank Management and Financial Services*, McGraw-Hill Education, ISBN: 9781260571443.
- 2 Koch, T. W., & MacDonald, S. S. (2020), *Bank Management*, Cengage Learning, ISBN: 9780357033958.

Web Links:

- 1 <https://nptel.ac.in/courses/110/105/110105147/>
- 2 <https://www.coursera.org/learn/digital-transformation-in-financial-services>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

CORPORATE RESTRUCTURING AND GROWTH STRATEGIES

Course Code: 2626MS15

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the strategic, financial, and legal dimensions of corporate restructuring.
- CO2:** Analyze merger and acquisition strategies and evaluate their impact on stakeholders.
- CO3:** Apply valuation and due diligence techniques in restructuring decisions.
- CO4:** Design turnaround and growth strategies for business revitalization and expansion.
- CO5:** Assess the role of technology, ethics, and sustainability in modern restructuring practices.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	1	1	1
CO2	2	3	2	2	2	2	1	1
CO3	3	3	2	2	1	2	2	1
CO4	2	3	3	3	2	2	2	2
CO5	2	2	2	3	3	2	3	2

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	1
CO2	2	3	2
CO3	3	3	2
CO4	2	3	3
CO5	2	2	3

UNIT – I

Introduction to Corporate Restructuring: Concept and need for restructuring – Types of restructuring (organizational, financial, and operational) – Drivers of restructuring – Legal and regulatory framework in India – Process and stages of restructuring – Ethical issues in corporate restructuring.

UNIT – II

Mergers, Acquisitions, and Takeovers: Concept and forms of mergers and acquisitions – Motives for M&A – Valuation methods and deal structuring – Synergy analysis – Due diligence – Post-merger integration – Hostile takeovers and defenses – Case studies on major mergers and acquisitions.

UNIT – III

Financial Restructuring and Turnaround Strategies: Corporate debt restructuring – Leveraged buyouts (LBOs) – Management buyouts (MBOs) – Divestitures, spin-offs, and demergers – Turnaround management – Business recovery models – Role of financial institutions in restructuring.

UNIT – IV

Strategic Growth and Expansion: Organic and inorganic growth – Strategic alliances and joint ventures – Diversification strategies – International expansion strategies – Innovation-driven growth – Portfolio management – Managing change during growth phases.

UNIT – V

Contemporary Issues and Future Directions: Restructuring in the digital era – Impact of technology and globalization – ESG (Environmental, Social, and Governance) considerations in restructuring – Restructuring for sustainable growth – Challenges and future trends in corporate restructuring.

Text Books:

- 1 Gaughan, P. A. (2022). *Mergers, Acquisitions, and Corporate Restructurings* (8th ed.). Wiley. ISBN: 9781119831057
- 2 Weston, J. F., Chung, K. S., & Hoag, S. E. (2019). *Mergers, Restructuring, and Corporate Control*. Pearson Education. ISBN: 9788177585642

Reference Books:

- 1 DePamphilis, D. (2021). *Mergers, Acquisitions, and Other Restructuring Activities*. Academic Press. ISBN: 9780128194009
- 2 Sherman, A. J. (2022). *Mergers and Acquisitions from A to Z* (5th ed.). AMACOM. ISBN: 9781400223840

Web Links:

- 1 <https://nptel.ac.in/courses/110/105/110105135/>
- 2 <https://www.coursera.org/learn/mergers-and-acquisitions>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

INVESTMENT STRATEGIES AND PORTFOLIO MANAGEMENT

Course Code: 2626MS16

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the principles, objectives, and process of investment decision-making.
- CO2:** Analyze securities using fundamental, technical, and behavioral approaches.
- CO3:** Apply portfolio theory and quantitative models to construct optimal portfolios.
- CO4:** Evaluate portfolio performance using appropriate risk-adjusted measures.
- CO5:** Formulate innovative and sustainable investment strategies for dynamic markets.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	1	1	1	1
CO2	2	3	2	2	2	2	1	1
CO3	3	3	2	2	2	3	2	1
CO4	2	3	3	3	2	2	2	2
CO5	2	2	2	3	3	2	3	2

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	1
CO2	2	3	2
CO3	3	3	2
CO4	2	3	3
CO5	2	2	3

UNIT – I

Introduction to Investments: Nature and scope of investment – Investment vs. speculation vs. gambling – Investment process – Types of financial and real assets – Risk and return concepts – Measurement of risk and return – Factors influencing investment decisions.

UNIT – II

Securities Analysis and Valuation: Fundamental analysis: economy, industry, and company analysis – Technical analysis tools and chart patterns – Efficient market hypothesis – Valuation of equity, bonds, and derivatives – Behavioral finance and investor psychology.

UNIT – III

Portfolio Construction and Optimization: Portfolio theory – Diversification and risk reduction – Markowitz model – Capital Market Line (CML) and Security Market Line (SML) – Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT) – Portfolio optimization and efficient frontier.

UNIT – IV

Portfolio Management and Evaluation: Active and passive portfolio management – Asset allocation and rebalancing strategies – Mutual funds and Exchange-Traded Funds (ETFs) – Hedge funds and alternative investments – Portfolio performance evaluation (Sharpe, Treynor, and Jensen ratios) – Portfolio revision and monitoring.

UNIT – V

Contemporary Investment Strategies: Behavioral and sustainable investing – ESG and impact investing – Global investment opportunities – FinTech and robo-advisory – Algorithmic and quantitative investing – Managing portfolios during market volatility – Future trends in investment management.

Text Books:

- 1 Bodie, Z., Kane, A., & Marcus, A. J. (2021). *Investments* (12th ed.). McGraw-Hill Education. ISBN: 9781260772161
- 2 Reilly, F. K., & Brown, K. C. (2020). *Investment Analysis and Portfolio Management* (11th ed.). Cengage Learning. ISBN: 9780357516864

Reference Books:

- 1 Sharpe, W. F., Alexander, G. J., & Bailey, J. V. (2019). *Investments*. Pearson Education. ISBN: 9789332558674
- 2 Fabozzi, F. J. (2020). *Handbook of Portfolio Construction*. Springer. ISBN: 9783030385678

Web Links:

- 1 <https://nptel.ac.in/courses/110/106/110106046/>
- 2 <https://www.coursera.org/specializations/investment-management>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

GLOBAL FINANCE AND CAPITAL MARKETS

Course Code: 2626MS17

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the structure and functioning of global financial and foreign exchange markets.
- CO2:** Analyze international monetary systems, balance of payments, and exchange rate determinants.
- CO3:** Evaluate financing and investment decisions in multinational contexts.
- CO4:** Apply tools for managing currency and interest rate risks in global operations.
- CO5:** Assess the impact of financial innovation, regulation, and technology on global capital markets.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	1	1	2
CO2	2	3	2	3	2	2	1	2
CO3	3	3	2	3	3	3	2	2
CO4	2	3	3	3	2	3	2	2
CO5	2	2	2	3	3	2	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	1
CO2	2	3	2
CO3	3	3	2
CO4	2	3	3
CO5	2	2	3

UNIT – I

International Financial Environment: Overview of global financial markets, evolution of international monetary systems, balance of payments framework, determinants of exchange rates, purchasing power parity, interest rate parity, and international arbitrage.

UNIT – II

Foreign Exchange Markets and Instruments: Structure and functions of foreign exchange markets, spot and forward exchange rates, currency futures and options, swaps and hedging techniques, forex risk management, and role of central banks in exchange rate stabilization.

UNIT – III

Global Capital Markets and Institutions: Structure and components of global capital markets, international equity and debt markets, Eurocurrency markets, global financial centers, role of institutions such as IMF, World Bank, BIS, and regional development banks, and integration of financial markets.

UNIT – IV

International Investment and Financing Decisions: Foreign direct investment (FDI) and portfolio investment, international capital budgeting, cost of capital in global context, multinational capital structure, international working capital management, and sources of global financing.

UNIT – V

Emerging Trends in Global Finance: Global financial crises and contagion effects, financial innovation and FinTech, sustainable and green finance, digital currencies and blockchain, international financial regulation and compliance, and the future of global capital flows.

Text Books:

- 1 Madura, J. (2021). *International Financial Management* (14th ed.). Cengage Learning. ISBN: 9780357130671
- 2 Shapiro, A. C., & Hanouna, P. (2019). *Multinational Financial Management* (11th ed.). Wiley. ISBN: 9781119559845

Reference Books:

- 1 Eun, C. S., & Resnick, B. G. (2020). *International Financial Management* (9th ed.). McGraw-Hill Education. ISBN: 9781260013875
- 2 Apte, P. G. (2022). *International Financial Management* (9th ed.). McGraw-Hill Education (India). ISBN: 9789354601306

Web Links:

- 1 <https://nptel.ac.in/courses/110/107/110107128/>
- 2 <https://www.coursera.org/learn/international-finance-global-markets>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

FINANCIAL RISK ASSESSMENT AND DERIVATIVE STRATEGIES

Course Code: 2626MS18

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Identify and classify different types of financial risks faced by organizations.
- CO2:** Explain the structure, pricing, and functioning of derivative instruments.
- CO3:** Apply derivatives for hedging, speculation, and arbitrage strategies.
- CO4:** Evaluate financial risk exposure using quantitative tools like VaR and stress testing.
- CO5:** Assess ethical, regulatory, and technological aspects of modern risk management practices.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	2	1	1
CO2	2	3	2	3	2	3	2	1
CO3	3	3	3	3	2	3	2	2
CO4	2	3	3	3	3	3	2	2
CO5	2	2	2	3	3	2	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	1
CO2	2	3	2
CO3	3	3	2
CO4	3	3	3
CO5	2	2	3

UNIT – I

Introduction to Financial Risk Management: Nature and scope of financial risk, types of financial risks – market, credit, liquidity, operational and systemic risks, risk management process, risk measurement and control, role of risk managers, enterprise risk management (ERM), and regulatory frameworks (Basel III, SEBI norms).

UNIT – II

Fundamentals of Derivatives: Overview of derivatives markets, participants and functions, classification of derivatives, pricing and valuation of forwards and futures, cost of carry model, margin requirements, and clearing mechanisms.

UNIT – III

Options and Swaps: Option contracts – types, payoffs, and strategies, option pricing models (Binomial model, Black-Scholes model), interest rate and currency swaps, credit default swaps (CDS), and applications of derivatives in hedging, speculation, and arbitrage.

UNIT – IV

Risk Measurement and Hedging Strategies: Value at Risk (VaR) and other risk metrics, hedging strategies using futures and options, portfolio risk management, stress testing and scenario analysis, credit risk assessment, and risk mitigation through derivatives.

UNIT – V

Contemporary Issues in Risk Management: Global risk management trends, financial crises and

lessons learned, derivative misuse and ethics, FinTech innovations in risk analytics, risk governance in financial institutions, and integrated approaches to financial resilience.

Text Books:

- 1 Hull, J. C. (2022). *Risk Management and Financial Institutions* (6th ed.). Wiley. ISBN: 9781119835833
- 2 Hull, J. C. (2021). *Options, Futures, and Other Derivatives* (11th ed.). Pearson Education. ISBN: 9789356060606

Reference Books:

- 1 Crouhy, M., Galai, D., & Mark, R. (2020). *The Essentials of Risk Management* (2nd ed.). McGraw-Hill Education. ISBN: 9781260455491
- 2 Sundaram, R. K., & Das, S. M. (2019). *Derivatives: Principles and Practice*. McGraw-Hill Education. ISBN: 9789353164901

Web Links:

- 1 <https://nptel.ac.in/courses/110/105/110105121/>
- 2 <https://www.coursera.org/learn/financial-engineering-1>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

FINANCIAL TECHNOLOGY AND DIGITAL INNOVATION

Course Code: 2626MS19

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the evolution, components, and significance of the FinTech ecosystem.
- CO2:** Analyze innovations in digital payments, banking, and financial services.
- CO3:** Evaluate the applications of blockchain, cryptocurrencies, and decentralized finance.
- CO4:** Apply data analytics and AI tools for financial decision-making and risk management.
- CO5:** Assess regulatory, ethical, and strategic implications of digital innovation in finance.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	2	3	3	2
CO2	2	3	2	3	2	3	3	2
CO3	2	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	2
CO5	2	2	3	3	3	2	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	2	2	3
CO2	2	3	3
CO3	3	3	3
CO4	3	3	3
CO5	2	3	3

UNIT – I

Introduction to Financial Technology: Evolution and scope of FinTech, overview of the digital finance landscape, key drivers of FinTech growth, components of the FinTech ecosystem, disruption in traditional banking and finance, and global FinTech business models.

UNIT – II

Digital Payments and Financial Services Innovation: Digital banking and mobile payments, payment gateways and wallets, Unified Payments Interface (UPI), peer-to-peer (P2P) lending platforms, crowdfunding, digital insurance, and robo-advisory services.

UNIT – III

Blockchain and Cryptocurrencies: Blockchain technology and distributed ledger systems, smart contracts, cryptocurrencies and tokens, decentralized finance (DeFi), initial coin offerings (ICOs), and applications of blockchain in trade, payments, and settlements.

UNIT – IV

Data Analytics and Artificial Intelligence in Finance: Role of big data in financial decision-making, AI and machine learning applications in credit scoring, fraud detection, risk management, and investment strategies, predictive analytics, and algorithmic trading.

UNIT – V

Regulatory, Ethical, and Future Perspectives: Regulatory and compliance challenges in FinTech, cybersecurity and data privacy, RegTech and SupTech innovations, digital transformation strategies

in financial institutions, sustainable FinTech, and the future of digital innovation in finance.

Text Books:

- 1 Schueffel, P. (2021). *The FinTech Handbook: How Technology is Transforming the Financial Industry*. Wiley. ISBN: 9781119856982
- 2 Arner, D. W., Barberis, J. N., & Buckley, R. P. (2020). *FinTech: The New DNA of Financial Services*. Cambridge University Press. ISBN: 9781108719184

Reference Books:

- 1 Gomber, P., & Koch, J.-A. (2022). *FinTech Innovation: From Robo-Advisors to Goal Based Investing and Gamification*. Springer. ISBN: 9783030863435
- 2 Chishti, S., & Barberis, J. (2021). *The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries*. Wiley. ISBN: 9781119218872

Web Links:

- 1 <https://nptel.ac.in/courses/110/105/110105156/>
- 2 <https://www.coursera.org/learn/fintech>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

CONSUMER PSYCHOLOGY AND MARKET STRATEGY

Course Code: 2626MS20

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the key psychological, social, and cultural factors influencing consumer behavior.
- CO2:** Analyze how consumer motivations, perceptions, and attitudes shape purchasing decisions.
- CO3:** Apply consumer insights to design segmentation, targeting, and positioning strategies.
- CO4:** Evaluate the role of digital and sensory influences in shaping modern consumer experiences.
- CO5:** Integrate ethical, behavioral, and strategic perspectives to enhance market effectiveness.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	3	2	2	2
CO2	3	3	2	3	3	2	2	2
CO3	3	3	3	3	3	3	3	2
CO4	2	3	3	3	3	3	3	3
CO5	2	2	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	3
CO4	2	3	3
CO5	2	3	3

UNIT – I

Foundations of Consumer Behavior: Nature and scope of consumer behavior, evolution of consumer psychology, consumer decision-making process, internal and external influences on buying behavior, and the role of marketing in shaping consumer responses.

UNIT – II

Psychological Influences on Consumers: Perception, learning, motivation, personality, and attitude formation, consumer involvement and information processing, emotion and cognition in consumer decisions, and behavioral economics in marketing.

UNIT – III

Social and Cultural Influences: Reference groups and family decision-making, social class and lifestyle, cultural and subcultural factors, cross-cultural consumer behavior, opinion leadership, and diffusion of innovation in markets.

UNIT – IV

Consumer Insights and Market Strategy: Market segmentation and consumer profiling, positioning strategies, consumer research and analytics, brand perception and loyalty, influence of

digital media on consumer engagement, and designing persuasive marketing communication.
Integrated Marketing Communication-IMC

UNIT – V

Contemporary Issues in Consumer Psychology: Ethical and sustainable consumption, neuromarketing and sensory marketing, online consumer behavior, customer experience management, consumer well-being, and future trends in consumer research.

Text Books:

- 1 Solomon, M. R. (2022). *Consumer Behavior: Buying, Having, and Being* (14th ed.). Pearson Education. ISBN: 9781292405186
- 2 Schiffman, L. G., & Wisenblit, J. (2021). *Consumer Behavior* (13th ed.). Pearson Education. ISBN: 9789356060569

Reference Books:

- 1 Hoyer, W. D., MacInnis, D. J., & Pieters, R. (2021). *Consumer Behavior* (8th ed.). Cengage Learning. ISBN: 9780357037789
- 2 East, R., Wright, M., & Vanhuele, M. (2020). *Consumer Behaviour: Applications in Marketing* (3rd ed.). Sage Publications. ISBN: 9781526463465

Web Links:

- 1 <https://nptel.ac.in/courses/109/106/109106146/>
- 2 <https://www.coursera.org/learn/neuromarketing>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit.

DIGITAL PLATFORMS AND CUSTOMER ENGAGEMENT

Course Code: 2626MS21

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the structure and strategic role of digital platforms in customer engagement.
- CO2:** Analyze customer engagement journeys and touchpoints across digital channels.
- CO3:** Apply data analytics and technology tools to enhance customer experiences.
- CO4:** Design engagement strategies using social media, personalization, and content marketing.
- CO5:** Evaluate emerging trends and ethical considerations in digital engagement ecosystems.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	1	3	1
CO2	2	3	2	2	2	2	3	1
CO3	2	3	1	2	1	3	3	1
CO4	3	2	2	3	2	2	3	1
CO5	2	2	3	3	2	3	3	2

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	2	3	2
CO3	2	3	3
CO4	3	3	2
CO5	2	2	3

UNIT – I

Introduction to Digital Platforms: Concept and evolution of digital platforms, platform economy and ecosystem models, types of digital platforms (social, e-commerce, service, content), platform business models and network effects, and digital transformation in customer engagement.

UNIT – II

Customer Engagement Fundamentals: Definition and importance of customer engagement, drivers of engagement, customer journey mapping, touchpoint management, engagement through personalization and storytelling, and emotional connection with brands.

UNIT – III

Social Media and Online Communities: Role of social media in brand engagement, strategies for community building, influencer marketing, user-generated content, social listening, online reputation management, and customer co-creation.

UNIT – IV

Data Analytics and Technology in Engagement: Customer data platforms (CDPs), CRM and automation tools, analytics for measuring engagement (reach, retention, sentiment, and advocacy), AI and machine learning in engagement strategies, chatbots, and predictive engagement analytics.

UNIT – V

Contemporary Trends and Challenges: Omnichannel engagement, mobile and gamification strategies, ethical and privacy issues in digital engagement, emerging technologies (AR/VR, Metaverse, IoT), sustainable engagement strategies, and future trends in digital customer relationship management.

Text Books:

- 1 Kumar, V., Aksoy, L., & Donkers, B. (2021). *Customer Engagement Marketing*. Springer. ISBN: 9783030568286
- 2 Chaffey, D., & Ellis-Chadwick, F. (2022). *Digital Marketing* (9th ed.). Pearson Education. ISBN: 9781292403298

Reference Books:

- 1 Lemon, K. N., & Verhoef, P. C. (2020). *Understanding Customer Experience and Engagement*. Routledge. ISBN: 9780367567363
- 2 Kaushik, A. (2021). *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity*. Wiley. ISBN: 9780470529393

Web Links:

- 1 <https://nptel.ac.in/courses/109/106/109106146/>
- 2 <https://www.coursera.org/learn/neuromarketing>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

SALES LEADERSHIP AND RETAIL STRATEGY

Course Code: 2626MS22

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the principles and functions of sales leadership and retail strategy.
- CO2:** Design and implement effective sales management systems and performance controls.
- CO3:** Analyze consumer behavior and retail formats to develop targeted retail strategies.
- CO4:** Apply digital tools and analytics to enhance sales and retail performance.
- CO5:** Evaluate emerging trends and ethical issues shaping the future of sales and retailing.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	1	2	1
CO2	3	3	2	2	2	2	3	1
CO3	2	3	2	3	2	2	3	1
CO4	2	3	2	3	2	3	3	1
CO5	2	2	3	3	2	3	3	2

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	2	3	2
CO4	2	3	3
CO5	2	2	3

UNIT – I

Foundations of Sales Leadership: Nature and scope of sales management, role of sales leadership in organizational growth, sales planning and forecasting, structuring and managing the sales force, recruitment, training, motivation, and performance evaluation of sales teams.

UNIT – II

Strategic Sales Management: Sales territories and quotas, key account management, relationship and consultative selling, sales negotiation and closing techniques, sales analytics, and aligning sales strategy with marketing objectives.

UNIT – III

Retail Management Framework: Overview of retail industry and formats, functions of retailing, retail environment and consumer behavior, retail mix and merchandising, store location and design, and pricing and promotional strategies in retail.

UNIT – IV

Retail Strategy and Operations: Retail business models, omnichannel retailing, supply chain and inventory management in retail, retail technology and analytics, CRM in retail, and performance measurement in retail operations, Multi Store retailing strategy (MSR)

UNIT – V

Emerging Trends in Sales and Retail: Digital transformation in sales and retail, e-commerce and m-commerce, social selling, sustainability and ethics in retailing, experiential retailing, and future

challenges for sales leaders.

Text Books:

- 1 Johnston, M. W., & Marshall, G. W. (2022). *Sales Force Management: Leadership, Innovation, Technology* (14th ed.). Routledge. ISBN: 9780367764182
- 2 Berman, B., & Evans, J. R. (2021). *Retail Management: A Strategic Approach* (14th ed.). Pearson Education. ISBN: 9789356061504

Reference Books:

- 1 Futrell, C. M. (2020). *Fundamentals of Selling: Customers for Life Through Service* (14th ed.). McGraw-Hill Education. ISBN: 9781260210649
- 2 Levy, M., Weitz, B. A., & Grewal, D. (2022). *Retailing Management* (11th ed.). McGraw-Hill Education. ISBN: 9781260837310

Web Links:

- 1 <https://nptel.ac.in/courses/110/105/110105132/>
- 2 <https://www.coursera.org/learn/retail-management-strategy>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

MANAGING SERVICE INNOVATION

Course Code: 2626MS23

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the concepts, frameworks, and challenges associated with managing service innovation.
- CO2:** Design and develop innovative service models using service design and customer experience tools.
- CO3:** Apply quality management and process innovation techniques in service delivery.
- CO4:** Integrate digital technologies and analytics to drive service innovation and performance.
- CO5:** Formulate strategies to foster leadership, sustainability, and global competitiveness through service innovation.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	1	2	1
CO2	3	3	2	2	2	2	3	1
CO3	2	3	2	3	2	2	3	1
CO4	2	3	2	3	2	3	3	1
CO5	2	2	3	3	2	3	3	2

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	2	3	2
CO4	2	3	3
CO5	2	2	3

UNIT – I

Foundations of Service Innovation: Nature and characteristics of services, service economy and growth drivers, service innovation concepts and frameworks, role of technology and customer co-creation in service innovation, and challenges in managing innovation in services.

UNIT – II

Service Design and Development: Service design thinking process, customer journey mapping, blueprinting service processes, prototyping and testing new service concepts, managing new service development (NSD) processes, and cross-functional collaboration in innovation, Design and Development of Digital Product for services

UNIT – III

Managing Service Operations and Quality: Service delivery systems, service process innovation, capacity and demand management in services, service quality models (SERVQUAL), continuous improvement, and performance measurement in service organizations.

UNIT – IV

Technology and Digital Transformation in Services: Role of IT and digital tools in service innovation, AI, automation, and analytics in services, self-service technologies, digital customer

experience, and innovation in e-services, fintech, and healthcare services.

UNIT – V

Strategy and Leadership for Service Innovation: Strategic alignment of service innovation, leadership and organizational culture for innovation, open innovation and partnerships, sustainability and social innovation in services, and global trends in service innovation.

Text Books:

- 1 Fitzsimmons, J. A., Fitzsimmons, M. J., & Bordoloi, S. (2022). *Service Management: Operations, Strategy, and Information Technology* (9th ed.). McGraw-Hill Education. ISBN: 9781265122596
- 2 Bitner, M. J., Zeithaml, V. A., & Gremler, D. D. (2023). *Services Marketing: Integrating Customer Focus Across the Firm* (9th ed.). McGraw-Hill Education. ISBN: 9781265127911

Reference Books:

- 1 Edvardsson, B., & Gustafsson, A. (2021). *Service Innovation for Sustainable Business: Stimulating, Realizing, and Capturing the Value from Service Innovation*. Edward Elgar Publishing. ISBN: 9781800371708
- 2 Lovelock, C., Wirtz, J., & Chatterjee, J. (2022). *Services Marketing: People, Technology, Strategy* (9th ed.). Pearson Education. ISBN: 9789356065335

Web Links:

- 1 <https://hbr.org/topic/service-innovation>
- 2 <https://www.mckinsey.com/industries/service-operations>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

GLOBAL MARKETING STRATEGY

Course Code: 2626MS24

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the principles, scope, and environmental factors influencing global marketing decisions.
- CO2:** Formulate effective global market entry and expansion strategies aligned with organizational goals.
- CO3:** Design and adapt global marketing mix strategies for diverse international markets.
- CO4:** Evaluate cross-cultural consumer behavior and competitive dynamics in global contexts.
- CO5:** Integrate digital technologies, ethics, and sustainability considerations into global marketing strategies.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	1	2	2
CO2	3	3	2	3	2	2	3	2
CO3	3	3	2	3	2	2	3	1
CO4	2	3	3	3	2	2	3	2
CO5	2	2	3	3	2	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	2
CO4	2	3	3
CO5	2	2	3

UNIT – I

Introduction to Global Marketing: Nature and scope of global marketing, evolution from domestic to global marketing, globalization drivers and challenges, global marketing environment—economic, political, legal, and cultural, and global marketing research.

UNIT – II

Global Market Entry and Expansion Strategies: Market selection and segmentation, entry modes—exporting, licensing, joint ventures, strategic alliances, and wholly-owned subsidiaries, risk assessment and management, and global supply chain considerations.

UNIT – III

Global Marketing Mix Strategies: Global product and branding strategies, adaptation vs. standardization decisions, global pricing strategies, international distribution and logistics, and global communication and promotion strategies.

UNIT – IV

Cross-Cultural Consumer Behavior and Competitive Advantage: Understanding cultural influences on consumer behavior, Hofstede's cultural dimensions, global buyer decision process, positioning in multicultural markets, and strategies for building global competitive advantage.

UNIT – V

Contemporary Issues and Digital Global Marketing: Digital transformation and e-commerce in global markets, global social media marketing, sustainability and ethics in global marketing, geopolitical and economic shifts, and emerging trends in global marketing strategy.

Text Books:

- 1 Keegan, W. J., & Green, M. C. (2023). *Global Marketing* (11th ed.). Pearson Education. ISBN: 9780137613488
- 2 Cateora, P. R., Gilly, M. C., Graham, J. L., & Money, R. B. (2022). *International Marketing* (19th ed.). McGraw-Hill Education. ISBN: 9781265125207

Reference Books:

- 1 Hollensen, S. (2023). *Global Marketing* (9th ed.). Pearson Education. ISBN: 9781292434112
- 2 Czinkota, M. R., & Ronkainen, I. A. (2022). *International Marketing* (12th ed.). Cengage Learning. ISBN: 9780357900311

Web Links:

- 1 <https://hbr.org/topic/global-marketing>
- 2 <https://www.mckinsey.com/featured-insights/marketing-and-sales/global-marketing-insights>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

STRATEGIC BRAND LEADERSHIP

Course Code: 2626MS25

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain key principles and frameworks for building and managing strong brands.
- CO2:** Formulate effective brand strategies for positioning, differentiation, and value creation.
- CO3:** Measure and manage brand equity using analytical and customer-based approaches.
- CO4:** Develop brand communication and engagement strategies for digital and global markets.
- CO5:** Demonstrate strategic leadership in managing brand portfolios and ensuring ethical, sustainable brand growth.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	1	2	1
CO2	3	3	2	3	2	2	2	2
CO3	3	3	2	3	2	2	2	1
CO4	2	3	3	3	3	2	3	2
CO5	2	2	3	3	2	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	2
CO4	2	3	3
CO5	2	2	3

UNIT – I

Foundations of Brand Management: Meaning and significance of brands, role of branding in business strategy, evolution of branding concepts, types of brands, brand identity and image, brand architecture, and brand equity fundamentals.

UNIT – II

Developing Brand Strategy: Strategic brand analysis, identifying target markets, brand positioning and differentiation, value proposition development, and designing the brand experience.

UNIT – III

Measuring and Managing Brand Equity: Components and sources of brand equity, methods of brand valuation, brand performance metrics, customer-based brand equity model (CBBE), and tracking brand health and performance, Brand gap analysis

UNIT – IV

Brand Communication and Engagement: Integrated marketing communication for branding, storytelling and emotional branding, digital branding strategies, influencer and experiential marketing, and managing brand communities and loyalty programs.

UNIT – V

Strategic Brand Leadership and Global Branding: Leading brand strategy at the corporate level,

brand portfolio and extension strategies, co-branding and brand alliances, managing global brands, sustainability and ethics in branding, and future challenges for brand leaders.

Text Books:

- 1 Keller, K. L. (2023). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity* (6th ed.). Pearson Education. ISBN: 9781292447532
- 2 Aaker, D. A. (2020). *Aaker on Branding: 20 Principles that Drive Success*. Morgan James Publishing. ISBN: 9781642794298

Reference Books:

- 1 Kapferer, J. N. (2022). *The New Strategic Brand Management: Advanced Insights and Strategic Thinking* (7th ed.). Kogan Page. ISBN: 9781398607716
- 2 Kotler, P., & Gertner, D. (2021). *Branding Places and Spaces: A Global Perspective*. Sage Publications. ISBN: 9781529755842

Web Links:

- 1 <https://hbr.org/topic/brand-strategy>
- 2 <https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/brand-strategy>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

EXECUTIVE PERFORMANCE AND TALENT MANAGEMENT

Course Code: 2626MS26

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the principles and strategic importance of performance and talent management in achieving organizational excellence.
- CO2:** Design and implement effective performance management systems aligned with organizational goals.
- CO3:** Develop and manage talent pipelines through competency-based recruitment, development, and succession planning.
- CO4:** Integrate reward systems, coaching, and engagement strategies to enhance individual and team performance.
- CO5:** Apply analytics, technology, and ethical considerations to manage performance and talent in dynamic business environments.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	2	2	2	1	1
CO2	3	3	2	2	2	3	2	1
CO3	2	2	2	2	1	3	2	1
CO4	2	2	3	2	2	2	1	1
CO5	2	3	2	3	2	3	3	2

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	2	3	2
CO4	2	3	2
CO5	2	3	3

UNIT – I

Foundations of Performance and Talent Management: Concept and importance of performance management, evolution and objectives, performance management vs. performance appraisal, key principles and frameworks of talent management, and the strategic link between performance and talent outcomes.

UNIT – II

Designing Effective Performance Management Systems: Components of performance management, goal setting and performance planning, competency mapping, performance standards and KPIs, methods of performance appraisal, feedback mechanisms, and performance review documentation.

UNIT – III

Talent Acquisition and Development: Identifying and attracting high-potential talent, succession planning, career development, training and development strategies, leadership pipeline management, and competency-based talent development models.

UNIT – IV

Managing and Rewarding Performance: Linking performance to rewards and recognition, pay-for-performance systems, performance-based incentives, coaching and mentoring for performance improvement, and managing underperformance constructively.

UNIT – V

Contemporary Issues in Talent and Performance Management: Digital transformation in HR, use of HR analytics for performance insights, employee engagement and retention, diversity and inclusion in talent management, ethical and global perspectives, and future trends in performance and talent strategy.

Text Books:

- 1 Aguinis, H. (2023). *Performance Management for Dummies*. Wiley. ISBN: 9781394184259
- 2 Berger, L. A., & Berger, D. R. (2021). *The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People* (3rd ed.). McGraw-Hill Education. ISBN: 9781260461430

Reference Books:

- 1 Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance* (6th ed.). Kogan Page. ISBN: 9781398611973
- 2 Cappelli, P., & Keller, J. (2020). *Talent Management: Conceptual Approaches and Practical Challenges*. Oxford University Press. ISBN: 9780190904003

Web Links:

- 1 <https://www.shrm.org/resourcesandtools/hr-topics/performance-management>
- 2 <https://www.linkedin.com/learning/topics/performance-management>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

WORKPLACE RELATIONS AND CONFLICT MANAGEMENT

Course Code: 2626MS27

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the principles, frameworks, and importance of workplace relations in organizational success.
- CO2:** Interpret key labor laws, grievance procedures, and institutional mechanisms governing employee relations.
- CO3:** Apply negotiation, mediation, and communication techniques to effectively manage and resolve workplace conflicts.
- CO4:** Foster a collaborative organizational climate that promotes employee engagement and minimizes conflicts.
- CO5:** Evaluate contemporary and global trends in employee relations and conflict management within dynamic work settings.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	2	1	2
CO2	2	3	2	2	1	3	2	2
CO3	2	2	3	2	2	2	1	2
CO4	2	2	3	2	3	2	1	3
CO5	2	3	2	3	2	3	2	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	2	3	2
CO4	2	3	2
CO5	2	3	3

UNIT – I

Fundamentals of Workplace Relations: Nature and significance of employee relations, evolution of industrial relations, key stakeholders—employers, employees, and unions, psychological contract, and role of leadership in maintaining healthy workplace relations.

UNIT – II

Legal and Institutional Framework: Overview of labor laws and employment regulations, employee rights and responsibilities, grievance handling mechanisms, disciplinary procedures, and role of government and labor institutions in dispute resolution.

UNIT – III

Conflict Management and Negotiation: Types and sources of workplace conflict, stages of conflict, conflict resolution styles, negotiation strategies and tactics, mediation and arbitration processes, and role of communication and emotional intelligence in managing conflict.

UNIT – IV

Employee Engagement and Organizational Climate: Building trust and collaboration,

employee voice and participation, effective communication channels, organizational culture and climate, and relationship between engagement and conflict reduction.

UNIT – V

Contemporary Issues and Global Perspectives: Managing cross-cultural conflicts, impact of remote and hybrid work on employee relations, ethics and fairness in conflict management, emerging trends in labor relations, and the role of technology in employee relations management.

Text Books:

- 1 Bray, M., Waring, P., Cooper, R., & Macneil, J. (2023). *Employment Relations: Theory and Practice* (5th ed.). McGraw-Hill Education. ISBN: 9781760426872
- 2 Cloke, K., & Goldsmith, J. (2020). *Resolving Conflicts at Work: Ten Strategies for Everyone on the Job* (4th ed.). Jossey-Bass. ISBN: 9781119628533

Reference Books:

- 1 Farnham, D. (2022). *Employee Relations in Context* (5th ed.). Kogan Page. ISBN: 9781398603589
- 2 Rollinson, D. (2021). *Organisational Behaviour and Analysis: An Integrated Approach* (8th ed.). Pearson Education. ISBN: 9781292299087

Web Links:

- 1 <https://www.shrm.org/resourcesandtools/hr-topics/employee-relations>
- 2 <https://www.linkedin.com/learning/topics/conflict-resolution>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

WORKPLACE LEGISLATION AND EMPLOYEE WELFARE

Course Code: 2626MS28

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the objectives, principles, and importance of labor legislation and employee welfare in organizational contexts.
- CO2:** Interpret and apply key labor laws related to wages, employment, and working conditions
- CO3:** Evaluate the role of social security and welfare programs in promoting employee well-being and industrial harmony.
- CO4:** Analyze legal and ethical considerations in ensuring workplace health, safety, and compliance
- CO5:** Assess emerging trends and global perspectives in workplace legislation and sustainable employee welfare practices.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	2	1	2
CO2	3	3	2	2	1	3	2	2
CO3	2	2	2	2	1	2	2	3
CO4	2	3	3	2	2	3	2	3
CO5	2	3	2	3	2	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	2	3	2
CO4	2	3	3
CO5	2	3	3

UNIT – I

Introduction to Labor Legislation and Employee Welfare: Concept, nature, and objectives of labor legislation; principles of labor legislation; evolution and development of labor laws in India; concept and importance of employee welfare; types and scope of welfare measures; role of HR in welfare administration.

UNIT – II

Laws Relating to Wages and Employment Conditions: The Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Payment of Bonus Act, 1965; The Payment of Gratuity Act, 1972; The Equal Remuneration Act, 1976; The Code on Wages, 2020 – overview and implications.

UNIT – III

Social Security and Employee Benefits: The Employees' Provident Fund and Miscellaneous Provisions Act, 1952; The Employees' State Insurance Act, 1948; The Maternity Benefit Act, 1961; Workmen's Compensation Act, 1923; overview of The Code on Social Security, 2020; employee assistance and wellness programs.

UNIT – IV

Health, Safety, and Industrial Relations: The Factories Act, 1948 – health, safety, and welfare provisions; The Occupational Safety, Health and Working Conditions Code, 2020; role of safety committees; industrial relations framework; grievance redressal mechanisms; disciplinary actions and preventive strategies.

UNIT – V

Contemporary Issues and Global Perspectives: Emerging trends in employee welfare and workplace legislation; corporate social responsibility and employee well-being; ethical and sustainable labor practices; impact of technology on legal compliance; international labor standards and ILO conventions.

Text Books:

- 1 Srivastava, S. C. (2023). *Industrial Relations and Labour Laws* (8th ed.). Vikas Publishing House. ISBN: 9789357053102
- 2 Mamoria, C. B., Gankar, S. V. (2022). *Dynamics of Industrial Relations and Labour Welfare* (19th ed.). Himalaya Publishing House. ISBN: 9789355553956

Reference Books:

- 1 Kapoor, N. D. (2021). *Elements of Industrial Law* (11th ed.). Sultan Chand & Sons. ISBN: 9788180549894
- 2 Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2020). *Industrial Relations, Trade Unions, and Labour Legislation* (3rd ed.). Pearson Education. ISBN: 9789353439917

Web Links:

- 1 <https://www.shrm.org/resourcesandtools/hr-topics/employee-relations>
- 2 <https://www.ilo.org/global/lang--en/index.htm>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

CROSS-CULTURAL HRM

Course Code: 2626MS29

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the concepts, frameworks, and significance of managing human resources across cultures.
- CO2:** Analyze the impact of cultural diversity on communication, leadership, and teamwork.
- CO3:** Apply international HRM practices to effectively manage expatriates and global talent
- CO4:** Develop negotiation and conflict resolution strategies in multicultural settings.
- CO5:** Evaluate emerging trends and ethical challenges in managing culturally diverse organizations.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	3	2	2	2	2
CO2	2	3	2	3	3	2	2	2
CO3	3	3	2	2	2	3	2	2
CO4	2	3	3	3	2	3	2	3
CO5	2	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	2
CO4	2	3	3
CO5	2	3	3

UNIT – I

Introduction to Cross-Cultural Management: Nature, scope, and significance of cross-cultural HRM; evolution and models of cross-cultural management; national culture and organizational culture; cultural frameworks – Hofstede, Trompenaars, and GLOBE studies; impact of culture on management practices.

UNIT – II

Cross-Cultural Communication and Leadership: Barriers to intercultural communication; verbal and non-verbal communication across cultures; cultural intelligence (CQ); leadership styles in different cultural contexts; global leadership competencies; managing multicultural teams.

UNIT – III

International Human Resource Management Practices: Comparative HRM and international HRM; staffing policies in MNCs – ethnocentric, polycentric, and geocentric approaches; expatriate selection, training, and repatriation; managing diversity and inclusion; cross-border performance management.

UNIT – IV

Motivation, Negotiation, and Conflict in Cross-Cultural Contexts: Cultural influences on motivation and decision-making; cross-cultural negotiation techniques; managing workplace conflict across cultures; ethics and values in global HRM; balancing global integration and local responsiveness.

UNIT – V

Emerging Trends and Global Perspectives: Digital transformation and virtual multicultural teams; managing global talent mobility; cross-cultural implications of remote work; global HR analytics; sustainability and corporate social responsibility in a cross-cultural environment.

Text Books:

- 1 Dowling, P. J., Festing, M., & Engle, A. D. (2022). *International Human Resource Management* (8th ed.). Cengage Learning. ISBN: 9781473773509
- 2 Adler, N. J., & Gundersen, A. (2020). *International Dimensions of Organizational Behavior* (6th ed.). Cengage Learning. ISBN: 9780357139742

Reference Books:

- 1 Thomas, D. C., & Peterson, M. F. (2018). *Cross-Cultural Management: Essential Concepts* (4th ed.). Sage Publications. ISBN: 9781506368297
- 2 Mead, R., & Andrews, T. G. (2019). *International Management: Culture, Strategy, and Behavior* (11th ed.). McGraw-Hill Education. ISBN: 9781260565817

Web Links:

- 1 <https://hbr.org/topic/cross-cultural-management>
- 2 <https://www.shrm.org/resourcesandtools/global-hr>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

LEADING ORGANIZATIONAL CHANGE

Course Code: 2626MS30

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the principles, theories, and models of organizational change and transformation.
- CO2:** Diagnose organizational readiness and design strategies for effective change implementation.
- CO3:** Apply leadership skills to manage resistance, communication, and stakeholder engagement during change.
- CO4:** Integrate cultural, structural, and human dimensions to sustain long-term organizational change.
- CO5:** Evaluate emerging trends and leadership approaches for driving innovation and continuous transformation.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	2	1	2
CO2	3	3	2	2	2	3	2	2
CO3	3	3	3	3	3	3	2	3
CO4	2	3	3	3	2	3	3	3
CO5	2	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	3
CO4	2	3	3
CO5	2	3	3

UNIT – I

Fundamentals of Organizational Change: Nature, importance, and drivers of organizational change, types of change – planned vs. unplanned, incremental vs. transformational, models of change – Lewin's, Kotter's, and ADKAR, understanding the change environment, role of leadership in initiating and sustaining change.

UNIT – II

Change Diagnosis and Readiness: Organizational diagnosis tools, force field analysis, stakeholder analysis, identifying change agents and champions, assessing organizational readiness and culture, communication and trust-building during change.

UNIT – III

Leading and Managing the Change Process: Leadership competencies for change, managing resistance and conflict, motivation and engagement during transitions, change implementation strategies, role of HR in facilitating change, measuring change effectiveness.

UNIT – IV

Organizational Culture, Structure, and Change: Interrelationship between culture,

structure, and change, redesigning structure and processes to support transformation, cultural alignment and integration, mergers and acquisitions, sustaining behavioral and cultural change.

UNIT – V

Innovation, Transformation, and Future of Change Leadership: Leading digital and technological change, agile change management, emotional intelligence and resilience in leadership, managing change in global and virtual contexts, developing a continuous change culture, ethical and sustainable change practices.

Text Books:

- 1 Hayes, J. (2022). *The Theory and Practice of Change Management* (6th ed.). Palgrave Macmillan. ISBN: 9781352012178
- 2 Kotter, J. P. (2021). *Leading Change* (Updated ed.). Harvard Business Review Press. ISBN: 9781633696891

Reference Books:

- 1 Burnes, B. (2020). *Managing Change* (8th ed.). Pearson Education. ISBN: 9781292249143
- 2 Cameron, E., & Green, M. (2020). *Making Sense of Change Management* (6th ed.). Kogan Page. ISBN: 9781789666539

Web Links:

- 1 <https://www.mckinsey.com/capabilities/people-and-organizational-performance>
- 2 <https://hbr.org/topic/change-management>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

PAY STRATEGY AND PERFORMANCE REWARDS

Course Code: 2626MS31

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the strategic role of pay and rewards in attracting and retaining talent.
- CO2:** Design effective pay structures and job evaluation systems that ensure internal and external equity.
- CO3:** Apply performance-based pay systems to enhance employee motivation and organizational performance
- CO4:** Integrate financial and non-financial rewards for holistic employee engagement.
- CO5:** Evaluate global trends, ethical issues, and digital innovations shaping modern compensation strategies.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	2	1	2
CO2	3	3	2	2	2	3	2	2
CO3	3	3	3	3	3	3	2	3
CO4	2	3	3	3	3	3	3	3
CO5	2	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	3
CO4	2	3	3
CO5	2	3	3

UNIT – I

Foundations of Compensation Management: Nature, objectives, and significance of compensation, components of total rewards, evolution of pay systems, strategic role of compensation in HRM, theories of wages and motivation, internal and external equity in compensation.

UNIT – II

Pay Structure and Job Evaluation: Job analysis and evaluation methods, designing pay structures, grading and benchmarking, market-based pay systems, competency-based pay, and linking compensation with job worth and performance.

UNIT – III

Performance Management and Pay for Performance: Concept and process of performance management, linking performance appraisal to rewards, merit pay and variable pay systems, incentive plans – individual, team, and organization-wide, executive compensation, and managing pay-performance relationship.

UNIT – IV

Benefits, Recognition, and Non-Monetary Rewards: Employee benefits and perks, recognition programs, work-life balance initiatives, flexible benefits plans, pay fairness, and equity issues, integrating financial and non-financial rewards for motivation and

engagement.

UNIT – V

Global Trends and Strategic Reward Systems: Compensation strategies in multinational organizations, expatriate compensation, emerging trends in digital pay systems, legal and ethical considerations in pay management, and designing a strategic total rewards framework for organizational excellence.

Text Books:

- 1 Milkovich, G. T., Newman, J. M., & Gerhart, B. (2023). *Compensation* (14th ed.). McGraw-Hill Education. ISBN: 9781265073973
- 2 Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Reward Management Practice* (6th ed.). Kogan Page. ISBN: 9781789661817

Reference Books:

- 1 Henderson, R. I. (2019). *Compensation Management in a Knowledge-Based World* (12th ed.). Pearson Education. ISBN: 9780135192130
- 2 Berger, L. A., & Berger, D. R. (2021). *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design* (6th ed.). McGraw-Hill Education. ISBN: 9781260468194

Web Links:

- 1 <https://www.linkedin.com/learning/topics/compensation-and-benefits>
- 2 <https://www.shrm.org/resourcesandtools/hr-topics/compensation>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

KNOWLEDGE DISCOVERY AND DATA MINING

Course Code: 2626MS32

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the principles, processes, and applications of knowledge discovery and data mining.
- CO2:** Prepare and preprocess data for mining using appropriate tools and techniques.
- CO3:** Apply classification, clustering, and association methods to discover actionable insights.
- CO4:** Utilize advanced data mining approaches for business intelligence and predictive analytics.
- CO5:** Evaluate ethical, strategic, and technological aspects of data-driven decision-making.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	2	2	2	3	2	2
CO2	2	3	2	2	2	3	3	2
CO3	3	3	3	3	3	3	3	2
CO4	3	3	3	3	3	3	3	3
CO5	2	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	3
CO4	3	3	3
CO5	2	3	3

UNIT – I

Introduction to Knowledge Discovery and Data Mining: Definition, objectives, and importance of KDD, stages of the KDD process, relationship between data mining, machine learning, and artificial intelligence, applications of data mining in business and management, and ethical considerations in data usage.

UNIT – II

Data Preparation and Preprocessing: Data cleaning, integration, reduction, and transformation, handling missing values and outliers, data quality assessment, feature selection and extraction, and data warehousing concepts for data mining.

UNIT – III

Data Mining Techniques: Classification and prediction methods – decision trees, naïve Bayes, logistic regression, and neural networks, clustering techniques – K-means, hierarchical, and density-based clustering, and association rule mining using Apriori and FP-Growth algorithms.

UNIT – IV

Advanced Topics in Data Mining: Text and web mining, sentiment analysis, time series

analysis, anomaly detection, and introduction to big data analytics, data visualization for pattern recognition and decision support.

UNIT – V

Applications and Emerging Trends: Business intelligence and data-driven strategy formulation, customer relationship management and market segmentation, fraud detection, social network analysis, integration of AI and machine learning in data mining, and ethical and privacy issues in data analytics.

Text Books:

- 1 Han, J., Pei, J., & Kamber, M. (2022). *Data Mining: Concepts and Techniques* (4th ed.). Morgan Kaufmann. ISBN: 9780128042915
- 2 Tan, P.-N., Steinbach, M., Karpatne, A., & Kumar, V. (2023). *Introduction to Data Mining* (3rd ed.). Pearson Education. ISBN: 9780137514404

Reference Books:

- 1 Witten, I. H., Frank, E., Hall, M. A., & Pal, C. J. (2020). *Data Mining: Practical Machine Learning Tools and Techniques* (5th ed.). Morgan Kaufmann. ISBN: 9780128043578
- 2 Leskovec, J., Rajaraman, A., & Ullman, J. D. (2020). *Mining of Massive Datasets* (3rd ed.). Cambridge University Press. ISBN: 9781108476348

Web Links:

- 1 <https://hbr.org/topic/data-analytics>
- 2 <https://www.linkedin.com/learning/topics/data-mining>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

TIME SERIES ANALYSIS AND BUSINESS VISUALIZATION

Course Code: 2626MS33

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Identify and preprocess time series data for trend, seasonality, and noise analysis.
- CO2:** Apply ARIMA, exponential smoothing, and advanced forecasting techniques.
- CO3:** Evaluate model performance using appropriate error metrics.
- CO4:** Design business dashboards and visualize KPIs using tools like Power BI or Tableau.
- CO5:** Present analytical findings effectively using visual storytelling principles.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	2	2	2	3	3	2
CO2	2	3	3	3	3	3	3	2
CO3	3	3	3	3	3	3	3	2
CO4	3	3	3	3	3	3	3	3
CO5	2	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	3
CO4	3	3	3
CO5	2	3	3

UNIT – I

Introduction to Time Series Analysis: Nature and components of time series data, trend, seasonal, cyclical and irregular variations, smoothing methods – moving averages and exponential smoothing, time series decomposition, case examples in business forecasting.

UNIT – II

Forecasting Models and Applications: Autoregressive (AR), Moving Average (MA), and ARIMA models, stationarity and differencing, model identification, estimation and diagnostics, forecast accuracy measures (RMSE, MAPE, etc.), applications in sales, demand and financial forecasting.

UNIT – III

Advanced Time Series Techniques: Seasonal ARIMA (SARIMA), multivariate time series and Vector Autoregression (VAR), machine learning for time series (LSTM, Prophet models), handling missing data and outliers, case study on predictive analytics in operations and marketing.

UNIT – IV

Business Visualization Foundations: Principles of data visualization and dashboard design, types of visuals – line, bar, scatter and heat maps, visual storytelling for managerial decision-making, communicating data-driven insights, using Power BI or Tableau for visualization.

UNIT – V

Interactive Dashboards and Reporting: Integrating time series models into dashboards, KPI monitoring and executive reporting, automation and live data updates, ethics and best practices in visualization, project on creating a business forecasting dashboard.

Text Books:

- 1 Hyndman, R. J., & Athanasopoulos, G. (2021). Forecasting: Principles and Practice (3rd ed.). OTexts. ISBN: 9780987507112
- 2 Chatfield, C., & Yar, M. (2020). The Analysis of Time Series: An Introduction (7th ed.). CRC Press. ISBN: 9780367571276

Reference Books:

- 1 Shumway, R. H., & Stoffer, D. S. (2019). Time Series Analysis and Its Applications: With R Examples (5th ed.). Springer. ISBN: 9783030596646
- 2 Few, S. (2020). Now You See It: Simple Visualization Techniques for Quantitative Analysis (2nd ed.). Analytics Press. ISBN: 9780970601995

Web Links:

- 1 <https://www.linkedin.com/learning/topics/time-series-analysis>
- 2 <https://www.tableau.com/learn/training>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

PYTHON FOR BUSINESS DECISION MAKING

Course Code: 2626MS34

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Demonstrate proficiency in Python programming for business data analysis.
- CO2:** Manage, clean, and prepare business data for analytical applications.
- CO3:** Create effective visualizations to support managerial decisions.
- CO4:** Apply predictive models for forecasting and business problem-solving.
- CO5:** Integrate Python-based analytics into business strategy and automation.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	2	2	3	3	3	2
CO2	2	3	3	3	3	3	3	2
CO3	2	3	3	3	3	3	3	2
CO4	3	3	3	3	3	3	3	2
CO5	2	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	3
CO4	3	3	3
CO5	2	3	3

UNIT – I

Introduction to Python for Business Applications: Overview of Python, installation and setup, working with Jupyter Notebook, Python data types and structures, control statements, functions, file handling, and working with libraries for business analysis.

UNIT – II

Data Handling and Preparation: Importing, cleaning, and transforming business data using pandas, handling missing values, data wrangling and merging, feature engineering, exploratory data analysis (EDA), and data summarization for business insights.

UNIT – III

Data Visualization and Business Insights: Creating visualizations using matplotlib and seaborn, business dashboarding, time series visualization, trend and pattern identification, visual storytelling, and communicating insights for decision-making.

UNIT – IV

Predictive Analytics for Business Decisions: Introduction to statistics and machine learning with Python, regression and classification techniques, model evaluation and validation, predictive modeling for sales forecasting, customer segmentation, and risk analysis.

UNIT – V

Applications and Case Studies in Business Decision-Making: Python applications in marketing analytics, financial analysis, HR analytics, and operations optimization, automation using Python scripts, data-driven decision support systems, and best practices in business analytics implementation.

Text Books:

- 1 McKinney, W. (2022). Python for Data Analysis: Data Wrangling with pandas, NumPy, and Jupyter (3rd ed.). O'Reilly Media. ISBN: 9781098104030
- 2 VanderPlas, J. (2016). Python Data Science Handbook: Essential Tools for Working with Data. O'Reilly Media. ISBN: 9781491912058

Reference Books:

- 1 Grus, J. (2019). Data Science from Scratch: First Principles with Python (2nd ed.). O'Reilly Media. ISBN: 9781492041139
- 2 Harrison, O. (2018). Machine Learning: An Applied Mathematics Introduction. Deep Publishers. ISBN: 9781724257579

Web Links:

- 1 <https://www.linkedin.com/learning/topics/python-for-data-analysis>
- 2 <https://www.coursera.org/learn/python-business-analytics>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

MARKETING INTELLIGENCE AND STRATEGY

Course Code: 2626MS35

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the role and significance of marketing intelligence in strategic decision-making.
- CO2:** Analyze customer and market data to generate actionable insights.
- CO3:** Evaluate competitive and environmental factors influencing marketing strategy.
- CO4:** Formulate data-driven marketing strategies to enhance business performance.
- CO5:** Apply digital and analytical tools ethically to strengthen marketing intelligence capabilities.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	3	2	2	2	2
CO2	2	3	2	3	3	3	3	2
CO3	3	3	2	3	2	3	2	2
CO4	3	3	3	3	3	3	3	2
CO5	2	3	3	3	2	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	3
CO4	3	3	3
CO5	2	3	3

UNIT – I

Introduction to Marketing Intelligence: Meaning and scope of marketing intelligence, evolution and importance, sources of marketing intelligence, environmental scanning, data collection methods, and the role of marketing intelligence systems in decision-making.

UNIT – II

Market and Consumer Insight Generation: Customer data sources, data mining and analytics in marketing, consumer behavior analysis, segmentation, targeting, and positioning based on intelligence, and tools for customer insight generation.

UNIT – III

Competitive and Business Intelligence: Understanding competition and industry dynamics, benchmarking, competitor profiling, SWOT and PESTLE analysis, use of intelligence for opportunity identification, and market share analysis.

UNIT – IV

Strategic Marketing Decision-Making: Marketing strategy formulation, portfolio management, product and brand strategy, pricing and distribution decisions, marketing mix optimization using intelligence, and integrating insights into strategic planning.

UNIT – V

Technology, Ethics, and Future Trends: Role of AI, big data, and digital platforms in marketing intelligence, marketing dashboards and visualization tools, ethical issues in data collection and analysis, predictive analytics, and emerging trends in intelligent marketing systems.

Text Books:

- 1 West, D. C., Ford, J., & Ibrahim, E. (2020). Strategic Marketing: Creating Competitive Advantage (4th ed.). Oxford University Press. ISBN: 9780198827335
- 2 Wedel, M., & Kamakura, W. A. (2022). Market Segmentation: Conceptual and Methodological Foundations (3rd ed.). Springer. ISBN: 9783030714042

Reference Books:

- 1 Kotler, P., Keller, K. L., Ancarani, F., & Costabile, M. (2022). Marketing Management (16th ed.). Pearson Education. ISBN: 9789356067636
- 2 Fleisher, C. S., & Bensoussan, B. E. (2015). Business and Competitive Analysis: Effective Application of New and Classic Methods (2nd ed.). Pearson FT Press. ISBN: 9780133084352

Web Links:

- 1 <https://www.coursera.org/learn/marketing-analytics>
- 2 <https://www.linkedin.com/learning/topics/competitive-intelligence>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

WORKFORCE ANALYTICS AND TALENT STRATEGY

Course Code: 2626MS36

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the principles, scope, and strategic role of workforce analytics in talent management.
- CO2:** Apply data analytics to improve recruitment, workforce planning, and performance outcomes.
- CO3:** Analyze employee engagement, learning, and retention using HR metrics and dashboards.
- CO4:** Utilize predictive analytics for forecasting workforce trends and talent risks.
- CO5:** Formulate evidence-based talent strategies aligned with organizational objectives and digital transformation.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	2	1	1
CO2	2	3	1	2	2	3	2	1
CO3	2	3	2	2	2	3	2	1
CO4	1	3	2	3	1	3	3	1
CO5	2	3	3	3	2	3	3	2

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	2	2	1
CO2	2	3	2
CO3	2	3	2
CO4	1	3	3
CO5	2	3	3

UNIT – I

Introduction to Workforce Analytics: Concept, scope, and importance of workforce analytics, evolution of HR analytics, key metrics and KPIs in HR, role of analytics in strategic HRM, and data-driven decision-making in people management.

UNIT – II

Talent Acquisition and Planning Analytics: Workforce planning models, demand and supply forecasting, sourcing analytics, recruitment funnel metrics, quality of hire, selection effectiveness, and strategic alignment of talent acquisition.

UNIT – III

Performance, Learning, and Engagement Analytics: Measuring employee performance and productivity, linking learning outcomes with business results, engagement and retention analytics, employee sentiment analysis, and use of surveys and dashboards.

UNIT – IV

Predictive Analytics in HR Strategy: Predictive modeling for attrition, succession, and leadership potential, HR scorecards, data visualization for workforce trends, integration of AI and machine learning in HR analytics, and ethical considerations in people data.

UNIT – V

Strategic Talent Management and Future Trends: Aligning talent strategy with business goals, strategic workforce transformation, diversity and inclusion analytics, HR technology platforms and HRIS, and emerging trends in workforce analytics and digital HR strategy.

Text Books:

- 1 Fitz-enz, J., & Mattox, J. R. (2023). Predictive Analytics for Human Resources (2nd ed.). Wiley. ISBN: 9781118949721
- 2 Marr, B. (2021). Data-Driven HR: How to Use Analytics and Metrics to Drive Performance (2nd ed.). Kogan Page. ISBN: 9781398601370

Reference Books:

- 1 Rasmussen, T., & Ulrich, D. (2015). Analytics for HR: The Future of Human Resource Management. Kogan Page. ISBN: 9780749473923
- 2 Edwards, M. R., & Edwards, K. (2019). Predictive HR Analytics: Mastering the HR Metric (2nd ed.). Kogan Page. ISBN: 9780749493235

Web Links:

- 1 <https://www.linkedin.com/learning/topics/hr-analytics>
- 2 <https://www.coursera.org/learn/people-analytics>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

FINANCIAL MODELING AND DECISION ANALYTICS

Course Code: 2626MS37

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the fundamentals, scope, and applications of financial modeling and decision analytics.
- CO2:** Develop and interpret integrated financial models for planning and forecasting.
- CO3:** Evaluate investment and valuation decisions using analytical and simulation techniques.
- CO4:** Apply optimization and predictive tools to enhance financial decision-making accuracy.
- CO5:** Integrate automation, visualization, and ethical practices in financial analytics for strategic decisions.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	2	1	2	1	1
CO2	3	3	1	2	2	3	2	1
CO3	3	3	2	3	2	3	2	1
CO4	2	3	2	3	2	3	3	1
CO5	2	3	3	3	3	3	3	2

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	1
CO2	3	3	2
CO3	3	3	2
CO4	2	3	3
CO5	2	3	3

UNIT – I

Introduction to Financial Modeling: Concept and purpose of financial modeling, role in corporate decision-making, structure and components of financial models, spreadsheet design principles, and model auditing and validation.

UNIT – II

Financial Statement Modeling: Building integrated financial statements, forecasting income statements, balance sheets, and cash flows, ratio analysis, linking assumptions to financial outputs, and scenario and sensitivity analysis.

UNIT – III

Valuation and Investment Modeling: Discounted cash flow (DCF) models, cost of capital estimation, valuation of projects, firms, and securities, comparable company analysis, and modeling for mergers, acquisitions, and capital budgeting.

UNIT – IV

Decision Analytics and Optimization: Decision-making under uncertainty, regression and correlation analysis, Monte Carlo simulation, optimization techniques using Excel and analytics tools, and application of business intelligence in financial decision-making.

UNIT – V

Advanced Topics and Emerging Trends: Automation and visualization in financial modeling, use of Python/R for analytics, dashboard creation, risk modeling, big data and AI in financial decisions, and ethical considerations in financial analytics.

Text Books:

- 1 Benninga, S. (2022). Financial Modeling (5th ed.). MIT Press. ISBN: 9780262047852
- 2 Day, A. (2021). Mastering Financial Modeling in Microsoft Excel (4th ed.). Pearson Education. ISBN: 9781292360862

Reference Books:

- 1 Chandan, K. C. (2020). Applied Financial Modeling. Wiley. ISBN: 9781119613232
- 2 Gottlieb, O., & Moyer, M. (2019). Financial Modeling for Decision Making: Using MS Excel in Accounting and Finance. Wiley. ISBN: 9781119613515

Web Links:

- 1 <https://www.linkedin.com/learning/topics/financial-modeling>
- 2 <https://www.coursera.org/learn/financial-modeling>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

STRATEGIC LOGISTICS MANAGEMENT

Course Code: 2626MS38

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the strategic importance and role of logistics in enhancing business competitiveness.
- CO2:** Design efficient logistics networks through effective planning, inventory, and facility management.
- CO3:** Apply transportation, distribution, and sourcing strategies to optimize logistics performance.
- CO4:** Utilize digital technologies and analytics to enhance logistics decision-making and control.
- CO5:** Formulate sustainable and globally integrated logistics strategies for long-term business growth.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	2	1	2
CO2	3	3	2	3	2	3	2	2
CO3	3	3	2	3	2	3	2	2
CO4	2	3	2	3	2	3	3	2
CO5	2	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	3	3	2
CO4	2	3	3
CO5	2	3	3

UNIT – I

Fundamentals of Logistics and Supply Chain Strategy: Nature, scope, and evolution of logistics management, logistics vs. supply chain management, strategic role of logistics in business, logistics value chain, logistics service quality, and logistics strategy formulation.

UNIT – II

Logistics Network Design and Planning: Logistics system design, facility location and network optimization, warehouse layout and operations, inventory management, demand forecasting, and strategic sourcing and procurement decisions.

UNIT – III

Transportation and Distribution Management: Transportation modes and cost analysis, route planning and scheduling, carrier selection, intermodal transport, last-mile delivery, and distribution channel strategy and optimization.

UNIT – IV

Technology and Performance Analytics in Logistics: Digital transformation in logistics, logistics information systems (LIS), RFID, IoT, blockchain, AI and data analytics in logistics, performance measurement metrics, KPIs, and benchmarking for logistics efficiency.

UNIT – V

Sustainable and Global Logistics Strategy: Green logistics and reverse logistics, carbon footprint management, global logistics trends, risk management in global supply chains, collaboration and partnerships, and future challenges in strategic logistics management.

Text Books:

- 1 Ballou, R. H. (2021). Business Logistics/Supply Chain Management (6th ed.). Pearson Education. ISBN: 9789356061658
- 2 Chopra, S., & Meindl, P. (2023). Supply Chain Management: Strategy, Planning, and Operation (8th ed.). Pearson Education. ISBN: 9789356064079

Reference Books:

- 1 Rushton, A., Croucher, P., & Baker, P. (2022). The Handbook of Logistics and Distribution Management (7th ed.). Kogan Page. ISBN: 9781398604760
- 2 Harrison, A., & Van Hoek, R. (2021). Logistics Management and Strategy (6th ed.). Pearson Education. ISBN: 9781292309960

Web Links:

- 1 <https://www.coursera.org/learn/logistics-management>
- 2 <https://www.linkedin.com/learning/topics/logistics-management>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

STORAGE, WAREHOUSING AND SUPPLY CHAIN EFFICIENCY

Course Code: 2626MS39

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the fundamental concepts, types, and functions of storage and warehousing in supply chains.
- CO2:** Design effective warehouse layouts and manage operational processes for optimal performance.
- CO3:** Apply technology-driven solutions like WMS, RFID, and IoT to enhance warehouse efficiency.
- CO4:** Evaluate methods to improve supply chain performance using lean, JIT, and VMI approaches.
- CO5:** Assess sustainability and global best practices in warehousing and supply chain operations.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	2	1	2
CO2	3	3	2	3	2	3	2	2
CO3	2	3	2	3	2	3	3	2
CO4	2	3	2	3	2	3	3	2
CO5	2	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	2	3	3
CO4	2	3	3
CO5	2	3	3

UNIT – I

Introduction to Storage and Warehousing Concept and Importance of Storage, Functions and Types of Warehouses, Role of Warehousing in Logistics, Warehouse Location Strategies, Warehouse Design Principles, Facility Planning, and Material Handling Systems.

UNIT – II

Warehouse Operations and Management Warehouse Processes – Receiving, Put-away, Picking, Packing, Shipping, and Returns Management, Warehouse Layout Design, Space Utilization, Safety and Security, Labor Management, Cost Control in Warehousing, Performance Metrics and KPIs.

UNIT – III

Technology in Warehousing Automation in Warehousing, Role of WMS (Warehouse Management Systems), RFID, Barcoding, and IoT Applications, Use of Drones and Robotics in Warehousing, Data Analytics and AI for Warehouse Optimization, Real-Time Tracking Systems.

UNIT – IV

Supply Chain Efficiency and Performance Integration of Warehousing in Supply Chain, Lean Warehousing, Cross-Docking, Just-in-Time (JIT) Logistics, Inventory Accuracy and Cycle Counting, Collaboration among Supply Chain Partners, Vendor-Managed Inventory (VMI), Benchmarking Supply Chain Performance.

UNIT – V

Sustainability and Global Trends in Warehousing Green Warehousing Practices, Energy Efficiency in Storage Operations, Waste Reduction, Circular Supply Chain Concepts, Digital Transformation, Blockchain in Supply Chains, Case Studies on Global and Indian Warehousing Best Practices.

Text Books:

- 1 Richards, G. (2021). Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse (4th ed.). Kogan Page. ISBN: 9781398602799
- 2 Frazelle, E. (2019). World-Class Warehousing and Material Handling (2nd ed.). McGraw-Hill Education. ISBN: 9780071842821

Reference Books:

- 1 Bartholdi, J. J., & Hackman, S. T. (2020). Warehouse & Distribution Science (4th ed.). The Supply Chain and Logistics Institute, Georgia Tech.
- 2 Rushton, A., Croucher, P., & Baker, P. (2017). The Handbook of Logistics and Distribution Management (6th ed.). Kogan Page. ISBN: 9780749476779

Web Links:

- 1 <https://www.supplychaindigital.com/>
- 2 <https://www.logisticsmgmt.com/>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

LOGISTICS INFRASTRUCTURE AND MOBILITY MANAGEMENT

Course Code: 2626MS40

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the structure and components of logistics infrastructure and their significance in supply chain performance.
- CO2:** Analyze the characteristics and operations of various modes of transportation and their integration in multimodal systems.
- CO3:** Evaluate logistics infrastructure planning, government policies, and institutional frameworks influencing mobility management.
- CO4:** Apply technology-driven mobility solutions for enhancing logistics efficiency and connectivity.
- CO5:** Assess sustainable and smart infrastructure strategies for future-ready logistics networks

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	2	2	2
CO2	3	3	2	3	2	3	2	2
CO3	2	3	2	3	2	3	3	3
CO4	2	3	2	3	3	3	3	2
CO5	2	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	2	3	3
CO4	2	3	3
CO5	2	3	3

UNIT – I

.Introduction to Logistics Infrastructure: Concept, Scope, and Importance of Logistics Infrastructure, Components of Infrastructure – Transportation, Warehousing, Information Technology, and Communication Systems, Role of Infrastructure in Supply Chain Efficiency, Global and Indian Infrastructure Scenarios.

UNIT – II

Transportation Systems and Modal Management: Road, Rail, Air, and Water Transport Systems – Characteristics, Advantages, and Limitations, Multimodal Transport Systems, Intermodal Terminals, Port and Airport Infrastructure, Containerization, Freight Corridors, and Urban Logistics.

UNIT – III

Infrastructure Planning and Policy Frameworks: Infrastructure Planning Process, Public-Private Partnerships (PPP), Logistics Parks and SEZs, Policy and Regulatory Environment for Logistics in India, National Logistics Policy, Role of NITI Aayog and Ministry of Road Transport and Highways.

UNIT – IV

Mobility Management and Technology Integration: Concept of Mobility Management, Smart Transportation Systems, GPS, IoT, and Big Data in Transport Management, Intelligent Transport Systems (ITS), Fleet Management Solutions, E-Mobility and Alternative Fuels, Mobility-as-a-Service (MaaS).

UNIT – V

Sustainability and Future Trends: Sustainable Logistics Infrastructure, Green Transportation, Carbon Footprint Reduction, Smart Cities and Urban Freight Systems, Global Case Studies on Innovative Mobility Solutions, Future Trends in Infrastructure and Logistics Development.

Text Books:

- 1 Rodrigue, J.-P. (2020). The Geography of Transport Systems (5th ed.). Routledge. ISBN: 9780367364632
- 2 Rushton, A., Croucher, P., & Baker, P. (2017). The Handbook of Logistics and Distribution Management (6th ed.). Kogan Page. ISBN: 9780749476779

Reference Books:

- 1 Chopra, S., & Meindl, P. (2022). Supply Chain Management: Strategy, Planning, and Operation (8th ed.). Pearson Education. ISBN: 9789356065364
- 2 Ballou, R. H. (2020). Business Logistics/Supply Chain Management: Planning, Organizing, and Controlling the Supply Chain (6th ed.). Pearson Education. ISBN: 9780135229966

Web Links:

- 1 <https://www.supplychaindigital.com/>
- 2 <https://logisticsinsider.in/>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

PROCUREMENT AND STRATEGIC SOURCING

Course Code: 2626MS41

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the concepts, objectives, and processes of procurement and sourcing in supply chain management.
- CO2:** Evaluate supplier selection, performance, and relationship management techniques.
- CO3:** Analyze cost, risk, and contractual aspects influencing procurement decisions.
- CO4:** Apply global and technology-driven sourcing strategies for improving supply chain efficiency.
- CO5:** Assess sustainable, ethical, and socially responsible procurement practices in modern organizations.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	2	2	2
CO2	3	3	2	3	2	3	2	2
CO3	2	3	2	3	2	3	3	3
CO4	2	3	2	3	3	3	3	2
CO5	2	3	3	3	3	3	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	3	2	2
CO2	3	3	2
CO3	2	3	3
CO4	2	3	3
CO5	2	3	3

UNIT – I

Procurement and Supply Management Overview: Nature and Scope of Procurement, Evolution of Purchasing to Strategic Sourcing, Role of Procurement in Supply Chain Competitiveness, Procurement Cycle and Policies, Make-or-Buy Decisions, E-Procurement.

UNIT – II

Supplier Selection and Evaluation: Supplier Search and Prequalification, Vendor Selection Criteria, Supplier Appraisal Techniques, Performance Measurement Metrics, Supplier Relationship Management (SRM), Collaborative and Partnership-Based Approaches.

UNIT – III

Cost, Risk, and Contract Management: Total Cost of Ownership (TCO), Cost-Benefit Analysis, Risk Identification and Mitigation in Procurement, Contract Formation and Administration, Legal Aspects of Contracting, Negotiation Strategies, and Dispute Resolution.

UNIT – IV

Strategic and Global Sourcing: Global Sourcing Framework, Outsourcing and Offshoring Strategies, Category Management, Strategic Alliances, Procurement Technology, Use of AI and Blockchain in Sourcing, Data-Driven Decision-Making in Procurement.

UNIT – V

Sustainable and Ethical Procurement: Corporate Social Responsibility (CSR) in Procurement, Green Sourcing, Ethical Issues in Supply Management, Circular Supply Chains, Sustainable Procurement Policies, and Case Studies of Leading Global Firms.

Text Books:

- 1 Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2020). Purchasing and Supply Chain Management (7th ed.). Cengage Learning. ISBN: 9780357130862
- 2 Burt, D. N., Petcavage, S. D., & Pinkerton, R. L. (2018). Supply Management (10th ed.). McGraw-Hill Education. ISBN: 9781259929526

Reference Books:

- 1 Lysons, K., & Farrington, B. (2020). Procurement and Supply Chain Management (10th ed.). Pearson Education. ISBN: 9781292283819
- 2 Chopra, S., & Meindl, P. (2022). Supply Chain Management: Strategy, Planning, and Operation (8th ed.). Pearson Education. ISBN: 9789356065364

Web Links:

- 1 <https://www.linkedin.com/learning/topics/sourcing-and-procurement>
- 2 <https://hbr.org/topic/procurement>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

RETURNS AND REVERSE SUPPLY CHAIN STRATEGY

Course Code: 2626MS42

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the scope, objectives, and significance of returns and reverse supply chain management in global business.
- CO2:** Analyze key processes and performance metrics involved in product returns, repair, and recycling operations.
- CO3:** Design strategies for recovery, remanufacturing, and reuse to improve sustainability and cost efficiency.
- CO4:** Evaluate the role of technology, data analytics, and automation in managing reverse logistics systems.
- CO5:** Assess circular economy practices and policy frameworks influencing sustainable reverse supply chains.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	2	2
CO2	2	3	1	2	1	2	2	1
CO3	2	2	2	2	1	3	3	2
CO4	1	2	2	3	2	2	3	2
CO5	1	2	3	3	2	2	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	2	1	1
CO2	2	2	2
CO3	3	2	3
CO4	2	3	3
CO5	2	3	3

UNIT – I

Fundamentals of Reverse Logistics and Return Management: Concept and scope of reverse logistics, evolution and importance of returns management, types and sources of returns, product life cycle and end-of-life strategies, closed-loop supply chain management, role of reverse logistics in competitive advantage.

UNIT – II

Processes and Network Design: Reverse logistics process flow, return authorization and processing, collection centers, inspection and sorting, refurbishment, remanufacturing, recycling, disposal, network design for reverse logistics, facility location and transportation planning.

UNIT – III

Cost, Value, and Performance Management: Cost structures and recovery value analysis, performance measurement indicators (KPIs), inventory management in reverse flows, financial implications of returns, risk management in reverse supply chains, and strategies for profitability improvement.

UNIT – IV

Technology and Innovation in Reverse Logistics: Role of information systems, barcoding, RFID, IoT, and blockchain in reverse logistics, data analytics for returns forecasting, automation and robotics in recovery operations, e-waste management, and digital product tracking for traceability.

UNIT – V

Sustainability, Circular Economy, and Global Practices: Green logistics and sustainability frameworks, government regulations and environmental policies, extended producer responsibility (EPR), circular economy models, CSR and ethical considerations, case studies on successful reverse supply chain strategies (e.g., Apple, Dell, Tata Motors).

Text Books:

- 1 Rogers, D. S., & Tibben-Lembke, R. S. (2022). Going Backwards: Reverse Logistics Trends and Practices. CRC Press. ISBN: 9781032031892
- 2 Srivastava, S. K. (2021). Green Supply Chain Management: Reverse Logistics and Beyond. Springer. ISBN: 9789811632443

Reference Books:

- 1 Dekker, R., Fleischmann, M., Inderfurth, K., & van Wassenhove, L. N. (2020). Reverse Logistics: Quantitative Models for Closed-Loop Supply Chains (2nd ed.). Springer. ISBN: 9783030469924
- 2 Stock, J. R., & Lambert, D. M. (2021). Strategic Logistics Management (5th ed.). McGraw-Hill Education. ISBN: 9780078024054

Web Links:

- 1 <https://www.linkedin.com/learning/topics/reverse-logistics>
- 2 <https://hbr.org/topic/reverse-logistics>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit

SUPPLY CHAIN RESILIENCE AND CRISIS MANAGEMENT

Course Code: 2626MS43

L	T	P	S	C
2	0	0	2	4

Course Outcomes:

At the end of the Course, Student will be able to:

- CO1:** Explain the principles and importance of resilience in supply chain systems.
- CO2:** Identify and assess internal and external risks leading to supply chain disruptions.
- CO3:** Develop strategies for risk mitigation, crisis response, and business continuity.
- CO4:** Apply analytical tools, digital technologies, and collaboration models to strengthen supply chain resilience.
- CO5:** Evaluate global case studies and emerging trends in crisis-ready and sustainable supply chain design.

Mapping of Course Outcomes with Program Outcomes:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	2	2
CO2	2	3	1	2	1	2	2	2
CO3	2	2	2	3	2	3	3	3
CO4	1	3	2	3	2	2	3	2
CO5	1	2	3	3	2	2	3	3

Mapping of Course Outcomes with Program Specific Outcomes:

CO/PSO	PSO1	PSO2	PSO3
CO1	2	1	1
CO2	2	2	2
CO3	3	2	3
CO4	2	3	3
CO5	2	3	3

UNIT – I

Fundamentals of Supply Chain Resilience: Concept and need for supply chain resilience, key elements of resilience – robustness, agility, flexibility, and redundancy, types of disruptions, relationship between risk management and resilience, and global disruption case studies (e.g., COVID-19, Suez Canal blockage).

UNIT – II

Risk Identification and Assessment: Types of supply chain risks – operational, financial, geopolitical, environmental, technological, and reputational, risk mapping and assessment tools, scenario analysis, vulnerability analysis, and key performance indicators for resilience measurement.

UNIT – III

Strategies for Risk Mitigation and Business Continuity: Designing resilient supply networks, multi-sourcing, inventory buffers, supplier diversification, contingency planning, business continuity management (BCM), crisis communication, and role of leadership during disruptions.

UNIT – IV

Digitalization and Technology-Enabled Resilience: Role of digital technologies in building resilience, supply chain visibility through IoT, blockchain, and AI, predictive analytics for risk forecasting, digital twins for scenario simulation, automation and real-time monitoring, and cyber resilience in digital supply chains.

UNIT – V

Global Best Practices and Sustainable Resilience: Collaborative networks and partnerships, sustainable and ethical crisis management, lessons from global organizations (e.g., Unilever, Toyota, Amazon), post-crisis recovery and learning, regulatory frameworks, ESG integration, and continuous improvement for long-term resilience, role of governments and international organizations in global supply chain recovery, and future trends in resilient and sustainable supply chain ecosystems.

Text Books:

- 1 Pettit, T. J., Croxton, K. L., & Fiksel, J. (2022). Building Resilient Supply Chains: An Integrated Approach to Managing Disruption Risk. CRC Press. ISBN: 9780367764304
- 2 Sheffi, Y. (2021). The New (Ab)Normal: Reshaping Business and Supply Chain Strategy Beyond COVID-19. MIT Press. ISBN: 9780262045755

Reference Books:

- 1 Chopra, S., & Sodhi, M. S. (2021). Managing Risk in the Global Supply Chain. Springer. ISBN: 9783030728250
- 2 Christopher, M. (2020). Logistics & Supply Chain Management (6th ed.). Pearson Education. ISBN: 9781292342738

Web Links:

- 1 <https://www.linkedin.com/learning/topics/supply-chain-risk-management>
- 2 <https://hbr.org/topic/supply-chain-resilience>

Relevant cases have to be discussed in each unit and in examination case study is compulsory from any unit