



**BML MUNJAL
UNIVERSITY™**

A HERO GROUP INITIATIVE



Master of Business Administration

OBE Aligned Program Structure

Version 1. 14 April 2022

BML MUNJAL UNIVERSITY

67th MILESTONE, NH-8, SIDHRAWALI, GURUGRAM, HARYANA-122413



BML Munjal University

Named after the chairman and founder of the Hero Group, **Brijmohan Lall Munjal**, **BML Munjal University** is engaged in creating, preserving, and imparting internationally benchmarked knowledge and skills to a diverse community of students from across the world. BMU's aim is to nurture ethical leaders who are skilled, knowledgeable and have the life skills needed to lead organizations to success.

Vision

BML Munjal University seeks to nurture ethical leaders who are skilled, knowledgeable and have the life skills required for leading their organizations to success. The university shall seek the advancement and dissemination of practically oriented knowledge benchmarked with the best global standards.

Mission

BML Munjal University aims to be a leading university for the quality and impact of its teaching, research, and linkages with major stakeholders. The focus of the university is to find creative solutions to problems through application of knowledge. The university aims to create a talented community of students and faculty who excel in teaching, learning and research, in a creative and stimulating environment. The university will collaborate with other institutions for development of science, technology, and arts in the global context.

Graduate Attributes

BMU students will:

1. Acquire and apply practical understanding of discipline knowledge
2. Demonstrate a sense of ethics and display excellence in both personal and professional life
3. Exhibit problem solving, critical thinking skills and investigative capability to address real world problems
4. Manifest leadership qualities and work effectively in teams across globally diverse environments
5. Be a lifelong learner with an entrepreneurial mindset to innovate in the constantly changing global scenario.
6. Possess a strong sense of inquiry and design innovative solutions for positive societal impact
7. Be effective communicators and possess an empathetic outlook

PROGRAM OUTCOMES & PROGRAM STRUCTURE

MBA - PROGRAM OUTCOMES

By the end of the program, the student will be able to:

[PO.1]. **Apply Business Knowledge:** Gain in depth understanding of various management disciplines and apply the concepts for business decision making.

[PO.2]. **Diverse Perspective:** Integrate diversity and multicultural perspectives in business decisions making.

[PO.3]. **Cognitive Skills:** Utilize quantitative and qualitative methods to investigate and solve complex business problems by planning and conducting research with critical thinking and problem-solving skills.

[PO.4]. **Innovation and Entrepreneurship:** Apply tools and techniques across multiple disciplines to create innovative and entrepreneurial solutions.

[PO.5]. **Empathetic and Ethical Leadership:** Demonstrate social responsibility, teamwork, and life skills to lead organizations ethically.

[PO.6]. **Effective Communication:** Communicate effectively across all levels and society at large, such as, being able to comprehend and write effective reports and design documentation, make effective presentations, and give and receive clear instructions.

PROGRAM STRUCTURE

Full time MBA Program at BMU, is a 2-year intensive program delivered over 8 modules of 9 weeks each (8 teaching weeks plus 1 week of exams), a rigorous 8-week internship program and 2 weeks of Global Immersion Program. The stated **Program Outcomes** will be attained over a period of 2 years:

Category	Number of Courses	Credits	Weight
Foundation	4	0	0%
Core	25	50	45%
Skill	6	12	11%
Project	5	22	20%
Perspective	3	6	5%
Elective	10	20	19%
Total Program Credits	53	110	100%

PROGRAM SPECIALISATIONS AND ELECTIVES

By the end of first year, the student needs to opt for **at least 10 electives** from any of the following specializations offered. Out of the 10 electives chosen, **at least 6 electives** from *any one* of the specializations to '**Major**' in it and **at least 3 electives** to be a '**Minor**' in that discipline. 1 elective can be a free float i.e., *any domain*. Student can also take 5 + 5 electives from any two domains for a '**DualSpecialization**'.

1. **Marketing:** This offering primarily revolves around transforming consumer demands into profitable products and services which provides students a flavour of sales and marketing strategies, relationship management, market research and consumer trends, and enables them to use tools around pricing, distribution, branding, advertising, etc. to ensure the everyday success of an organisation.

Course Code	Course Title	Credits	Hours
	Consumer Behavior	2	32
	Sales and Distribution Management	2	32
	Relationship Marketing	2	32
	Digital and Social Media Marketing	2	32
	Brand Management	2	32
	Service Marketing	2	32
	Integrated Marketing Communications	2	32
	Strategic Marketing Management	2	32
	Marketing Analytics	2	32
	International Marketing	2	32

2. **Finance:** The finance function is one of the major fulcrums in any organisation. Banking, Financial Services and Insurance have always been vital sectors of the economy. For the same reason, MBA in finance has been one of the most coveted specialisations with ample amount of career opportunities.

Course Code	Course Title	Credits	Hours
	Advanced Corporate Finance	2	32
	Business Valuation and Financial Modelling	2	32
	Audit Practices & Risk Management	2	32
	Derivatives and Financial Risk Management	2	32
	Treasury and Forex Management	2	32
	Mergers and Acquisitions	2	32
	Alternative Investments and Portfolio Management	2	32
	Private Equity & Venture Capitalists	2	32
	Wealth Management	2	32
	Financial Analytics	2	32

PROGRAM SPECIALISATIONS AND ELECTIVES

- 3. Business Analytics:** Business Analytics is being used to solve complex business problems in a variety of industries & is a discipline that makes extensive use of data, statistical and quantitative analysis, explanatory and predictive modelling, and fact-based management to drive decision-making. It is a burgeoning industry, currently growing at a rate of 37% every year. This domain helps in building both analytical and synthesising skills as demanded by the companies.

Course Code	Course Title	Credits	Hours
	Advance Business Research	2	32
	Multi-criteria Decision Making	2	32
	Data Visualization for Managers	2	32
	Database Management for Managers	2	32
	Predictive Business Analytics	2	32
	NLP and Text Analytics	2	32
	Applied Machine Learning for Business Applications	2	32
	Prescriptive Business Analytics	2	32
	Business Applications of Analytics	2	32
	Ecosystem for Big Data Analytics	2	32

- 4. Operations and Supply Chain:** The value for the customer is created by operations and is delivered by supply chain. The world is truly at the cusp of a logistics revolution. With new and avid technologies, Operations and Supply Chain offers wide array of knowledge and industrial exposure to the students. The inclusion of subjects such as Lean Six Sigma, Integrated Management System, Service Operations and Business Excellence in this course help in developing the relevant skills in students as demanded by the industry.

Course Code	Course Title	Credits	Hours
	Lean Six Sigma	2	32
	Inventory Control Systems	2	32
	Operations Analytics	2	32
	Global Supply Chain Management	2	32
	Operations Strategy	2	32
	Service Operations	2	32
	Integrated Management System	2	32
	Total Quality Management	2	32
	Industry 4.0	2	32
	Business Excellence	2	32



PROGRAM SPECIALISATIONS AND ELECTIVES

5. **Human Resources:** Human Resource Management is a strategic approach for the effective management of people working in an organisation so as to ensure that the firm gains a competitive advantage. Maximising employee performance for strategic objectives includes human resource practices such as hiring, training, talent retention, mentoring and motivating employees to achieve organisational goals. This domain includes all the respective subjects to hone the required skills among the students.

Course Code	Course Title	Credits	Hours
	Talent Acquisition and Management	2	32
	Compensation Management	2	32
	Data Visualization for Managers	2	32
	Industrial Relations and labor legislation	2	32
	Performance Management and Competency mapping	2	32
	Conflict & Negotiation	2	32
	Building Capability for Performance	2	32
	Strategic HRM	2	32
	Cross-Cultural HRM	2	32
	HR Analytics	2	32

6. **Entrepreneurship:** The course incorporates several aspects of business management and teaches students about transforming ideas into successful businesses. It provides students with knowledge related to global strategies, mergers and acquisitions, entrepreneur strategies, venture capital and private equity which help students understand the nitty gritty of running a business.

Course Code	Course Title	Credits	Hours
	Corporate Entrepreneurship	2	32
	Family Business Dynamics	2	32
	Social Entrepreneurship	2	32
		2	32
	Managing Technology and Innovation	2	32
	Business Model and Intellectual Property	2	32
	New Venture Funding	2	32
	SME Financing	2	32
	Succession Planning	2	32
	Legal Aspects of Venturing	2	32



DETAILED PROGRAM STRUCTURE (Module 1 - 4)

Module - 1	Category	Course Title	Credits	Hours
FIN6701	Foundation	Finance for Non-Finance	0	20
PSP6701	Foundation	Personal Journey for Excellence	0	10
MGT6701	Core	Joy of Management	2	32
ECO6701	Core	Micro-Economics	2	32
DSC6701	Core	Business Statistics	2	32
MKT6701	Core	Marketing and Consumer Behaviour	2	32
SKL6501	Skill	Excel Spreadsheet Modelling	2	32
SKL6702	Skill	Written Analysis and Communication	2	32
MGT7909	Project	Sankalp - Social Entrepreneurship Project		
Total Credits and Hours			12	222
Module - 2				
Module - 2	Category	Course Title	Credits	Hours
DSC6502	Foundation	Learning R	0	10
HRM6701	Core	Organizational Behaviour	2	32
ACC6001	Core	Financial Statement Analysis and Reporting	2	32
DSC6003	Core	Business Research Methodology	2	32
OPS6001	Core	Operations Research	2	32
ECO6702	Core	Macro Economics & Policy	2	32
SKL6003	Skill	Business Communication & Presentation Skills	2	32
Total Credits and Hours			12	202
Module - 3				
Module - 3	Category	Course Title	Credits	Hours
ACC6002	Core	Costing Products and Services	2	32
DSC6004	Core	Synthesizing and Analyzing Data using R	2	32
OPS6002	Core	Managing Operations and Supply Chain	2	32
HRM6702	Core	Human Resource Management	2	32
FIN6702	Core	Indian Banking and Financial Services	2	32
MKT6702	Core	Marketing of Products and Services	2	32
Total Credits and Hours			12	192
Module - 4				
Module - 4	Category	Course Title	Credits	Hours
FIN6003	Core	Managing Financial Resources	2	32
MGT6702	Core	Bringing Ideas to Market	2	32
OPS6703	Core	Project Management	2	32
DSC6505	Core	Data Science Using R and Python	2	32
PSP6702	Perspective	Critical Reasoning and Systems Thinking	2	32
SKL6704	Skill	Selling, Negotiation and Persuading Skills	2	32
Total Credits and Hours			12	192
Mod - PS				
Mod - PS	Category	Course Title	Credits	Hours
MGT6903	Project	Summer Internship (08 Weeks)	8	



DETAILED PROGRAM STRUCTURE (Module 5 - 8)

Module - 5	Category	Course Title	Credits	Hours
MGT7701	Core	Management of Design	2	32
MGT7702	Core	Business Model and Intellectual Property	2	32
	Elective	Elective1	2	32
	Elective	Elective2	2	32
	Elective	Elective3	2	32
	Elective	Elective4	2	32
MGT7908	Project	Applied Business Research (Till Module 8)		
		Global Module Track @ Summer School Abroad		
		Total Credits and Hours	12	202
Module - 6	Category	Course Title	Credits	Hours
MGT7903	Project	Capstone Simulation	2	32
TAL7701	Core	Managing Stakeholders and Legal Processes	2	32
	Elective	Elective5	2	32
	Elective	Elective6	2	32
	Elective	Elective7	2	32
SKL7705	Skill	Problem Solving and Consulting Skills	2	32
		Total Credits and Hours	12	192
Module - 7	Category	Course Title	Credits	Hours
MGT7004	Core	Analyzing and Mitigating Risk	2	32
	Elective	Elective8	2	32
	Elective	Elective9	2	32
	Elective	Elective10	2	32
PSP7703	Perspective	Ethics and Indian Ethos	2	32
MGT7905	Project	Integrated Decisions Making	4	
		Total Credits and Hours	14	160
Module - 8	Category	Course Title	Credits	Hours
MGT7706	Core	Leveraging IT for Business	2	32
MGT7707	Core	Strategic Management	2	32
PSP7704	Perspective	Indian Economy in the Global Context	2	32
SKL7706	Skill	Leadership Development	2	32
MGT7908	Project	Applied Business Research Project	4	
MGT7909	Project	Sankalp Social Entrepreneurship Project	4	
		Total Credits and Hours	16	128
		Total Credits and Teaching Hours in the Program	110	1490

The Course Outcomes for each of the courses in the program structure are designed using Bloom's Taxonomy

Course Objectives:

This course has an 'Inside Out Approach', a journey into thyself. This course teaches students life skills to make them change ready, work on the "Inner Self" and help them discover the inhibitions and limiting beliefs which are stopping them from achieving their best version. Students are quite often observed to face self-doubt, low self-esteem, self-concept, negative emotions, inability to see the bigger picture, being stuck, groupism, inclusion and exclusion, finding one's tribe and losing oneself, loss of self-identity, fears, phobias, inner conflicts, etc. This course helps them to overcome all their inner weaknesses and groom them towards a journey of managerial excellence.

During this two year journey the facilitator acts as a mirror reflecting them their Inner Core and working together to cocreate a better version of themselves. Pre-Intervention and Post-intervention surveys are done to understand the impact of the training programs offered.

Two days skill training program is conducted in each module. The following is the list of competency training provided to the students -

1. **Module 1** - Emotional Intelligence and Personal Effectiveness
2. **Module 2** - Presentation Skills through story telling
3. **Module 3** - People development and collaboration
4. **Module 4** - Negotiation, Persuasion, Selling Skills
5. **Module 5** - Taking charge of self (Ikagai, Mindset shift, Ownership, Accountability)
6. **Module 6** - Personal Power and Presence
7. **Module 7** - Creativity and Innovation
8. **Module 8** - Leadership Development



Course Objectives:

This course is designed to provide an overview of management to the students and create a platform for them to link the various facets of business. This course serves as an introduction to the business organization and its management. It is designed to integrate the accepted theories in the area with real world applications to provide students with the basic knowledge and skills needed for managing others. By the end of the course, students should be able to identify the principals of managing formal organizations, recognize the various challenges faced by today's managers, and give examples of organizations engaging in the management functions of planning, organizing, leading, and controlling.

Course Curriculum:

Purpose of business, types of business entities, management functions, management principles, meaning and purpose of planning, decision making process, managing change and innovation, individual behavior, and group dynamics, understanding work teams and leadership, effective communication, and interpersonal skills.

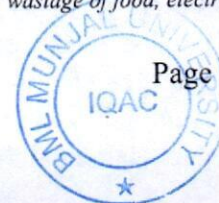
Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understand basics concepts, levels, role and qualities of managers, evolution of management thoughts.	Understand						
CO2	Discuss the planning process to analyze and compare different plans and make effective planning.	Analyze		1	3			
CO3	Analyze the various problems and evaluate various methods in decision making to arrive at alternative solutions managing change.	Analyze	2	1	2	2	2	
CO4	Demonstrate the authority and use of power to influence people to get the work done through proper communication and control.	Analyze		1			2	3
CO5	Evaluate the group dynamics and demonstrate skills required for working in groups.	Analyze		1			3	

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Case Analysis and Role plays	30%	CO1, CO2, CO3, CO4, CO5
Mini Project*	30%	CO2, CO3, CO4, CO5
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5
Total	100	

*Mini-Project: The students are required to get in the groups of 4-6 students and think of a problem within the University i.e., wastage of food, electricity, resources. They are required to explore the proposed ways to better manage the recourses.





COURSE CODE: ECO6701 (MICRO-ECONOMICS)

Course Objectives:

The course is designed to make students aware about the economical concepts happening in the business and industry. It helps in providing students a good introduction to the fundamental principles of microeconomics and familiarizes them to use the concepts to facilitate analysis to the functioning of the micro economy. In this world of changing behaviors and economies, this subject helps in analyzing how individual decision makers, both producers and consumers, behave in a variety of economic environments.

Course Curriculum:

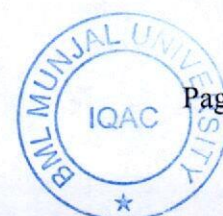
Nature and scope of managerial economics, demand, supply and equilibrium, measurement of demand (concepts of elasticity), optimization techniques and new management tools, production theory and estimation, cost theory and estimation, market structure: perfect competition, monopoly & monopolistic competition, oligopoly, game theory and strategic behavior, special pricing practices/ externalities and regulation, asymmetric information & market failure, choice under uncertainty.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Assess and interpret the comparative static market equilibrium and elasticities using the demand and supply tools	Apply	2			1		2
CO2	Interpret Stages of production faced by a firm	Analyze	2					2
CO3	Categorize and compute various types of costs faced by a firm in their production process	Apply	3		2			2
CO4	Analyze advanced pricing strategies using optimization technique under various market environments	Analyze	3		3			2
CO5	Assess various pricing strategies in presence of externalities and uncertainty.	Evaluate	3		3		2	2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
2 Quizzes	20%	CO1, CO2, CO3, CO4
Short Case Study/ Situation Analysis	20%	CO1, CO2, CO3, CO4, CO5
Mid Term Examination	25%	CO1, CO2, CO3
End Term Examination	35%	CO1, CO2, CO3, CO4
Total	100	





COURSE CODE: DSC6701 (BUSINESS STATISTICS)

Course Objectives:

The course objective is to give students a conceptual introduction to the field of statistics and its applications in business. This course aims to prepare the students to comprehend and analyze the variety of data which is found in management problems. In fact, now a days statistical way of thinking for managers is like any other professional ability making better management decisions inevitably involves skills to handle the data from all prospective. This course will also be lying foundation for all follow up courses require data analysis.

Course Curriculum:

Introduction to statistics, descriptive statistics, introduction to probability, distributions & sampling distributions, interval estimation, test of hypothesis – one sample, two sample (with known and unknown sigma), comparing multiple proportions, test independence and goodness of fit, analysis of variance, introduction to simple linear regression, multiple linear regression, statistics through MS Excel.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Recognize importance and role of statistics in business management	Apply	1				1	
CO2	Acquire the knowledge to apply descriptive and inferential statistics to understand business scenario	Apply	3		2			1
CO3	Examine the differences and implications of univariate, bivariate and multi variate data.	Apply	2		3	1		1
CO4	To apply different types of small sample tests and techniques of ANOVA.	Apply	2		3	1		1
CO5	To analyze problems using regression analysis, time series analysis and trend analysis of data using Excel spreadsheets	Analyze	2		3	1		1

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	15%	CO1, CO2, CO3, CO4, CO5
3 Quizzes 15% each	45%	CO1, CO2, CO3, CO4, CO5
End Term Examination	40%	CO1, CO2, CO3, CO4
Total	100	





Course Objectives:

The course is designed to help students appreciate the concept of marketing in theory and practice. It is an introductory course that allows the students to analyze the environment in which modern day marketers operate and understand the challenges thereof. It includes definitions, main principles, techniques, frameworks, and tools that marketers use to identify target segments of customers and position themselves in a highly competitive market. The aim is to provide students with a strong foundation for understanding the role of marketing in an organization and prepare them for more advanced modules later in the degree. The course is going to take students through a comprehensive activity driven learning process. This will help them understand how marketers create, capture, communicate and deliver value to their customers in addition to learning a systematic approach to marketing process and competitor analysis.

Course Curriculum:

The nature of marketing, its types and key processes and parties, the marketing mix, extended marketing mix, consumer decision making, factors affecting consumer decision making, segmentation, targeting, positioning, fundamentals of marketing strategies, basic marketing metrics, product life cycle, basics of marketing research.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Gain an understanding of the importance of marketing for an organization	Understand						
CO2	Analyze how the external and internal environments jointly impact an organization and its marketing capabilities in different situations	Analyze		2	1			
CO3	Evaluate consumer behavior and related theories and practice in marketing decisions	Evaluate						
CO4	Apply contemporary marketing theories to the demands of business and management practice	Apply	3			2		
CO5	Analyze complex marketing issues and problems using relevant theories, concepts, and methods	Analyze	2					

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Test	10%	CO1, CO2, CO3
Case Analysis	20%	CO1, CO2, CO3, CO4, CO6
Video Case Project	30%	CO2, CO3, CO4, CO5, CO6
End Term Examination	40%	CO2, CO3, CO4, CO5, CO6
Total	100	





COURSE CODE: SKL6501 (EXCEL SPREADSHEET MODELLING)

Course Objectives:

Excel Spreadsheet Modelling is one of the most frequently used modelling and reporting tool for solving business problems, and as a management graduate this is where most of your work will be done i.e., collating, and providing data, and building models and reports to help your organizations take business decisions. So let us learn to be a wizard and work our magic on data, for compilation, analysis and decision making. In this course, we will build many models to analyse case studies in finance, marketing, operations and management science. The focus of the course will be on how efficiently you can 'work' on excel rather than 'remembering' the functions. Starting from very basic functions we will progress towards advanced features and will encapsulate the decision-making using Monte Carlo simulation.

Course Curriculum:

Introduction to the excel environment and working with data, excel formulas and advanced functions, what-if-analysis, using form controls, data visualization with pivot tables and charts, stochastic modelling using Monte Carlo simulation, writing macros in excel.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	To get familiarized with the Excel Platform	Understand						
CO2	Apply various functions in MS-Excel and prepare simple models	Apply	1		3			
CO3	Analyze data using What-If-Analysis	Analyze	1		3			
CO4	Analyze and present Data Visually using form controls, Pivot Tables and Charts	Analyze	1		3	1		3
CO5	Evaluate the impact of Risk and Uncertainty and prepare stochastic models to take business decisions	Analyze	1		3			

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	15%	CO1, CO2, CO3, CO4, CO5
3 Quizzes 15% each	45%	CO1, CO2, CO3, CO4, CO5
End Term Examination	40%	CO1, CO2, CO3, CO4
Total	100	





Course Objectives:

Willingness and ability to face and/or work on business problems differentiate effective manager from one not so effective. It entails the use of most critical managerial skill to analyze business situations/problems to take viable decisions. However, taking viable decisions by itself is only a necessary but not a sufficient condition for the health and the survival of the organization. Managers must be able to communicate their decisions and processes used to arrive at these decisions for approval by superiors, coordination by peers and implementation by subordinates. Written Analysis and Communication (WAC) is designed to help students to acquire and/or sharpen the analytical and communication skills.

Course Curriculum:

Analyse the business problems with to focus on analysis, diagnosis and decision making towards a situation, to learn and develop main skills characteristics of effective managers, to develop diagnostic and conceptual skills, to enhance data processing and conclusion drawing skills, to help in presentation and communication skills.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Review data and enhance processing and conclusion drawing skills.	Apply	3					
CO2	Analyze and diagnose business cases and situation effectively	Analyze		2	3			
CO3	Effectively listening and appreciating different point of views and learning from each other.	Analyze					2	3
CO4	Evaluating data and learning to persuade others to one's own convictions.	Evaluate			2		2	2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
4 Case Studies (15% weightage each)	60%	CO1, CO2, CO3, CO4
End Term Examination	40%	CO1, CO2, CO3
Total	100	





Course Objectives:

To sensitize the students with human values and cultivate empathy along with practically using the managerial skills that the students learn in the MBA program, Sankalp –Social Enterprises for Community Development Projects is taken up by the students in the first term of the MBA program and goes on for the entire two years of their program.

Course Curriculum:

Sankalp is a mandatory 8-credit program for MBA Program students, which runs right through the 2-year duration of the program. It leverages the increasing global attention towards social and environmental activism and endorses the University's approach towards building ethical leaders and well-rounded individuals with values, job, and life skills.

The 5 pillars of the Sankalp Project are:

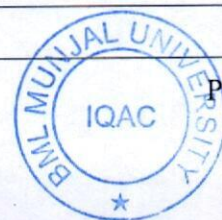
- **Rural Immersion:** Sensitize students about rural India
- **Experiential Learning:** Understand and identify social, related issues requiring attention
- **Frugal Innovation and Sustainability:** Use innovative and sustainable ideas to address social related challenges
- **Integrated Learning:** Link management principles, regular MBA Program learnings with issues being addressed
- **Holistic Solutions:** Closing the loop – end-to-end, business solutions - including market linkages

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Empathize and articulate the experiences of rural Immersion leading to sensitization to problems and challenges of rural India	Evaluate					3	3
CO2	Evaluate cross disciplinary and innovative approaches to identify challenges and convert them into entrepreneurial opportunities	Evaluate		2		3		
CO3	Analyze the opportunities and apply the domain knowledge to create entrepreneurial opportunities for social enterprises by preparing detailing business plans	Evaluate	3		3	3		
CO4	Work in teams and by leveraging the skills sets of the members leading projects successfully	Evaluate					3	
CO5	Implement the social entrepreneurship venture to bring about a suitable change in social-economic life of people in rural India	Create				3	3	

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Individual Report sharing the experiences of Rural Immersion (Module 1)	20%	CO1
Group Presentation on Idea and Business plan for the Social Entrepreneurship Project (Module 4)	20%	CO1, CO2, CO3, CO4
Implementation of the plan (to be assessed in Module 5 weight 15%, Module 7 weight 15% and Module 8 weight 30%)	60%	CO5
Total	100	





COURSE CODE: HRM6701 (ORGANIZATIONAL BEHAVIOR)

Course Objectives:

This course is designed to provide students with a foundational understanding of the development of Organizational Behavior (OB) theories and concepts. The body of knowledge focuses on how the attributes and behaviors of individuals and groups influence the culture, design, ethics, learning and structure of an organization.

Course Curriculum:

Organisational behaviour, perception, attitude, communication, conflict resolution, decision making, leadership, motivation, negotiation, bargaining, power and politics in a team environment, difference between teams and groups, group dynamics, stress management, positive and negative traits in human personality, organisational culture, emotional intelligence and empathy.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understand the fundamentals of various psychological concepts and how they impact human behaviour	Understand						1
CO2	Evaluate the nuances of individual, group and social behaviour.	Evaluate	3		1		2	
CO3	Application of Personality Tests, learning dimensions and motivational tools.	Apply	2		3		2	1
CO4	Develop leadership skills and traits, manage groups and teams	Analyze	3	1			3	2
CO5	Assess the impact of organizational-level factors such as structure, design, culture and change	Apply	2	2				
CO6	Demonstrate an ability to evaluate the stressors and provide stress management techniques	Evaluate	3		3		1	

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
2 Quizzes: 10% each	20%	Quiz 1: CO1, CO2, CO3 Quiz 2: CO4, CO5, CO6
Gamification (Pacific- Leadership Game)	20%	CO1, CO2, CO3, CO4, CO6
Case Analysis	20%	CO3, CO4, CO5
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5, CO6
Total	100	





Course Objectives:

Successful completion of this course will result into development of subject specific knowledge, skills and students will be able to demonstrate an understanding of financial statements in terms of the mechanism behind preparation and their respective significance along with the ability to read them. It will help them understand extent to which financial statements may or may not reflect the economic substance of the firm's financial condition and results of operation. This course will help in clearing the concepts and language of accounting and financial statements so they can be used as effective management tools for communication, monitoring and resource allocation.

Course Curriculum:

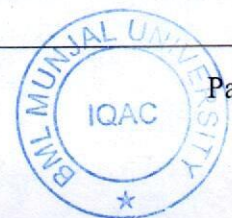
Basic accounting concepts, recording of business transactions, fundamentals of accounting, basics of financial accounting in financial statement, basic principles & assumptions while preparing financial statements, account receivables vs account payables, net worth, common stock vs preferred stock, income measurement, profit & loss a/c, preparation of balance sheet, cash flow statement analysis and financial statement analysis.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	PO6
CO1	Explain accounting process, concepts, principles & conventions	Understand						
CO2	Demonstrate an understanding of financial statements in terms of the mechanism behind preparation and their respective significance along with the ability to read them.	Apply	2		1			
CO3	Apply the tools and techniques of financial statement analysis	Analyze	2	2	2	2		2
CO4	Undertake industry analysis and competitive analysis to comment upon the financial performance of the company for the purpose of decision making.	Analyze			3	2		
CO5	Evaluate the nuances of financial reporting as per the guidelines of the Section 129 of the Indian Companies Act, 2013	Evaluate			2	2		2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case discussion	15%	CO1, CO2, CO3, CO4, CO5
2 Quizzes of 15% weightage each	30%	Quiz 1 - CO1, CO2, CO3 Quiz 2 - CO4, CO5
Project (Group + Individual Assessment)	15%	CO3, CO4
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5
Total	100	





Course Objectives:

In this course students will learn about basics of Business Research Methods and its application in real business scenarios. This course helps in providing knowledge about various research techniques which are applied in contemporary business problems. Students will learn new research tools and techniques to analyze the business data and convert them into information for the decision managers.

Course Curriculum:

Basics of business research, types of research, research problem, research design, exploratory research, descriptive research, questionnaire design and method of data collection, sampling techniques and scale development, observation research; research report, introduction to SPSS, overview and initial handling of SPSS, descriptive statistics and data visualization using SPSS, hypothesis testing using SPSS (t test, chi square test and anova), simple linear regression; multiple linear regression using SPSS, exploratory factor analysis using SPSS, cluster analysis using SPSS, discriminant analysis using SPSS.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	PO6
CO1	Acquire understanding of various kinds of research, objectives of doing research, research process research designs and sampling	Understand						
CO2	Formulate research problem and develop a sufficiently coherent research design	Apply	3	1	2	1		1
CO3	Carry qualitative, quantitative as well as measurement & scaling techniques.	Apply	3	1	3	1		
CO4	Analyze and undertake data analysis, including descriptive & inferential measures	Analyze	3	1	3	1	1	2
CO5	Be able to write & develop independent thinking for critically analyzing research reports.	Evaluate	2	2	3	1		2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Individual Class Participation	15%	CO1, CO2, CO3, CO5, CO6
2 Assignments 15% weightage each	30%	CO1, CO2, CO3, CO4, CO5, CO6
Quiz	15%	CO1, CO2, CO3, CO4, CO5, CO6
End Term Examination	40%	CO1, CO3, CO4, CO5, CO6
Total	100	



COURSE CODE: OPS6001 (OPERATIONS RESEARCH)

Course Objectives:

The primary objective of this course is to introduce the concept of operation research as a precise mathematical concept, and study how to assign jobs to workers, enhance the profit to companies by applying different methods of operation research. The course consists of Scheduling, Queuing and Decision trees to optimize the solutions.

Course Curriculum:

Introduction to operation research, linear programming and analysis, linear programming and analysis, simplex method and duality, introduction to transportation problem and balanced transportation, balanced transportation, network problem - critical path method (CPM), project evaluation and review technique (pert), game theory and decision analysis, queuing systems, introduction to project management, simulation modeling, assignment distribution, problem solving and action.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	To understand the basics of operations research and its application in managerial areas.	Understand						
CO2	To develop a linear programming model from problem description and apply the Simplex method to solve linear programming problems.	Apply	3		2	1		1
CO3	To analyze and optimize resources to maximize profit and eliminate customers waiting period for service delivery.	Analyze	2		3	1		1
CO4	To understand and analyze the usage of game theory and Simulation for solving business problems	Analyze	2		3	1		1
CO5	To analyze queuing models with queue discipline in single and multi-service stations with finite and infinite population	Analyze	2		3	1		1

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	15%	CO1, CO2, CO3, CO4, CO5
2 Quizzes 15% each	30%	CO1, CO2, CO3, CO4, CO5
Case Analysis	15%	CO1, CO2, CO3, CO4, CO5
End Term Examination	40%	CO1, CO2, CO3, CO4
Total	100	



COURSE CODE: ECO6702 (MACRO ECONOMICS & POLICY)

Course Objectives:

Upon completion of Macroeconomics, students should be able to understand and use appropriately the macroeconomic terms, major macroeconomic models, recognize and interpret relationships between economic variables through economic models, interpret charts and graphs in successful understanding of the movement of macroeconomic indicators.

Course Curriculum:

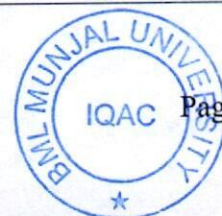
Introduction to macroeconomics-government's role and government failure- measuring domestic output and national income-economic growth- business cycle, unemployment and inflation-basic macroeconomic relationships- aggregate expenditure model-aggregate demand and supply- fiscal policy, deficits and debt- money, banking and financial institution- interest rates and monetary policy-extending the analysis of aggregate supply- international trade- current issues in macroeconomics

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understanding the concept of National Income Accounting concepts to evaluate a nation's economic health.	Understand	3				1	3
CO2	Applying National Income Accounting concepts to evaluate a nation's economic health.	Apply	3					
CO3	Demonstrate clear understanding of goods market equilibrium for both closed and open economy using numerical analytical tools (but not limited to).	Analyze	3		3		1	3
CO4	Explain sources of economic growth and fundamentals of growth policies (using primarily Solow Model & Endogenous Growth Theory)	Evaluate	3		3		1	3
CO5	Describe and assess entire functioning of an economy using IS/LM and/or AD/AS model.	Apply	3		3		1	3

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case discussion	10%	CO1, CO2, CO3,
2 Quizzes of 10% weightage each	20%	Quiz 1 – CO1, CO2, CO3 Quiz 2 – CO4, CO5
Midterm exam	20%	CO1, CO2, CO3,
Project and Presentation	20%	CO4, CO5
End Term Examination	30%	CO1, CO2, CO3, CO4, CO5
Total	100	



Course Objectives:

This course in Business Communication and Presentation Skills is designed to enable students perform effectively as managers with an understanding of the theory of communication in the business context and learning the applications of effective business writing in high level, persuasive and appropriate verbal and nonverbal communication contexts, and interpersonal skills across teams and cultures. This course addresses this critical need by exposing and training professionals on the key aspects of soft skills development covering attitude, communications, and workplace etiquettes. The course enunciates the four skills of communication, focuses attention on effective listening and covers the entire gamut of written communication.

Course Curriculum:

The essentials of communication: concepts, process, types and forms; barriers and gateways; essentials of effective listening; interpersonal and group communication; social conversations; cross cultural communication: concepts; effective oral presentations and peer evaluation; understanding the dynamics of group behavior; business etiquettes; workplace etiquettes; the art of writing; business correspondence; letters, memos and e-mails; business reports: objectives/characteristics of report writing; the art of persuasive communication; negotiation skills; negotiation strategies; case studies on negotiation

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	To understand means of effective oral and written communication and its barriers, and its impact on individual and organizational performance	Understand						
CO2	To develop confidence in their presentation and public speaking skills	Apply			1		2	3
CO3	To respond appropriately in the context of cross-cultural interactions.	Apply		3			1	2
CO4	To articulate and present inter-personal skills, strategies, and approaches.	Evaluate			1		3	3
CO5	Possess improved analytical abilities to understand and predict the behavior of individuals, groups, and organizations	Evaluate					3	3
CO6	To stimulate critical thinking by designing and developing clean and lucid writing skills.	Create	3		2	1		2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case discussion	10%	CO1, CO2, CO3, CO4, CO5, CO6
1 Quiz of 10% weightage	10%	CO1, CO2, CO3, CO4, CO5
Project Presentation and Viva	20%	CO6
Mid Term Examination	20%	CO1, CO3, CO5, CO6
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5, CO6
Total	100	



Course Objectives:

This course in Costing Products and Services is designed to enable the student to acquire the skills necessary to use, interpret and analyze accounting information for the managerial decisions making. This course focuses on decision making within an organization paying attention towards their cost of production, volume produced, overhead allocation, apportionment, and absorption to enhance the profitability in the organization.

Course Curriculum:

Introduction to cost behavior and cost behavior; breakeven analysis & operating leverage: information for decision making; cost-volume-profit analysis; cost assignment & pricing: full costing; relevant information for decision making in make or buy with a focus on pricing decisions. information for planning and control; the budgeting process and prepare all kinds of static & flexible budgets. standard costing and variance analysis and the need for responsibility accounting. management control systems responsibility accounting & performance evaluation and balance score card.

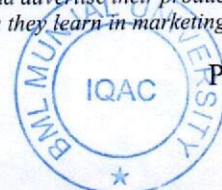
Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understanding the basics, objectives, importance, and limitations of costing for profitability analysis	Understand						
CO2	Examine the classification and apportionment of overheads for the purpose of knowing machine hour rate and cost of production.	Apply	3		1			
CO3	To analyze diversification of products, closing or suspending activities, level of activity planning	Analyze	2		3	2	2	1
CO4	To analyze the importance of budgetary control and the classification of various types of budgets	Analyze	3		2	2		
CO5	Demonstrate the significance and limitations of standard costing vs. budgetary control and undertake variance analysis	Analyze	2		3	1		
CO6	To conceptualize costing structure in the organization to maximize profitability	Evaluate	3	1	3	2	1	2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case discussion	15%	CO1, CO2, CO3, CO4, CO5, CO6
2 Quizzes of 10% weightage each	20%	Quiz 1 – CO1, CO2, CO3 Quiz 2 - CO4, CO5
*Mini-Fest	25%	CO6
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5
Total	100	

*Mini-Fest: The students are required to get in the groups of 4-6 students and think of a product (e.g., Eatables, T-shirts, Accessories etc.) that they would like to procure/prepare (as applicable). The instructor will facilitate providing them with stalls on a stipulated day to sell their products. They will have thought the selling price for their products, how many units must be sold to break-even, how they are going to promote and advertise their product and keep recording their financial transactions. The idea behind this assessment piece is for the students to apply the frameworks they learn in marketing, financial reporting, and costing classes, in an integrated way to a real business situation.





Course Objectives:

This course in Synthesizing & Analyzing Data with R is designed to enable the student to acquire the skills necessary to use, interpret and analyze data using R to generate deeper insights. This course focuses on R as the tool to perform data analysis such as statistics, trending, or calculations can be made to synthesize the information into relevant and actionable information.

Course Curriculum:

Qualitative & quantitative analysis, bivariate & multivariate analysis, descriptive statistics & application of descriptive statistics, covariance & correlation, inferential statistics, importing & handling of text of CSV data files, data visualization using R.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understanding the basics, objectives, importance, and limitations of R as a data analysis tool	Understand						
CO2	Learning R to write R code to perform statistical analysis on data	Apply	3		2			
CO3	Perform qualitative, quantitative, bivariate & multivariate analysis	Analyze	2		3			
CO4	Perform descriptive & inferential statistical analysis	Analyze	2		3	2		3
CO5	Data visualization for analysis purpose	Analyze	3		2			2
CO6	Write reports on insights & recommendations	Create	3		1	1		2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
2 Quizzes of 10% weightage each	20%	CO1, CO2, CO3, CO4
Project	30%	CO3, CO4, CO5, CO6
Class Participation and case discussion	10%	CO1, CO2, CO3, CO4
End Term Examination	40%	CO1, CO2, CO3, CO4
Total	100	





Course Objectives:

Managing the operations and supply chain is back bone of an organization for achieving the business goal effectively and efficiently. The primary focus of “Managing Operations and Supply Chain (OSCM)” is to establish a competitive advantage through operations, to develop understanding of how the operations and supply chain functions contribute to productivity growth and set of skills and tools that can be applied. The learning covers key concepts of operations management like product development, process development, process control, process quality management, supply management, inventory management, process improvement and excellence management including the analysis of process flows and bottlenecks, capacity planning, inventory and supply chain management and quality management. These concepts and tools will be applied to both manufacturing and service operations problems.

Course Curriculum:

Introduction to OPSC, product design and development-1 (VOC, project planning and design), capacity planning, manufacturing processes, layout management, process analysis, statistical quality control and process capability, six sigma and TQM, lean manufacturing and TPM, inventory management, logistics management, purchasing and global sourcing, material and production planning.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	An appreciation of the role of operations in a firm. A managerial emphasis on process improvement and continuous improvement and quality.	Understand						
CO2	To analyze process flows and bottlenecks, capacity planning, inventory and supply chain management and quality management in the context of manufacturing and service firms.	Analyze	3	1	2	1		
CO3	Identify and analyze business models, business strategies and corresponding competitive advantage.	Analyze	3	2	2			
CO4	Plan warehouse and logistics operations for optimum utilization of resources	Evaluate	3			2		1
CO5	Formulate and implement warehouse best practices and strategies	Evaluate	3			3		1

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	10%	CO1, CO2, CO3, CO4, CO5
2 Quizzes 15% each	30%	CO1, CO2, CO3, CO4, CO5
Case Analysis	20%	CO2, CO3, CO4, CO5
End Term Examination	40%	CO1, CO2, CO3, CO4
Total	100	



COURSE CODE: HRM6702 (HUMAN RESOURCE MANAGEMENT)

Course Objectives:

The future of work and the workplace is undergoing a tectonic shift. This puts a big question mark on organizational structure and on human resource allocation in organizations that are strongly leveraging new technologies. It is not clear how organization reorganization will take place, how many layoffs there will be, what kind of upskilling will be required, and there is also haziness over how strategic HRM will pan out in terms of attracting, developing, rewarding, and retaining talent in these disruptive times. It is in this context that this course, an introduction to the human resource management (HRM) function, is important not only for human resource managers, but all managers who deal with internal and external stakeholders. Key functions such as recruitment, selection, development, appraisal, retention, and compensation are explained.

Course Curriculum:

Introduction to HRM, strategic human resource management, equal opportunities, human resource planning & recruitment, selection and placement, manpower training, performance management, employer development including time management, employee turnover, retention, employee engagement, recognizing employee contribution and managing HRM globally.

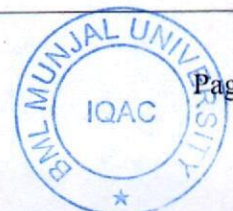
Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Gain knowledge in nature and scope of HRM, diversity in workplace, cultural and reality shock and understand different tools used in HRM	Understand						
CO2	Explore the social environment and human place planning and staffing: recruitment, selection, training and hiring policies, employee recruitment, selection, and retention plans	Apply	3		2		1	
CO3	Analyze the industrial relation issues and performance management, the concepts of international compensation and employee satisfaction	Analyze	3	2				3
CO4	Analyze the international industrial relation issues and performance management, the concepts of international compensation and employee satisfaction	Analyze		3				
CO5	Analyze the key issues related to administering the human elements such as motivation, leadership, compensation, appraisal, career planning, diversity, ethics, succession planning	Analyze	2			2	3	

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Quiz	20%	CO1, CO2, CO3, CO4, CO5
Case Analysis and Role Plays	20%	CO1, CO2, CO3, CO4, CO5
*Video project	20%	CO5
End term exam	40%	CO1, CO2, CO3, CO4, CO5
Total	100	

*Video Project: Interview of C-suite leader on employee engagement





Course Objectives:

The objective of this course is to equip the students with an overview of Indian Banking and Finance. Conformity to the new prudential norms requires that banks to manage their liabilities and assets in ways different from those practiced earlier. With the deregulation of the interest rate structure, banks must pay attention to the interest rate risk besides the usual credit risk. This course will provide the students a perspective to manage the banking operations in this global era.

Course Curriculum:

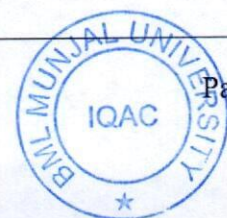
An overview of the environment in the banking and financial services sector; banking structure, dealing extensively with analyzing banks' financial statements, sources and uses of bank funds, with a comprehensive coverage of the leading function; risk management in banks— credit risk, market risk, capital adequacy and risk measurement techniques; international banking; contemporary issues in bank management such as high-tech banking, cash management and consolidation of the financial sector through mergers and acquisitions. understanding financial services, insurance services, mutual funds, securities trading and credit rating services.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understand the broad concepts and mechanism of functioning of Indian Banking and financial Services and implications of Monetary Policy	Understand						
CO2	Acquire and apply knowledge of regulatory and policy framework for bank's financial statements i.e., sources and uses of bank funds	Apply	3					
CO3	Analyze the impact of credit monitoring and managing risks and capital adequacy norms in a Bank	Analyze	3	1	2			
CO4	Analyze issues and challenges in managing operations in high-tech banking	Analyze	3	2		2		1
CO5	Analyze the impact of financial institutions and services on the economy	Analyze	3	2	2			

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	10%	CO1, CO2, CO3, CO4, CO5
2 Quizzes 5% each	10%	CO1, CO2, CO3, CO4
Case Analysis	20%	CO5
Mid Term Examination	20%	CO1, CO2, CO3, CO4
End Term Examination	40%	CO1, CO2, CO3, CO4
Total	100	





Course Objectives:

The course is designed to help students build on their existing knowledge of Marketing and Consumer Behaviour and apply advanced concepts of marketing in practice. It is an intermediate course that allows the students to analyze the fundamentals of marketing principles in depth. It includes advanced principles, techniques, frameworks, and tools that marketers use to target the right set of customers and outsmart competition. The course is going to take students through a comprehensive mix of lectures, case studies, videos, and projects to drive the learning process. The focus on this course will broadly remain on ensuring students' identification of the right theories, application of knowledge acquired and evaluation of alternatives in taking marketing decisions.

Course Curriculum:

New product development, product strategies, pricing theories, pricing of products and services, communications mix, communication channels, communication strategies, communications design, marketing channels, supply chain strategies, marketing analytics, technology diffusion, digital landscape and platform businesses, online marketing basics.

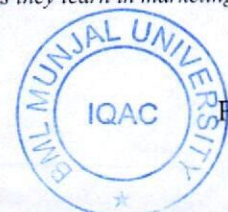
Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	PO6
CO1	Gain an understanding of the advanced marketing theories.	Analyze	1					
CO2	Evaluate how marketers create strong brands	Evaluate			1			
CO3	Outline marketing strategies to outsmart competition	Analyze		2				
CO4	Apply contemporary marketing theories to the demands of business and management practice	Apply	1			1		
CO5	Interpret complex marketing issues and problems using relevant theories and concepts	Analyze			2	1	3	

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Test	10%	CO1, CO2, CO3
Case Analysis	20%	CO1, CO2, CO3, CO4, CO6
*Mini Fest	30%	CO2, CO3, CO4, CO5, CO6
End Term Examination	40%	CO2, CO3, CO4, CO5, CO6
Total	100	

**Mini-Fest: The students are required to get in the groups of 4-6 students and think of a product (e.g., Eatables, T-shirts, Accessories etc.) that they would like to procure/prepare (as applicable). The instructor will facilitate providing them with stalls on a stipulated day to sell their products. They will have thought the selling price for their products, how many units must be sold to break-even, how they are going to promote and advertise their product and keep recording their financial transactions. The idea behind this assessment piece is for the students to apply the frameworks they learn in marketing, financial reporting, and costing classes, in an integrated way to a real business situation.*





COURSE CODE: FIN6003 (MANAGING FINANCIAL RESOURCES)

Course Objectives:

Successful completion of this course will result into development of subject specific knowledge, skills and students will be able to demonstrate a detailed understanding about the significance of managing financial resources. Build understanding of managing money to derive maximum benefit by raising and investing money by way of optimizing the cost of funds and returns from investment. Evaluate the real and nominal inculcating the interdependence of finance functions and the concept of Time Value of Money. Rationalize dividend decisions under different economic conditions to maximize the shareholders' wealth.

Course Curriculum:

Overview of financial, time value of money, understanding rationale and various dimension of financing decisions understanding debt and equity as sources of finance leverage, the capital asset pricing model and the cost of equity capital leverage and designing capital structure, factors affecting capital structure of an organization, simulation on capital budgeting, working capital management and financial forecasting, financial. distribution to shareholders.

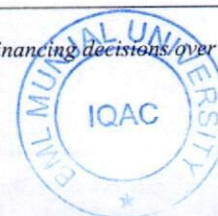
Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	PO6
CO1	To understand the significance of managing financial resources.	Understand						
CO2	To analyze and identify key issues relevant to sources of Finance	Analyze	2		1		1	
CO3	To apply critical and creative thinking on project analysis using capital budgeting	Apply	3		3			
CO4	To think creatively and assess the business situation and draw conclusions	Create	3		2			
CO5	To evaluate global economic and political changes and consequences of globalization for Indian and emerging markets	Evaluate	1	3				
CO6	Evaluate financial management decisions & apply relevant conceptual frameworks for effective decision-making	Evaluate	3		2	2		

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and Case discussion	15%	CO1, CO2, CO3, CO4, CO5, CO6
Quizzes of 10% weightage each	20%	Quiz 1 – CO1, CO2, CO3 Quiz 2- CO4, CO5
*Individual Project	15%	CO6
4 End Term Examination	50%	CO1, CO2, CO3, CO4, CO5
Total	100	

*Individual exercise which requires you to choose a NSE 50 company and undertake a complete analysis for their financing decisions over the last 10 years.



Course Objectives:

Bringing ideas to market offers you a unique opportunity to build your knowledge, skills and experience which involves innovation, entrepreneurship and design as core elements. The course introduces you to the themes which are relevant if you want to clearly define problems in the marketplace, develop unique solutions to address these problems, understand how to introduce these solutions into the market place and analyse the financial feasibility of the overall business case. Specific attention is paid to the role which design thinking plays in our current understanding of how to commercialize ideas.

Course Curriculum:

Introduction to entrepreneurship, difference among businessperson, entrepreneur and manager, becoming an entrepreneur, recognizing & shaping opportunities, evaluating the opportunities, different forms of innovation, developing business models, experimenting in entrepreneurial venture, creating & servicing demand in startup, financing and pricing models, building and managing teams, financing new ventures.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Identify significant new venture opportunities and evaluate the various opportunities using a mix of quantitative and qualitative techniques.	Apply	2		2	2		
CO2	Develop the opportunity into a viable venture using business model & system to test out the assumptions to improve the chances of success for the venture	Apply		1	2	3		
CO3	Develop marketing, sales, financing models and pricing for the new venture	Analyze	2					
CO4	Forming and developing the team to work in the ventures	Analyze					2	
CO5	Preparing detailed business plan	Create	2		1			
CO6	Draft and deliver a convincing investor pitch. Discuss the valuation and sourcing of funds from investors.	Create				3	1	2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	15%	CO3, CO4, CO5
Quizzes and assignments (Best 5)	25%	CO3, CO4, CO5
Group Project – BIM & Module Capstone	25%	CO5
End Term Examination	35%	CO1, CO2, CO3, CO4, CO5
Total	100	



COURSE CODE: OPS6703 (PROJECT MANAGEMENT)

Course Objectives:

To provide basic project management skills with a strong emphasis on issues and problems associated with delivering successful projects. To develop the understanding of the various issues encountered in handling different projects and to learn methods, techniques, and 'hands-on' experience in dealing with a live project to be undertaken by students in group during the course delivery.

Course Curriculum:

Introduction to project management, project selection & strategy, defining a project and project layout, organization structure & culture, project time and cost study, project communication, project planning & development, risk management, project resource scheduling, team management & outsourcing management, progress monitoring, project closure & oversight.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	To recognize the value and importance of Project management	Understand						
CO2	To formulate a charter for an operational project model	Apply	3	1		1		1
CO3	To implement the Project management methodology in real life scenario	Analyze	3	1	2		2	
CO4	To optimize the resources with respect to project and its use in Industries	Analyze	3	2		1		1
CO5	To design methods and ways to manage a project in the industry	Evaluate	3	2	2			

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	15%	CO1, CO2, CO3, CO4, CO5
4 Industry scenarios/Case Analysis	20%	CO2, CO3, CO4, CO5
Capstone Project	25%	CO2, CO3, CO4, CO5
End Term Examination	40%	CO1, CO2, CO3, CO4
Total	100	





COURSE CODE: DSC6505 (DATA SCIENCE USING R AND PYTHON)

Course Objectives:

The main objective of this course is to get a solid grasp over R and Python for business decision making. In this course the students will learn how to use R & Python for various exploratory and statistical data analysis.

Course Curriculum:

Exploratory data analysis with R, data visualization with R, introduction to Python and Python data structures, Python fundamentals, exploratory data analysis with Python, data visualization with Python, data exploration and statistical analysis using Python.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	To get familiar with the Python platform	Understand						
CO2	To gain a deep understanding of various libraries and their uses in data science	Understand		1				
CO3	To apply various Python features for data analysis	Apply	3		3			
CO4	To undertake visual analysis for business analysis on Python platform	Analyze	3			3		3
CO5	To take data driven business decisions use of predictive analytical tools on R and Python platforms	Analyze	3		3			

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	15%	CO1, CO2, CO3, CO4, CO5
Quiz	15%	CO1, CO2, CO3, CO4, CO5
Case Analysis and Viva	30%	CO1, CO2, CO3, CO4, CO5
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5
Total	100	





Course Objectives:

This course on Negotiation, Persuasion and Selling Skills is a skill-based learning program that will enable students understand the self as well as others, be able to apply these skills in real time situations, be able to adapt, alter as per situation and relationship at hand during negotiations, interviews, selling, marketing, persuading, or influencing others. This course provides scope for role playing, simulations, real time challenges which they execute after understanding, interpretation, collaboration, adaptation, and application.

Course Curriculum:

Psychometric testing, negotiation skills, akrasia's, trading concessions, meta programs, internal representation, types of negotiators, case studies, influencing strategies, shortcuts to guide human behavior, functions of the mind, NLP presuppositions, need based selling, FABing, push versus pull, sales narratives, hero hooks and compelling propositions, closing techniques.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Acquire a deep understanding of knowing conscious as well as unconscious techniques to negotiate, persuade and sell one's viewpoint	Understand						
CO2	Recognize the other person's style of negotiation, selling and influencing through observation	Apply				2	2	2
CO3	To be able to apply the tools and frameworks in different contexts to one's advantage	Apply			2		3	1
CO4	To be able to break down techniques and use them to one's advantage to closing a deal	Analyze			1		2	1
CO5	To be able to measure the results achieved owing to the skills learnt and applied	Evaluate			1		3	
CO6	To be able to develop and recreate the experiences as per the situation, relationship-at-hand and criticality of task	Evaluate					3	2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Role Plays, Games, Simulations, Video based presentations	65%	CO1, CO2, CO3, CO4, CO5, CO6
Written Assignment	25%	CO1, CO2, CO3, CO4, CO5, CO6
Flip Chart Group Presentation	10%	CO1, CO2, CO3, CO4, CO5, CO6
Total	100	





Course Objectives:

Appreciate the importance, challenge and creativity involved in thinking from a critical systems perspective to understand and solve business problems and to assess critically the issues faced in the business world to develop creative solutions.

Course Curriculum:

Understand the need of systems thinking in solving problems in various functional domains of human resources, operations, supply chain management, project management and marketing, understand the system dynamics approach to systems thinking and modeling, appreciate the importance of other systems approaches like soft systems methodology and critical systems heuristics, structure problems and decision situations using stakeholder analysis, construct strategic models using the Vensim business modelling simulation package to support strategic decision making.

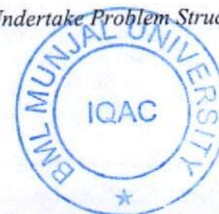
Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understand the need of Systems Thinking in solving problems in various functional domains of Human Resources, Operations, Supply Chain Management, Project Management and Marketing	Understand						
CO2	Understand the system dynamics approach to systems thinking and modelling, and thinking dilemma and mental blocks	Apply		2	3	2	3	
CO3	Appreciate the importance of other systems approaches like soft systems methodology and critical systems heuristics and apply the concepts of thinking, logic, and fallacies	Apply			3		1	
CO4	Structure problems and decision situations using Casual loop diagram	Evaluate			2			
CO5	Construct strategic and creative models using the System Thinking Archetypes to support strategic decision making	Evaluate			3	3		2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	10%	CO1, CO2, CO3, CO4, CO5
Case Analysis	15%	CO1, CO2, CO3, CO4, CO5
*Group Project	35%	CO5
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5, CO6
Total	100	

*Group Project: You will start by selecting an organization and one actual problem facing that organization. Undertake Problem Structuring, Causal Loop Modelling and Strategic Modelling for it





COURSE CODE: MGT7701 (MANAGEMENT OF DESIGN)

Course Objectives:

During this course students will learn concepts, experiences, and tools aimed at increasing their understanding of how business firms can take advantage of design and designers' work to stimulate product and service innovation, and to build and sustain competitive advantage. Furthermore, students will understand and appreciate the important role of consumers in design and innovation.

Course Curriculum:

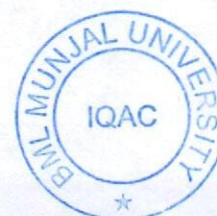
Approaches to innovation, overview of design thinking, creativity and innovation in design thinking for problem solving, techniques for ideation, kai assessments, prototyping, design thinking and innovation in the Indian context, service design: how to design and develop new services, sourcing design and managing design-business collaborations, organizing design.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Acquire and apply understanding of Design Thinking as an approach to Innovation and problem solving	Apply	3					
CO2	Practice the use of some Design Thinking tools	Apply	3			2		
CO3	Analyse these tools to the "design industry", its main actors, and how different types of design consultancies are structured and operate	Analyze	3	2		2		
CO4	Analyse design processes, its methods, and techniques to gain competitive advantage, value creation and strategic renewal	Analyze	3	2		2		
CO5	Design a working model for developing services for better customer experience	Create	3	2		2		

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	10%	CO1, CO2, CO3, CO4, CO5
Design Thinking project <ul style="list-style-type: none"> • Developing a point of view • Ideating • Prototyping 	90%	CO2, CO3, CO4, CO5
Total	100	





Course Objectives:

Intellectual Property Rights have become the key differentiator between wealth creating countries and other countries. The process of IPR creation, its protection and creating wealth from IPR require businesses to a) be aware of the various types of IPR b) the rights from these IPR's c) strategizing business goals with IPR strengths of the organization d) protecting their rights and finally generating wealth from IPR. As students of business management embarking on a career in business this course will provide an opportunity to understand that the foundations of modern business rests on creating, managing and leveraging on IP.

Course Curriculum:

The need for IPR, nature of IPR; types of IPR, IPR and pharma industry, conflicts and issues around copyright, trademark, and other forms of IPR, business models, the essentials, IPR; innovation and SMEs, international disputes at WTO and WIPO, IPR shaping global business; smart phones, coffee chains, strategic management concepts and IPR - offense / defense strategies.

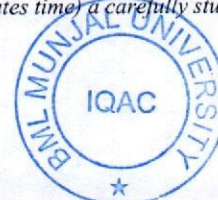
Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understanding the need for IPR; its nature and design to protect the interests of the inventor as well as serve the interests of society	Understand						
CO2	Apply the understanding of various types of IPR for protections that they offer and the process of acquiring IP.	Apply	3		2	3		
CO3	Analyze the significance of IPR in various type of Industry ranging from Pharma to manufacturing SME's, entertainment, publishing, and brands.	Analyze		3	2	3		
CO4	Analyze legal disputes involving IPR and key insights from them.	Analyze			2	3		
CO5	Evaluate suitable Business Models which leverage on IPR.	Evaluate			2	3		1

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
4 quizzes @ 5 % each	20%	CO1, CO2, CO3, CO4
* Project Submission (10 %) * Presentation (10 %)	20%	CO2, CO3, CO4, CO5
Mid-term Exam	20%	CO1, CO2, CO3, CO4
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5
Total	100	

**Project: Identify area of IPR and Business Model they would focus on for their presentation. Study <http://www.wipo.int/ipadvantage/en/> Study the various categories/industry wide/country wide cases and on similar pattern present to the class in session 12 (10 minutes time) a carefully studied case of their own of an Industry where IPR made the difference.*





COURSE CODE: MGT7903 (CAPSTONE SIMULATION)

Course Objectives:

Capstone is a compelling and engaging cross functional business simulation in which the students would be running a live dynamic business entity against competition for several financial years in groups and in teams. The students will be integrating the functioning of -Introduction of a new product, the R&D spend, Marketing, Production Schedules, Production Equipment, Finance, inventing a product and continuing in gaining and sustaining competitive advantage.

Course Curriculum:

Capstone Simulation (Capstone is the world's gold standard in business).

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Evaluate strategies for success of business by engaging in cross functional business simulation	Evaluate	3	3	3	3	3	
CO2	Run live dynamic business entity	Evaluate	3	3	3	3	3	

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Capstone Simulation (Teams)	50%	CO1, CO2
Capstone Simulation (Individual)	50%	CO1, CO2
Total	100	





Course Objectives:

Modern Business has encompassed our lives in myriad ways. The course will make the students learn the basics of Business law encompassing all the legal processes and its impact on the stakeholders. This includes all the laws that govern how to start, buy, manage and close or sell any type of business. Business laws establish the rules that all businesses should follow. Business law addresses the different types of business organizations. There are laws regarding how to properly form and run each type. This includes laws about entities such as corporations, partnerships, and limited liability companies. Also, the interests of business, needs to be ensured so that there are sufficient returns, ownership of process and motivation to make it effective.

Course Curriculum:

Identifying and managing internal and external stakeholder interests - definition of stakeholder, stakeholder engagement, analysis and management, assess the nature of each stakeholder's influence and importance, construct a matrix to identify stakeholder influence and importance, legal relation with suppliers & customers, doing business through agency (law of agency), managing bailment, pledge, hypothecation & mortgage (law of bailment & pledge), managing business disputes, contracts & infrastructure projects: SPV, risk management, financing, managing sales & law (sale of goods act), running business through partnerships (law of partnerships & LLP act), creating and managing company (Indian companies act), law & capital markets: stakeholder interest management, competition & law, use of negotiable instruments in business: bills, PNS, cheques.

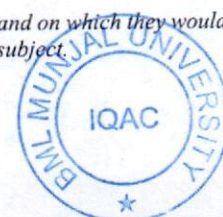
Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Assess the nature of each stakeholder's influence and importance in business	Analyze	3	2			3	
CO2	Analyze the principles of managing stakeholders	Analyze	3	2			3	
CO3	Analyze the legal relations with suppliers and customers as driven by Indian Contract Act	Analyze	3	2		2		
CO4	Analyze the legal processes of doing business through different business models i.e., agency, partnerships etc.	Analyze	3	2		2		
CO5	Analyze legal processes involved in creating and managing company	Analyze	3	2		3		1

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
4 quizzes @ 5 % each	20%	CO1, CO2, CO3, CO4, CO5, CO6
*Mini Project	20%	CO1, CO2, CO3, CO4, CO5, CO6
Mid-Term Exam	20%	CO1, CO2, CO3, CO4,
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5, CO6
Total	100	

*Mini Project: The groups are to identify the set of stakeholders and legal processes related to a particular topic and on which they would focus on for their presentation. Thereafter the groups are expected to go through the law and cases on their chosen and approved subject.





Course Objectives:

This skill course encourages the students to appreciate the business reality of constant change and impact of VUCA (Volatility, Uncertainty, Complexity and Ambiguity) on our decisions. It helps students to understand the difference between day-to-day problems and wicked problems, how they are caused, and their implications; appreciate the need for alternate problem analysis and solving approaches to tackle unclear, recurrent, and wicked problems.

Course Curriculum:

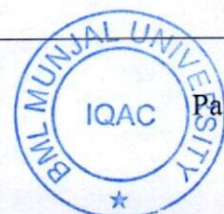
Critical thinking, systems thinking, design thinking and creative problem-solving tools and methods to business problem solving; the role of consulting and advisory services in business; the difference between internal and external consultants, and how to use consultants effectively; essential consulting skills of listening, questioning, probing, abstracting, analysis and synthesis, evaluating and prioritizing, and building consensus; Story-telling – the art of selling an idea or argument persuasively to business executives.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Analyze and identify key issues relevant to a problem in hand and develop a perspective supported by relevant insights and be able to defend an argument (Critical thinking)	Analyze		3	3	2		
CO2	Assess a business situation to find solutions using different Problem-Solving approaches (Problem Solving)	Evaluate		3	3	2		
CO3	If a rational problem-solving approach would not suffice, then to use various creative thinking and/or design thinking tools, and to use them effectively (Creative thinking)	Evaluate		3	3	3		
CO4	Demonstrate ability to appreciate peer group member viewpoints and work in a team environment, exhibiting clear understanding of individual roles and tasks, ability to identify and resolve interpersonal conflicts and contribute to achieving team goals	Create		3			3	3

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case analysis	15%	CO1, CO2, CO3, CO4
Personal Learning Diary	20%	CO1, CO2, CO3, CO4
Group Project	25%	CO1, CO2, CO3, CO4
End Term Examination	40%	CO1, CO2, CO3, CO4
Total	100	



COURSE CODE: MGT7004 (ANALYZING AND MITIGATING RISK)

Course Objectives:

This course will aim to develop a greater understanding of the way the different exposures and risks are analyzed and mitigated in organizations as they engage in global business activities. This course will approach the topic from the perspectives of various academic disciplines that focus on inter-disciplinary managerial issues. The course will address current applications of risk analysis and expose the students to various risk response strategies i.e., risk response strategies for opportunities and threats, risk acceptance, risk avoidance, risk mitigation, probability minimization, impact minimization, transference and establishing reserves.

Course Curriculum:

Identification & assessment of risk, current risk management practice and the rise of erm, enterprise risk management (erm) & standards, risk modelling basics, process risk and response, organizational risk transformation- strategic and operational risks, project risk assessment, transaction risks, bidding risks, it risks and response, entrepreneurial risks & response strategies

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Appreciate different views on risk management practices	Apply		3		1		
CO2	Apply Enterprise Risk Management (ERM) & Standards to business situations	Apply		2	1	2		
CO3	Analyze different risk exposures and develop appropriate responses	Analyze		2		3	2	
CO4	Consider ways to deal with uncertainty and complex outcomes using Stochastic modelling	Analyze	2		3	3		
CO5	Develop effective risk management strategies	Evaluate		2	2	3	2	1

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case analysis	15%	CO1, CO2, CO3, CO4, CO5
Quiz on Stochastic modelling	20%	CO4
*Group Case Analysis	25%	CO1, CO2, CO3, CO4, CO5
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5
Total	100	

*Group Case Analysis: Teams will be given a case for analysis and identification of risk and application of different Risk Analysis and Mitigation frameworks.



COURSE CODE: PSP7703 (ETHICS AND INDIAN ETHOS)

Course Objectives:

In a world wrought with corporate fraud and gross inequalities of income, it becomes meaningful to study ethical imperatives of business management as a governance system for managers as moral agents. And what better way to do this than to delve deeply into Indian ethos and ethics? Indian ethics - steeped in the Indian philosophical belief of the oneness of the universe - is one of the great traditions of moral thought that has over centuries influenced early Asian, Greek, and European thought.

Course Curriculum:

Why do budding managers need to study ethics? is ethics a science, art, or philosophy? what is relativism and pluralism? what does ethics mean in the west, and in India? ethics of the Vedas and Upanishads, ethics of the Bhagvad Gita, ethics of Jainism, ethics of Buddhism, ethics of Sikhism, Indian ethos and motivation, principles of Indian ethos for management and universal applicability, great indian thinkers- Tagore's universalistic personalism, Vivekananda as a world citizen, Ramakrishna's spiritual humanism.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Analyze the ethical teachings of various Indian traditions and religions	Analyze		3			3	
CO2	Have a deeper understanding of one's own moral compass	Analyze					3	
CO3	Be able to gauge what elements of Indian ethics resonate with one's own belief system	Analyze				2	3	
CO4	Evaluate the business practices with lens of ethos and ethics	Evaluate	2	3	2		3	2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case analysis	15%	CO1, CO2, CO3, CO4
*Reflective piece	25%	CO1, CO2, CO3, CO4
Group Case Analysis	25%	CO1, CO2, CO3, CO4
End Term Examination	35%	CO1, CO2, CO3, CO4
Total	100	

* Reflective piece: Enumerate the theories and concepts that you have learned in this course. List some of the values that you would like to ensure remain with you throughout your work- life. What skills do you need to maintain these values? Using the framework below, suggest mechanisms that you would use to lead yourself from -Unconscious Incompetence to Unconscious Competence (or Mindful Competence) in mastering skills that you have decided to strengthen.





COURSE CODE: MGT7905 (INTEGRATED DECISIONS MAKING)

Course Objectives:

An integrative capstone course bringing together multiple business disciplines in an applied, interactive, and engaged learning environment in which students from all options recombine and study/solve complex business and societal strategic issues. Each course team is comprised of students from multiple business specializations and tasked with combining their specialized knowledge on integrated, multi-disciplinary challenges, to make strategic decisions. The students leverage content from their past readings and experiences, combining and applying it with other functional areas to solve complex problems.

Course Curriculum:

To tackle integrated decision-making across business disciplines, in the context of -creative problem solving, innovation and entrepreneurship; multiple, competing agendas and stakeholders; ambiguity and messy, incomplete information; ethical dilemmas, sustainability and shared values; time-pressure and team-based working; learning from failure; to develop active listening and critical reasoning skills, and a willingness to change initial viewpoints based on new insights, and a desire to find win-win solutions; to develop culturally aware, empathetic citizens and future leaders for business and society.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Apply working knowledge of the main disciplines of business, as learned to solve real world problems for corporate, community or social enterprise clients.	Evaluate	3	3				
CO2	Recognize and navigate ethical challenges and develop advanced decision-making, leadership, and communication skills.	Evaluate	2			3	3	3
CO3	Develop critical and creative thinking skills to analyze and identify key issues relevant to business and develop a perspective supported by relevant information to assess the business situation and draw conclusions.	Create	2		3			
CO4	Demonstrate ability to appreciate peer group member viewpoint and work in team environment, exhibiting a clear understanding of individual roles and tasks, ability to identify and resolve interpersonal conflicts and contribute in achieving team goals.	Create		2			3	3

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Group Idea to Prototype Simulation Exercise	100%	CO1, CO2, CO3, CO4
Total	100	

**Project Details: 1. Develop a new product complete from a Ideation to Prototype 2. Prepare Product Samples 3. Work out Product Costing 4. Determine MRP based on competitor pricing 5. Design Product Logo and Brand name 6. Design a Product Advertisement - print and video 7. Build a business plan*



COURSE CODE: MGT7706 (LEVERAGING IT FOR BUSINESS)

Course Objectives:

In this era of technology, every student needs to equip themselves on the ongoing changes happening around to make them corporate ready. The objective of this course is to develop students to construct their awareness of various aspects of information technology for solving various business issues of today. This course will provide students an introduction of both the technical and management concepts needed to survive in the current and future business environment. The students will be able to hone their skills by applying and integrating the concepts learnt during the course for using IT as an enabler for achieving business goals in future.

Course Curriculum:

How is technology reshaping the future of work, technology with a purpose - tech innovations, history and evolution of IT – the trends, current trends of software process models, developing IT strategies for various businesses, designing information system capabilities for competitive advantage, new age IT products, service and solution provider, use of industry wise IT tools and technologies, concern and challenges - data privacy and protection, BCP/DRP and security management, developing online business models.

Course Learning Outcomes:

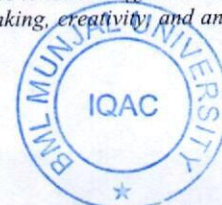
	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understand the evolution of information technology and information systems.	Understand						
CO2	Enhanced ability in strategically managing technology implementations at workplaces.	Apply	3				2	
CO3	Use various traditional and new-age IT tools with its usage in the context to future of work.	Analyze		2				
CO4	Synthesize course theory to build solutions by connecting application of Information technology and systems to business context.	Evaluate	3					
CO5	Building an innovative solution-oriented mindset for becoming a strategic partner in solving major challenges happening around the world.	Create				3		

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	10%	CO1, CO2, CO3, CO4, CO5
Quiz	10%	CO1, CO2
*Individual Project	20%	CO2, CO3, CO4
*Group Project	20%	CO6
End Semester Examination	40%	CO1, CO2, CO3, CO4, CO5
Total	100	

*Individual Project: Developing Info-graphic and short synopsis on recent changes in tech market with reference to technology ethics and innovation.

*Group Project: Students will have to create a conceptual tech-based prototype by involving their critical thinking, creativity and analytical skills. This will also include Industry analysis through secondary research of the given industry.





COURSE CODE: MGT7707 (STRATEGIC MANAGEMENT)

Course Objectives:

Strategy is an integrative discipline. In this course, students are required to take a holistic view of an organization, i.e., organization as a whole rather than in terms of its isolated functions, and in terms of the organization's position in the broader context of industry and environment rather than as an isolated entity. Conceptually, the class will move from strategy analysis to strategy formulation to strategy implementation. The perspective taken is that of the general manager and the course is designed to study the nature of problems and challenges confronted by them and develop analytical skills necessary for functioning effectively as strategists, organization builders and leaders. The course will provide a reasonable foundation to anyone aspiring to grow to top management roles during their professional careers.

Course Curriculum:

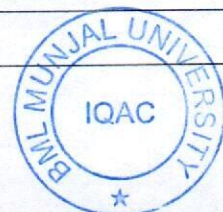
Strategy concept and implications for competitive advantage, external analysis - company environment and strategy, analyzing environment and formulating strategy; internal analysis- analyzing resources and formulating strategy; industry evolution and technological change; company adaptation to external change; strategy of innovation -managing innovation strategy; corporate strategy- managing diversification, managing vertical integration; globalization and strategy; competing globally; aligning strategy and structure; current trends in strategic management.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Develop expertise in the use of tools and techniques available for analyzing a company's external environment and its internal resources to inform strategy formulation	Analyze	3		2	3		
CO2	Evaluate how globalization and technological change pose multidimensional challenges for strategy formulation and implementation, and how these challenges might be tackled	Evaluate		3				
CO3	Develop ability to review and evaluate company performance using different tools like Balance Scorecard	Evaluate	3				2	
CO4	Possess ability to recommend strategy and structure that can contribute to the company's competitive advantage position	Evaluate			3	2	2	

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and Case Discussions	10%	CO1, CO2, CO3, CO4
Individual Project	25%	CO1, CO2, CO3
Group Project Work	25%	CO1, CO2, CO3, CO4
End Term Examination	40%	CO1, CO2, CO3, CO4
Total	100	





Course Objectives:

This perspective course provides a comprehensive understanding of the Indian economy, policy and business environment including its links to the global world. It contains a discussion of the current issues in the global economy and some of the key policy debates in India.

Course Curriculum:

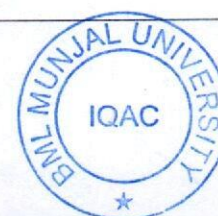
How the economy evolved from independence through the 1980s; the early emphasis on industrialization through import-substitution; restrictive trade regime and sluggish growth in exports; pervasive government regulations and controls over private economic activity; acute structural problems in the 1980s; the balance-of-payments crisis of 1991; reforms thereafter, positive effects on the economy, in particular, faster growth, increased openness, and fewer controls over economic activity; formidable challenges to be overcome by future reforms i.e. improved infrastructure, better-functioning labor markets and widened private ownership can sustain and accelerate economic development. Implications of global economic and political happening in the Indian economy, India-China and impact on India, deliberates on the economic road ahead for India.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Appreciate the economic history of India and how it evolved since independence.	Analyze	2	3				
CO2	Analyze the impact of the reforms undertaken in 1991 upon the Indian economy	Analyze		3				
CO3	Empathize with stance of industrialists, businessmen and agriculturists in the country, because of the changing economic and political scenario across the globe	Analyze		3			3	
CO4	Develop perspectives on the forecasts of economic impacts in India, caused by global activities	Evaluate	3	3	3			

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	10%	CO1, CO2, CO3, CO4
Individual Essay on your perspectives on future of Indian Economy in a global context	20%	CO4
Group Video documentary presenting the evolution of Indian Economy against a global canvas since India's independence	30%	CO1, CO2, CO3, CO4
End Term Examination	40%	CO1, CO2, CO3, CO4
Total	100	





COURSE CODE: SKL7706 (LEADERSHIP DEVELOPMENT)

Course Objectives:

The focus of this course is to give students a practical yet theoretically grounded collection of tools you can use to be an effective leader and developer of people—one who earns the respect, appreciation and gratitude of the people who work with and for you in your future career. This course is designed to introduce students to advanced concepts in developing leadership skills to be successful in organizations. There are 65 styles of leadership and multiple theories that explain the leadership- followership phenomenon, from transformational theory to transactional theory. This course has been developed in such a way for the student to be able to appreciate multiple leadership theories and leadership styles. Further, the course allows the students to develop new insights into advanced topics frameworks to better understand their 'own' leadership style and develop their 'own' leadership capabilities.

Course Curriculum:

Leading through values- ethical leadership, authentic/self-leadership, leadership styles: situational approach, followership paradigms: path-goal and leader-member exchange theories, team leadership, change: transformational leadership, communicate vision that 'sticks', influence others positively in an organizational setting, evaluate differences in personality and leading accordingly and explore their own style of leadership, the key under-utilized listening technique, manage their own leadership development process, apply theoretical concepts to real life organizational scenarios through the use of in-class case studies, work productively in a team situation to produce a team assignment.

Course Learning Outcomes:

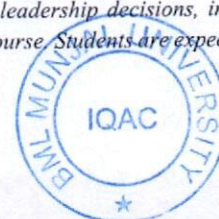
	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Analyze different leadership styles and their impact on followership	Analyze	3				3	
CO2	Explore key issues, frameworks for analysis and for business leaders who have a team or organization to lead and inspire	Evaluate					3	
CO3	Gain leader identity development and visual, vocal, verbal and think-on-your-feet skills to inspire people to act	Create				3	3	
CO4	Develop understanding and skill in carrying themselves like a leader, in sounding like a leader, and craft and deliver simple messages.	Create				2	3	3

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	10%	CO1, CO2, CO3, CO4
*Theatre and Role Play	25%	CO1, CO2, CO3, CO4
*Simulated Game on leadership	25%	CO1, CO2, CO3, CO4
End Term Examination	40%	CO1, CO2, CO3, CO4
Total	100	

**Theatre and Role Play: Theatrical performance by class teams, to understand leadership and team dynamics.*

**Simulated Game: Harnessing the power of gaming for students to self-learn a roadmap to mastering critical leadership decisions, including people management, a game will be played at the individual level. The leadership game will be launched at the start of the course. Students are expected to complete the game in their own time*





Project Objectives:

Applied Business Research Project is a part of MBA Program introduced to achieve the university's mission of creating business ready managers. By enabling every MBA student to do a research driven industry project under a faculty member's guidance, the project makes the students more impactful and valuable to organizations. The most practical benefit of writing an empirical article is that one learns how to persuade and convince others— by culling out relevant information, gathering and analyzing data, and presenting the output to support one's stand and attain one's goals (for example, changing an institutional rule, mobilizing support for a new project, or getting valuable resources). The skill of persuading others is among the best predictors of success in life. The students are free to choose either a desk research project, a live project with a company or a field based primary study.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Define the problem statement clearly and prepare a research design for the study	Evaluate			3			
CO2	Undertake critical literature review to succinctly articulate the findings from the readings	Evaluate		3				
CO3	Use quantitative and/or qualitative data analysis to analyze the data	Evaluate	3					
CO4	Present the findings of the study and managerial implications of the study	Create			3			3

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Research Report and Presentation	100%	CO1, CO2, CO3, CO4
Total	100	





MARKETING ELECTIVES

COURSE CODE: (MARKETING AT THE BOTTOM OF THE PYRAMID)

Course Objectives:

In this course students will learn the 4As Framework (Awareness, Availability, Acceptability and Affordability) to help marketers to deliver new solutions to customers living in emerging markets and have a solid foundation of the BOP business environment and social characteristics of the BOP market to enhance the profitability in the organization.

Course Curriculum:

Introduction to BOP, value, facets, and the BOP - an untapped market, the problem with the “poverty premium”/ ghetto tax, trust a prerequisite, bottlenecks, issues and opportunities, the D’s of MBOP, design thinking, and products and services for the BOP, segmenting and targeting BOP markets, introduction to 4 A’s and application.

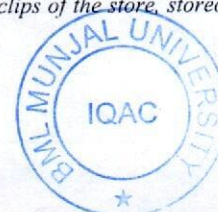
Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understand the characteristics of the evolving rural consumer, rural marketing mix and rural myths and uniqueness involved in serving the BOP customers	Understand						
CO2	Execute and examine field marketing research, process, and its applications in rural areas	Apply	3	3	3	3	1	3
CO3	Able to critically assess and evaluate strength, challenges, and opportunities	Analyze	3		3	3	1	
CO4	Analyzing the innovative strategies and exercises undertaken by both corporate and non-corporate sector organization in developing BOP markets as a potential engine for business and social growth.	Analyze	3	3	3			
CO5	Evaluate 4A’s framework	Evaluate	3	2	3			
CO6	Designing, building, and managing brands in BOP markets	Create	3	2	3	3	2	3

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Individual Class Participation	10%	CO1, CO2, CO3, CO4, CO5, CO6
*Research Project Assignment	25%	CO1, CO2, CO3, CO4, CO5, CO6
Development of Business Idea/activities	20%	CO1, CO2, CO3, CO4, CO5, CO6
Advertisement (Skit)	10%	CO5
End Term Examination	35%	CO1, CO3, CO4, CO5, CO6

**Since majority of the students either come from an urban background or is only exposed to the urban marketing situation; project work is an essential part of learning for this course. Students are required to work in the groups of 2 for their respective project work. As a part of the project, they are required to: (1) Spend few days in a BOP market, and (2) Attend one rural weekly market (haat) and do the research work in rural area. They are required to develop questionnaire and write their experience of their visit to (1) and (2). They are required to take photographs, video clips of the store, storeowner, and the rural weekly market (haat).*



MARKETING ELECTIVES

COURSE CODE: (SERVICES MARKETING)

Course Objectives:

The course is intended to provide students with an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. Participants will be introduced to and can work with tools and strategies that address these challenges. This would lead to the development and understanding of the 'state of the art' service management thinking among students and promote a customer service-oriented mindset.

Course Curriculum:

The extended marketing mix, product versus service, consumer decision making in services, service quality, service standards, service process design, service innovation, service failure and recovery, atmospherics, revenue management and pricing, new service realities, digitization of service.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understand the nature and characteristics of services across diverse contexts.	Understand	1					
CO2	Apply services marketing concepts and theories in business.	Apply			1			
CO3	Evaluate a service quality program.	Evaluate		2				
CO4	Create strategies to effectively market services and measure its performance.	Create	1			1		
CO5	Develop a service orientation and service leadership in business contexts.	Create			2	1	3	

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Test	10%	CO1, CO2, CO3
Case Analysis	20%	CO1, CO2, CO3, CO4
Term Project	30%	CO2, CO3, CO4, CO5
End Term Examination	40%	CO2, CO3, CO4, CO5
Total	100	



MARKETING ELECTIVES

COURSE CODE: MKT7706 (RELATIONSHIP MARKETING)

Course Objectives:

This course helps students to gain an appreciation for the business imperative to shift from transaction-based to relationship-based marketing/ shift from 4 Ps to 4 C's. This course appreciates the application of business intelligence, technology-specific tools, and the contribution of long-term customer relationships and business profitability. The course examines the major themes in relationship marketing along with implications for today's marketing practitioners.

Course Curriculum:

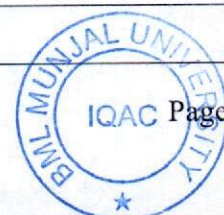
Introduction to relationship marketing - the relational aspect of marketing, from 4 Ps to 4 Cs, relationship marketing vs. transactional marketing, stages of customer relationship building, meaning of customer satisfaction and loyalty - measurement of customer satisfaction (net promoter score), customer experience, customer value - how customer value can be created at each level of the drivers of customer relationships model, how customer context affects value and drives relationships, customer lifetime value, customer engagement - key elements in managing customer engagement, determine the significance of customer experience management in a relationship marketing, metrics for CRM, creating an effective rewards program.

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	PO6
CO1	Gain an appreciation for the business imperative to shift from transaction-based to relationship-based marketing	Understand	1					
CO2	Analyze the interrelationships among customer expectations, customer satisfaction, and customer loyalty	Analyze	2		1			
CO3	Examine the shift from a product-centric approach to profitability to customer engagement approach to profitability	Evaluate	1		3			1
CO4	Create marketing strategies using CRM Metrics such as CLV, CRV, CIV, and CKV real-time	Create	1		3	1	1	2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	10%	CO1, CO2, CO3, CO4
Classroom Exercises (Cases and computation)	20%	CO1, CO2, CO3, CO4
Test/Quiz	10%	CO1, CO2, CO3, CO4
Simulation Result (Customer Centricity – Harvard Simulation)	15%	CO1, CO2, CO3, CO4
End Term Examination	45%	CO1, CO2, CO3, CO4
Total	100%	





MARKETING ELECTIVES

COURSE CODE: (CONSUMER BEHAVIOUR)

Course Objectives:

This course explores consumer behavior from determining consumer needs and wants, the process by which they are satisfied, and the environment in which the behavior occurs. The objectives of the course are to introduce the student to concepts developed in psychology, economics, and sociology and their relationship to consumer behavior, to involve the student directly in the study and analysis of consumer behavior, and to develop in students the ability to translate what can be learned into marketing action implications.

Course Curriculum:

Consumers in the marketplace, problem recognition and information search, applying consumer behavior concepts to real world, strategic marketing management decision making, psychological influences on consumer behavior, sociological influences on consumer decision making, reference group influences, organizational buying and innovation.

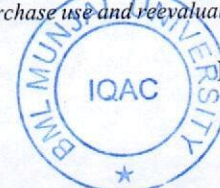
Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Identify and explain factors which influence consumer behavior	Understand	3	2		1		
CO2	Demonstrate how knowledge of consumer behavior can be applied to marketing	Apply	2	1	3		2	
CO3	Gain critical thinking and problem- solving skills	Evaluate				3		
CO4	Gain, evaluate and synthesize information and existing knowledge from several	Analyze	3	2	2	3		
CO5	Work effectively to prepare a professional, logical, and coherent report on consumer behavior issues within a specific context	Apply	3					4
CO6	Deliver an oral presentation in engaging manner	Analyze	2					4

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	20%	CO1, CO2, CO3, CO4, CO5, CO6
2 Class Assignments (experiential learning based) of 10% each	20%	Assignment 1 - CO1, CO2, CO3 Assignment 2 - CO4, CO5
*Major Project:	20%	CO6
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5
Total	100	

**One person, the "consumer", goes through the process of purchasing (without finally purchasing) the item. Choose the person in your team who really cares about the product. The other student in the team acts as "researcher", making notes of the consumer's behavior and the marketing environment, describing, and understanding the whole process. These notes should be very detailed and should cover all the stages of the problem-solving process (i.e., problem recognition, search for relevant information, evaluation of alternatives, choice decision, purchase, and post-purchase use and reevaluation). Based on these notes, both students analyze the decision-making process.*





MARKETING ELECTIVES

COURSE CODE: MKT7701 (BRAND MANAGEMENT)

Course Objectives:

This course in Brand Management is designed to enable the student to acquire the skills necessary to view, build, manage and measure brands to ensure firms' superiority and sustainability in profits. To explore such issues, this course provides relevant and up to-date theories, concepts, techniques, and models in branding.

Course Curriculum:

Introduction to brands and brand management; identifying and establishing brand positioning and values; planning and implementing brand marketing programs; designing marketing programs to build brand equity; measuring and interpreting brand performance; growing and sustaining brand equity.

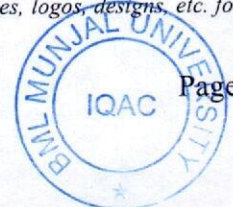
Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understand key principles of branding	Understand	1					
CO2	Explain branding concepts and ideas	Apply	2					
CO3	Conduct the measurement of brand equity and brand performance	Apply	3		2			3
CO4	Practically develop a brand, including positioning and communication	Analyze	1		3		2	
CO5	Prepare a professional, logical, and coherent report in the form of a brand audit	Evaluate	2		2			3
CO6	Deliver an oral presentation in a professional, engaging manner	Evaluate	2			2		3

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case discussion	20%	CO1, CO2, CO3, CO4, CO5, CO6
2 Class Assignments (experiential learning based) of 10% each	20%	Assignment1 – CO1, CO2, CO3 Assignment 2- 2- CO4, CO5
*Major Project:	20%	CO6
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5
Total	100	

***Part A: Brand Audit-** A brand audit enables the organization to know what factors are contributing to a brand's performance. An audit gathers and evaluates information about the brand and competing brands. It can be used to answer questions such as: What is my brand? What is the core proposition of my brand? What do my customers/clients/employees think about my brand? Who are the competing brands and what are they doing? What opportunities are emerging and what can threaten the brand? **Part B:** Your task is to assess the sources of brand strength for your selected brand and suggest ways to leverage that strength in terms of a specific line/brand extension (of your own choosing). Ongoing and new initiatives should be considered at a strategic level (brand positioning and extension, product, and geographical portfolios, etc.) and at a tactical level (names, logos, designs, packaging, communications, etc.). Marketing communications will come into this planning process. Creative and executional detail with respect to names, logos, designs, etc. for your line/brand extension is expected.



MARKETING ELECTIVES

COURSE CODE: MKT7709 (MARKETING METRICS)

Course Objectives:

Quantifying the effectiveness of marketing is an age-old challenge. Marketing spends are regularly challenged by the CEOs and the CFOs as the value of these expenditures to the organization is less than clear. There is an increasing realization that the CMOs and senior marketing executives need to use quantitative methodology to the development, implementation and control of marketing plans and activities. They need to not use hard numbers to justify the strategy, tactics and outcomes with hard numbers. This course provides extensive tools and approaches to measure the effectiveness of marketing expenditures that can help marketing managers to get more "bang" for the buck. The course provides a structured framework to quantify the impact of various marketing efforts, with special attention to assessing both the short-term and long-term implications.

Course Curriculum:

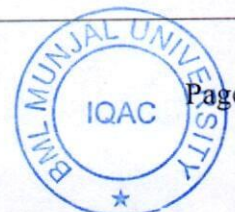
Share metrics, product & portfolio metrics, pricing, margins, profits metrics, sales & distribution metrics, promotion metrics, contemporary media metrics, customer profitability metrics, KPIs, dashboards, ROMI measures.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understand primary and advanced marketing metrics	Understand			2			
CO2	Develop tools to assess the effectiveness of marketing programs, including ROMI (Return on Marketing Investment)	Evaluate	2		1			
CO3	Determine the drivers of customer acquisition and customer retention	Analyze	3					
CO4	Analyse and value the role of intangible assets, such as Brand Equity and Customer Equity	Apply	1		2			
CO5	Develop a marketing dashboard, or set of metrics specific to an organization or industry	Evaluate	3			1		

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case discussion	15%	CO1, CO2, CO3, CO4, CO5
Quizzes & Assignments	25%	CO1, CO2, CO3, CO4
Course Project	25%	CO2, CO3, CO5
End Term Examination	35%	CO1, CO2, CO3, CO4
Total	100	





FINANCE ELECTIVES

COURSE CODE: (INVESTMENTS & PORTFOLIO MANAGEMENT)

Course Objectives:

This course aims to enable student to understand various concepts of portfolio construction and its management. This course focuses upon various related (introductory and advances) concepts required to construct an optimum portfolio and do its rebalancing to achieve the required investment objectives.

Course Curriculum:

Revisiting the portfolio theory, volatility, sharpe ratio, sortino ratio, beta calculations, rebalancing and back testing, portfolio optimization, modelling tail risk using var and expected shortfall, style analysis.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	PO6
CO1	Understanding the concept and rationale behind investment portfolio.	Understand	1		2	2		
CO2	Understanding various portfolio construction and evaluation models.	Understand	1		2	2		
CO3	Apply these methods to construct an optimum portfolio.	Apply	3		2	2		
CO4	Analyze an investment portfolio and do its rebalancing	Analyze	3		2	2		

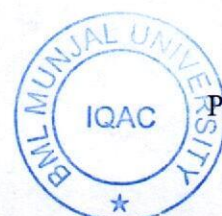
Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case discussion	15%	CO1, CO2, CO3, CO4
2 Quizzes of equal weightage	15%	Quiz 1 – CO1, CO2 Quiz 2- CO3, CO4
**Project	25%	CO4
*Assignment	10%	CO3
End Term Examination	35%	CO1, CO2, CO3
Total	100	

*Assignment 1: Students would require applying various portfolio models to construct investment portfolio.

**Project: Students would be required to

- Analyze the performance of given portfolio (fund) and
- rebalance a given portfolio by
 - shuffling the weightage.
 - eliminating existing securities and
 - adding new securities to it





FINANCE ELECTIVES

COURSE CODE: (BEHAVIORAL FINANCE AND TECHNICAL ANALYSIS)

Course Objectives:

The course aims to generate sensitivity towards psychological aspects in financial decision making, especially investment decisions. It intends to develop understanding of behavioral anomalies resulting into erroneous decision making. It also aims to develop alternative opinion amongst the audience towards assumption of rationality - the core of traditional financial theories such as efficient market hypothesis, arbitrage pricing theory and capital asset pricing model. This course covers Efficient Market Hypothesis and Technical Analysis (theories, charts, and indicators) to analyze financial securities.

Course Curriculum:

Behavioral finance: introduction, foundations of rational finance, efficient v/s irrational markets, psychographic models used in behavioral finance incorporating investor behavior into asset allocation, investor biases: cognitive and emotional biases, implication for practitioners, technical analysis: theories and tools.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	PO6
CO1	Understand the impact of psychological factors on financial decision making.	Understand	2	1	2			
CO2	Analyze the impact of Cognitive and Emotional biases leading to irrationality in financial decisions making.	Apply	2	1	2			
CO3	Apply the understanding of Behavioral Biases to find out the common errors made in predicting the trend in financial decision making.	Apply	2	1	2			
CO4	Analyzing financial assets using technical analysis to take investment decisions.	Analyze	3		2			

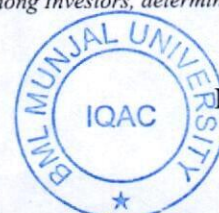
Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case discussion	10%	CO1, CO2, CO3, CO4
2 Quizzes of equal weightage	15%	Quiz 1 – CO1, CO2 Quiz 2- CO3, CO4
**Project	20%	CO3
*2 Assignments of 10% weightage each	10%	CO2
End Term Examination	35%	CO1, CO2, CO3
Total	100	

*Assignment 1: Students would require constructing a portfolio by picking up financial securities based on technical analysis.

*Assignment 2: Students would require assessing financial decision making of retail investors and map the same with expected way of doing so (based on rationality) and find out the deviation in decision making.

**Project: Students would be expected to conduct diagnostic test to find out the presence and level of specific biases among Investors, determinants of presence of these biases and examine the impact of these biases on the performance of their investment.





FINANCE ELECTIVES

COURSE CODE: FIN7002 (ADVANCED CORPORATE FINANCE)

Course Objectives:

The objective of this course is to develop an understanding of decisions financial managers face. This course links fundamental corporate finance and the more specialized courses in corporate finance. The overall objective is to provide deeper insight into key areas to the students within corporate finance.

Course Curriculum:

Valuation of corporate assets: basic concepts and methods, capital structure and financial policy, fisher separation and capital budgeting/investment appraisal, project risk evaluation, corporate risk management, project cost of capital, working capital management in global context, real options concept and analysis, corporate dividend policy, firm expansion through mergers and acquisition (M&A), risk management, options, and option pricing models.

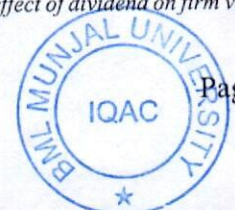
Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	PO6
CO1	Understand various advanced theoretical models of corporate finance.	Understand	2		1	1		
CO2	Apply these tools to perform corporate valuation and design optimum capital structures.	Apply	3	2	2	2		
CO3	Apply advanced capital budgeting techniques in investment decisions.	Apply	3	1	3	2		
CO4	Analyze the link between payout policy and company performance.	Analyze	3	2	3	3		
CO5	Apply risk management tools to effectively manage financial risk of firms.	Apply	3	2	2	2		
CO6	Apply conceptual framework of working capital management to manage various current asset in a global context.	Apply	3	2	2	2		

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case discussion	30%	CO1, CO2, CO3, CO4, CO5, CO6
2 Quizzes of equal weightage	15%	Quiz 1 – CO1, CO2, CO3 Quiz 2- CO4, CO5, CO6
*Project	20%	CO4
End Term Examination	35%	CO1, CO2, CO3
Total	100	

Project: Students would be required to Assess the effect of dividend on firm valuation across different industry; Assess the effect of dividend on firm valuation in different economic conditions; Assess the effect of cash and stock dividend on firm valuation.





FINANCE ELECTIVES

COURSE CODE: FIN5855 (DERIVATIVES AND FINANCIAL RISK MANAGEMENT)

Course Objectives:

In this course we will examine different types of domestic and global financial risks facing corporations and financial institutions. The sources of such risks could be multiple. E.g., the risks may arise from changes in interest rates, foreign exchange rates, commodity prices and stock prices. The course takes the approach of identifying the risks and developing the financial contracts, that provides solutions. In this way, we study the process of financial innovation and financial engineering. In addition, we will also examine some different ways in which financial engineering is used to solve various business problems that do not necessarily involve managing risk. As far as possible, the course is taught at an applied, non-mathematical level.

Course Curriculum:

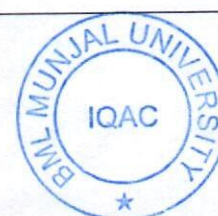
Apply commonly used valuation models to determine market-based prices for forwards, futures, and options, evaluate common hedging techniques, build “synthetic positions”, evaluate fair payoffs for forwards, futures and swaps, employ option trading strategies.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Explain the basic characteristics of derivatives market	Understand						
CO2	Apply the derivatives products for speculations	Apply	3		1			
CO3	Evaluate the hedging strategies using derivatives products	Evaluate	2		2		1	1
CO4	Assess the arbitrage opportunities in the derivative market	Analyze	3		2			
CO5	Application ethical derivatives practices	Apply	2			1		
CO6	Apply relevant conceptual frameworks for effective decision-making	Apply	3	1	2	2	1	2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case discussion	10%	CO1, CO2, CO3, CO4, CO5, CO6
2 Quizzes of 10% weightage each	20%	Quiz 1 – CO1, CO2, CO3 Quiz 2- CO4, CO5
Project	20%	CO6
End Term Examination	50%	CO1, CO2, CO3, CO4, CO5
Total	100	





FINANCE ELECTIVES

COURSE CODE: (PRIVATE EQUITY AND VENTURE CAPITAL)

Course Objectives:

This course covers major private equity investment types including venture capital, venture philanthropy, buyouts, growth investing, impact investments and real estate. Private equity investments include both profit-driven and purpose-driven organizations. We discuss an emerging trend post-global financial crisis in venture philanthropy and impact investing. This module discusses the spectrum of entrepreneurial social finance where venture capital principles may be applied. Discussion covers private equity cycles, from fund raising, structuring to deal screening, valuation, investment negotiations, fund management and performance reporting.

Course Curriculum:

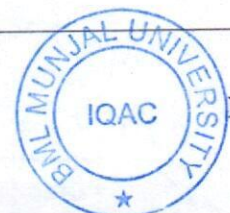
Models, venture capitalists, venture philanthropists, private equity specialists, private equity investors, private equity investment processes, structuring of private equity fund, fundraising, sourcing, structuring and investing, valuation, value creation, exiting impact investors, simulation I: Blackstone/Celanese – round 1, simulation I: Blackstone/Celanese – round 2: ZOPA, BATNA, investment managers and institutional investors with an interest to commit funds to the private equity universe, post-closing adjustments, anti-dilution, staged investments, cram downs structuring a buyout, objectives, CFADS, securities, capital structure and corporate managers who need private equity funding and an understanding in management buyouts, the relation between venture capital and private equity markets and social and economic growth is also important for regulators.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	PO6
CO1	Understand the dynamics of fundraising from various funding institutions	Analyze	3			3		
CO2	Develop a systematic way to screen, analyze, and value high-growth investment opportunities in nascent industries	Analyze	3		3	2		
CO3	Discover effective ways to manage innovative processes	Analyze	2		1	3		
CO4	Acquire a framework to negotiate, price, and structure the best investor terms	Evaluate			2	3		
CO5	Evaluate how to best navigate the shareholder's agreement to avoid costly mistakes	Evaluate	3					
CO6	Evaluate situations to decide how and when to exit the investment	Evaluate	3		2	3		

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case discussion	10%	CO1, CO2, CO3, CO4, CO5, CO6
2 Quizzes of 10% weightage each	20%	Quiz 1 – CO1, CO2, CO3 Quiz 2- CO4, CO5
Project	20%	CO6
End Term Examination	50%	CO1, CO2, CO3, CO4, CO5
Total	100	





FINANCE ELECTIVES

COURSE CODE: (TREASURY & FOREIGN EXCHANGE RISK MANAGEMENT)

Course Objectives:

Treasury and Foreign Exchange Risk Management provide a detailed insight into the treasury functions and managing treasury activities. It also provides an overview of the structure and key functions of the treasury sound treasury management utilizes the right financial products and tools for minimizing risk. This course covers foreign exchange market, money market, bond market operations and related financial products. It therefore analyses the international finance environment within which banks, other intermediaries and companies operate and how it affects their operations in treasury

Course Curriculum:

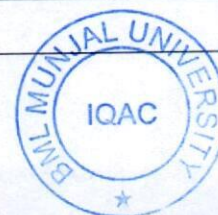
Valuation of bond, calculation of YTM, effective interest rates, duration; MOD duration and its analysis, concepts of clean price, dirty price and accrued interest, use of duration in ALM, gap and immunisation, yield curve analyses and the related strategies, forex markets- live quotes and trading, risk in forex, VaR, SD, factors and determinants of foreign exchange, PPP, IRP, economics- balance of payment, balance of trade, fiscal deficits, trade deficits and their impacts on foreign trades, treasury functions in banks- LAF, ALM in banks, MIBOR, forex derivatives- forwards, futures, currency swaps, options strategies, investments – ETFs, masala bonds, dual currency bonds, euro bonds, carry trades, accounting for treasuries- IND and IFRS standards, derivatives and hedge accounting, transactions and translation exposures.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	PO6
CO1	Understand Valuation of bond, YTM, Effective Interest rates, duration & Mod duration, and its analysis	Understand						
CO2	Apply the learned techniques of clean price, dirty price, and accrued interest	Apply	2		3	2		
CO3	Analyse to the use of duration in ALM, GAP and Immunization	Analyze	2		3	2		
CO4	Evaluate Risk in Forex, VaR, SD etc. Factors and determinants of foreign exchange	Evaluate	1		3	2		
CO5	Evaluate the concepts of model building in treasury market & Yield Curve analyses and the related strategies.	Evaluate	3		3	3		

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case discussion	10%	CO2, CO3, CO4, CO5, CO6
Quizzes of 10% weightage each	20%	Quiz 1 – CO2, CO3 Quiz 2- CO4, CO5
Project	20%	CO6
End Term Examination	50%	CO2, CO3, CO4, CO5
Total	100	



FINANCE ELECTIVES

COURSE CODE: FIN7858 (BUSINESS VALUATION AND MODELLING)

Course Objectives:

This business valuation course provides students with the skills they need to perform detailed business valuation modeling using three main methods: Comps, Precedents and DCF Analysis. The valuation training provided in this course will be valuable to those who are looking for a detailed and step-by-step explanation of how to value a company based on comparable companies, past M&A transactions, and a Discounted Cash Flow (DCF) model.

Course Curriculum:

Drivers of business valuation; techniques of financial statement analysis using spreadsheet modelling; forecasting to generate cash flow forecasts for the firm; calculating discount rates for different sources of funds and analyzing the impact of leverage on WACC; building discounted cash flow (DCF) model using Gordon growth model and terminal value approaches; conducting precedents and comparable analysis using EV/Revenue, EV/EBITDA, EV/EBIT, P/E and their significance in different industries; football field chart to summarize the various valuation methods used in the analysis: COMPS, precedents, DCF.

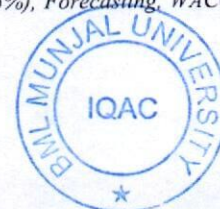
Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Apply the basic techniques of financial statement analysis using spreadsheet modelling	Apply	2			2		
CO2	Apply techniques of integrated forecasting, to generate cash flow forecasts for the firm.	Apply	2			2		
CO3	Estimating discount rates for sources of funds and analyzing the impact of leverage on WACC	Analyze	3	1	2			
CO4	Analyze the impact of Gordon Growth model and Terminal Value approach on the DCF Valuation	Analyze	2		2			
CO5	Evaluate precedents and comparable like EV/Revenue, EV/EBITDA, EV/EBIT, P/E, and their significance in different industries	Evaluate	3		2			

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case discussions	15%	CO1, CO2, CO3, CO4, CO5, CO6
2 Quizzes of 10% weightage each	20%	Quiz 1 – CO1, CO2 Quiz 2- CO3, CO4
*Business Valuation Project	25%	CO1, CO2, CO3, CO4, CO5, CO6
End Term Examination	40%	CO1, CO2, CO3, CO4
Total	100	

*Industry Analysis (5%), Financial Statement Analysis for the company as compared to the industry averages (5%), Forecasting, WACC and Valuation using DCF and Multiples (10%) Week 7, Foot field Analysis and recommendations (5%) Week 8





BUSINESS ANALYTICS ELECTIVES

COURSE CODE: BAT7001 (MARKETING AND PRICING ANALYTICS)

Course Objectives:

In this course students will learn about basics of Marketing Analytics techniques used for business problem especially pertaining to marketing function. This course also includes various techniques to analyze pricing issues in a business organization. In this course students will learn various analytics techniques which are applied in contemporary business problems. Students will learn new research tools and techniques to analyze the business data and convert them into information for the decision managers.

Course Curriculum:

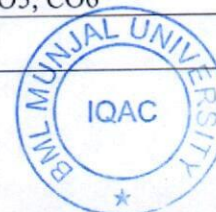
Introduction to marketing analytics and its role in business decision making, basics of business statistics, basics of R, exploratory data analysis using R, project on EDA, and MYDA, perceptual mapping of brands using multi-dimensional scaling, perceptual mapping of brands using multi-dimensional scaling, customer centric marketing models: model of customer lifetime value (CLV), RFM analysis, price: microeconomic view of pricing, developing demand and cost information for pricing decisions, sales forecasting techniques and modeling; multiple regression and time series model, consumer research analytics: principal component analysis, market segmentation strategy: cluster analysis and RFM, product development strategy-conjoint analysis

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO4	PO5
CO1	To understand the concept of marketing analytics and pricing and relate with the contemporary marketing situations.	Understand						
CO2	To understand the marketing situation and identify the relevant data to address the same issue.	Understand						
CO3	To apply the learned techniques on the given business situations.	Apply	2		3	2		
CO4	To kindle creative thinking to explore various options for analysis and model proposition.	Analyse	2		3	2		
CO5	To evaluate various model for a particular business case and judging the best model in terms of taking most appropriate decision	Evaluate	1		3	2		2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Individual Class Participation	15%	CO1, CO2, CO3, CO5, CO6
Assignment 1	15%	CO1, CO2, CO3
Assignment 2	15%	CO1, CO2, CO3, CO4, CO5, CO6
Quiz	15%	CO1, CO2, CO3, CO4, CO5, CO6
End Term Examination	40%	CO1, CO3, CO4, CO5, CO6
Total	100	





BUSINESS ANALYTICS ELECTIVES

COURSE CODE: (ADVANCED BUSINESS RESEARCH)

Course Objectives:

This course explores the role of business research in business management and demonstrates the contribution of business research in management decision-making. The course will develop the skills necessary to do independent business research and perform report writing. The entire course will be handled through workshop mode. All the concepts, theories, and knowledge of the discipline will be driven based on analyzing data and coming to conclusions.

Course Curriculum:

Introduction to qualitative research: group depth interviews, projective technique. sampling in qualitative research and quantitative research, measurement scaling and questionnaire design, design of experiments, linear regression and its variants, factor analysis, cluster analysis, conjoint analysis, multidimensional scaling, report writing.

Course Learning Outcomes:

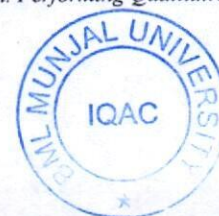
	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understanding the importance, use cases of Business Research within the Organization.	Understand						
CO2	Examine the suitability of research methodology: Qualitative Vs. Quantitative method to approach business problem.	Apply	3		1			
CO3	To analyze questionnaire design requirements, sample size requirements to conduct business research.	Analyze	2		3	2	2	1
CO4	To analyze the data obtained from research and perform suitable qualitative / multivariate analysis in line with the research objectives.	Analyze	3		2	2		
CO5	Demonstrate the qualitative validity / statistical significance of the research findings and devising appropriate managerial implications.	Apply	2		3	1		
CO6	To conceptualize and communicate a comprehensive Research Report based on the research findings and devising a plan of action.	Evaluate	3	1	3	2	1	2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	10%	CO1, CO2, CO3, CO4, CO5, CO6
*Qualitative Research Project	25%	CO1, CO2, CO3
**Analysis of Quantitative Research	25%	CO4, CO5, CO6
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5
Total	100	

*Identifying a suitable business problem and checking the viability of Qualitative Research in addressing the problem. Performing Qualitative Research Study, Making a questionnaire for quantitative study

**Generating findings; Generating suitable managerial implications; Writing a Research Report





OPERATIONS AND SUPPLY CHAIN ELECTIVES

COURSE CODE: OPS7705 (SERVICE OPERATIONS)

Course Objectives:

This course is an introduction to the concepts, principles, problems, and practices of successful service operations management. The course covers the full cycle of building a service business from concept formulation to design and implementation. The course emphasizes on both qualitative and quantitative aspects through real-world case studies and acquaintance with tools needed for everyday operation. Topics covered include the role of services in the economy, strategic positioning and internet strategies, new service development process, managing service expectations, front-office and back-office interface, service quality, yield management, inventory management, waiting time management and advanced models for performance evaluation.

Course Curriculum:

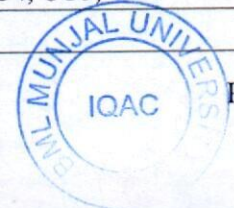
Importance of the service sector; importance of studying operations in services; characteristics of services; classification frameworks; strategic service vision; competitive service strategies; new service development; service innovation; service design elements; designing the service encounter; generic approaches to service system design, case in service design; operations - marketing alignment and fit; facility layout; service process re-engineering; managing capacity and demand; generic strategies of level capacity or chase; strategies for managing demand; strategies for managing capacity; yield management and capacity application decisions; managing waiting lines: queuing models; managing customer operator behavior; reduction of customer induced uncertainty; service quality; define and measure service quality; statistical quality control; six sigma.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understand the nuances involved in conceptualization, design, and implementation of service operations	Understand	3	2				2
CO2	Be able to analyze Service operations, identify opportunities to improve and suggest recommendations	Understand	3	1		2	1	
CO3	Understand the dynamics of Services scope, quality, cost, and their implication on service concept and customer base of the enterprise	Analyze	3	1	3	2		
CO4	Ability to evaluate service delivery options	Evaluate	3		2	1		
CO5	Ability to articulate the service concept through customer delivery	Apply	2	1		3		2
CO6	Tools for matching services supply to demand	Apply	3	1	3	2		1

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation and case discussion	15%	CO1, CO2, CO3, CO4, CO5, CO6
Assignments	35%	CO1, CO2, CO3, CO4, CO5, CO6
Quiz	10%	CO1, CO2, CO3, CO4
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5, CO6
Total	100	





OPERATIONS AND SUPPLY CHAIN ELECTIVES

COURSE CODE: (SUPPLY CHAIN ANALYTICS)

Course Objectives:

The course introduces supply chain analytics concepts, principles, problems, and practices to the students followed by learning and application of tools & techniques for effective supply chain analytics. Examples from diverse industries are discussed to help students to apply their supply chain analytics skills in different contexts.

Course Curriculum:

Basic forecasting methods: moving average and exponential smoothing; trend analysis and decomposition technique; classical optimization: linear programming formulation and sensitivity analysis; decision tree; goal programming; multi criteria decision making techniques (DEA, AHP, TOPSIS and PROMETHEE); transportation problems; assignment problems and transshipment problems; network models; deterministic dynamic programming; deterministic inventory models; probabilistic inventory models; introduction to simulation: monte carlo simulation; discrete event simulation.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Appreciate the relevance of supply chain analytics in context of organizational strategy	Understand	2	3				
CO2	Understand different tools and techniques of analytics in supply chain management processes and their applicability in different scenarios	Evaluate	3	3	3	2		
CO3	Make data driven decisions	Analyze	2		3	2	1	
CO4	Apply decision tools, frameworks, and experience to critically analyze various supply chain issues and challenges.	Apply	3		3	2		
CO5	Understand the impact of changes / uncertainty on supply chain	Analyze	2	2	3	3	1	
CO6	Examine their own personal communication styles and capabilities in numerous one-to-one and team situations	Evaluate	3		1	2		3

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Class Participation	10%	CO1, CO2, CO3, CO4, CO5, CO6
Quiz	20%	CO2, CO3, CO5
Project	30%	CO1, CO2, CO3, CO4, CO5, CO6
End Term Examination	40%	CO2, CO3, CO4, CO5
Total	100	





HUMAN RESOURCE MANAGEMENT ELECTIVES

COURSE CODE: (INTERNATIONAL HUMAN RESOURCE MANAGEMENT)

Course Objectives:

A spurt in culturally diverse teams both within and across countries is a reality today. This requires managers to be more sensitive to cross-cultural issues than ever before. How will managers deal with cross-cultural teams, which include diversity in many forms including expatriates and repatriates? This course seeks to look at HRM through a macro-level international perspective, which throws up a myriad of complex issues and manifold risks. This course is aimed at future leaders and managers who aim to make a mark in global contexts.

Course Curriculum:

Determinants of culture, cultural quotient, international recruitment and selection, developing international staff and multinational teams, repatriation, managing and well-being of global, diverse workforce 8. HR/IR issues in MNCs and corporate social responsibility, comparative IHRM: operating in other regions and countries

Course Learning Outcomes:

	Course Learning Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Recognize the nuances of HRD interventions in different cultural contexts, determinants of cross-cultural management and cultural quotient	Understand		3				
CO2	Demonstrate how to develop international staff and multinational teams and manage CSR activities.	Apply	2	3			2	
CO3	Use evidence-based analysis to test what kind challenges a multinational might face when conducting business in a country	Create	2	3	3			
CO4	Evaluate and demonstrate an ability to interact with and influence others in different settings, by understanding cultural differences	Evaluate	2	2				2

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Case study analysis	10%	CO1, CO2
One quiz on class concepts	20%	CO1, CO2
*Individual project	70%	CO3, CO4
Total:	100	

**To come up with a business plan on manpower challenges when setting up a firm abroad. This will be based on an in-depth analysis of the literature review, interviews at an MNC, and interviews/discussions with MBA students from global universities such as St Mary's, USA.*

- Overview of country culture compared to India (10%)
- SWOT of the country business climate (10%)
- HR-specific challenges for an MNC that wants to conduct business in that country (10%)
- Viva (10%)
- Written project (30%)



HUMAN RESOURCE MANAGEMENT ELECTIVES

COURSE CODE: HRM7701 (TALENT ACQUISITION & MANAGEMENT)

Course Objectives:

The course is based on two perspectives: managing talent in organizations as well as managing one's own talents as an individual. It is important for both HR leaders and business leaders to understand the strategic roles of the talent management process that are activated in organizations. But it is also important for them to develop and realize their own career potential in a boundaryless world. This course therefore focuses on the attraction, acquisition, and retention of talent in organizations.

Course Curriculum:

Global sourcing, employer and employee branding, retention, and succession planning, conflict resolution issues faced by HR leaders and business leaders, negotiation skills, culture management and leadership.

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understand the nuances of talent attraction, acquisition and retention.	Understand	3	1				
CO2	Learn how organizations are using employee engagement surveys to understand the drivers of their employees' satisfiers and dissatisfiers.	Understand	3				2	
CO3	Assess the alignment of talent management with business strategy and different cultures.	Analyze		3	1	1	2	1
CO4	Evaluate current personal practices in talent management, coaching, and communication.	Evaluate			1		3	3
CO5	Implement best practices for helping employees find meaning in their work.	Apply		2	2			3
CO6	Orchestrate a 360-degree feedback process and deliver constructive feedback to improve individual and team performance.	Evaluate			3		2	

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Quiz (2)	15%	CO1, CO2, CO3, CO4
Research Project	35%	CO1, CO2, CO3, CO5, CO6
Case Analysis	15%	CO4, CO5
End Term Examination	35%	CO1, CO2, CO3, CO4, CO5, CO6
Total	100%	



HUMAN RESOURCE MANAGEMENT ELECTIVES

COURSE CODE: HRM7701 (INDUSTRIAL RELATIONS & LABOR LEGISLATION)

Course Objectives:

The fundamental concern of Industrial Relations as a field of study is with investigating the nature of the relationship that exists between an employer and his or her employees – or the employment relationship, as it is generally known. The main aim of this course is to introduce students to the theories, institutions, and practices of industrial relations.

Course Curriculum:

The module examines the role and objectives of the main actors in the employment relations – employers, employees and trade unions and the government, and their interactions in collective bargaining, employee involvement /participation, conflict resolution and expression and the termination of the employment relationship

Course Learning Outcomes:

	Course Outcomes	Bloom's Level	PO1	PO2	PO3	PO4	PO5	P06
CO1	Understand the fundamentals of employer-employee relations.	Understand	2		2			1
CO2	Define, compare and contrast the key theoretical perspectives in labour relations and how the perspectives shape the practice of labour relations.	Understand	3				3	
CO3	Evaluate the role of trade unions, collective bargaining, and conditions of employment.	Evaluate			3		2	2
CO4	Ability to demonstrate a fair understanding of health and safety measures, and regulatory mechanisms guiding Industrial Relations.	Analyze	3		3		3	2
CO5	Implement the key steps in the labour relations process from certification through bargaining, conflict resolution and administration of the collective agreement.	Apply	2		2		3	

Course Evaluations:

Components of Course Evaluation	Weight	Course Outcomes
Quizzes	20%	CO1, CO2, CO3
Gamification (Merchants)	40%	CO1, CO2, CO3, CO5
End Term Examination	40%	CO1, CO2, CO3, CO4, CO5
Total	100%	

