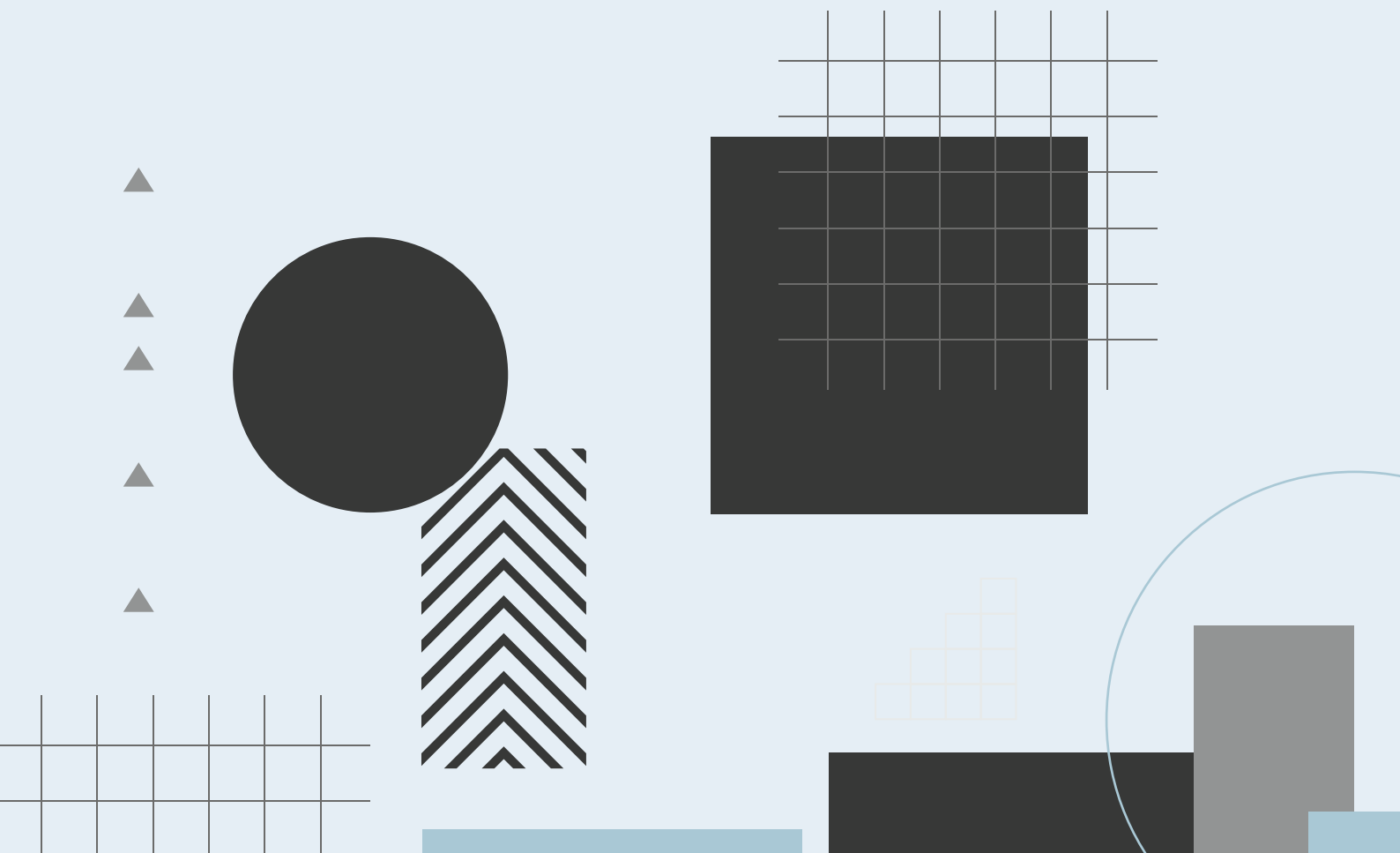


# EMBA SYLLABUS












# A Legacy of 3 Decades of Excellence in Education

Situated at the heart of the cultural capital of Gujarat, Vadodara, Parul University is a testament to the fusion of rich cultural heritage history and the contemporary 21st century. Since its establishment in 1993 to being recognized as Parul University in 2015 under the Gujarat Private Universities Act 2009, the University has emerged as the Best Private University in Western India and has evolved into one of the leading educational institutions in the country. The university has emerged to be a leading destination for innovation, entrepreneurship, research, internationalization, and industry-linked education; paving the way for next-generation leaders of tomorrow. In 2023, the university was accredited with the highest grade of NAAC A++ by the governing body, the National Assessment and Accreditation Council. In 2024, the university was conferred with the status of Category-1 University with a Grant of Graded Autonomy by University Grants Commission (UGC), becoming the youngest private state university to achieve this status. The university has ranked among the Top 50 Universities in Innovation across the nation for two consecutive years in the NIRF rankings, has received the Diamond rating in QS I-GAUGE Indian Universities Rating, and has received Platinum Rating in Outcome-Based Education by the R. World Institutional Rankings.

## A Record of Excellence

 <b>NIRF TOP 50</b> INNOVATIONS RANKING	 <b>PLATINUM I-GAUGE</b> For Entrepreneurship Achievements	 <b>Rated 4/4 Stars</b> by Ministry of Education in IIC Annual Report
 <b>UGC (University Grants Commission) CATEGORY 1 UNIVERSITY</b> With Grant of Graded Autonomy	<b>Notified as CoE CENTRE OF EXCELLENCE</b>	 <b>By the Government of Gujarat</b>

## Discover Parul University

 <b>150+ Acre Campus</b>	 <b>60,000+ Students</b>	 <b>3,500+ International Students</b>
 <b>24,000+ Placements in 2,200+ Companies</b>	 <b>24,000+ In-campus Residency</b>	 <b>175+ National Awards &amp; Rankings</b>
 <b>2,500+ Faculties</b>	 <b>160+ Professors from IITs, NITs, IISc, NIDs &amp; NIFTs</b>	 <b>120+ Foreign Partnerships</b>

## About Executive Development Programs

Executive Development Programs (EDPs) are essential for empowering, industry leaders, managers, and executives with advanced knowledge, strategic insight, and leadership skills.

These programs serve as a bridge between academic learning and practical challenges, equipping professionals to navigate evolving market dynamics and drive organizational success.

The Executive Development Programs (EDPs) at Parul University aim to provide industry leaders, managers, and professionals with advanced skills, strategic insights, and leadership Capabilities.

These programs bridge academic knowledge and real-world applications, facilitating continuous learning and professional growth.

# Program Structure

## Semester 1

- Organizational Behaviour
- Managerial Communication
- Quantitative Analysis for Managers
- Cost and Management Accounting
- Essentials of Marketing
- Economics for Managers

## Semester 2

- Business Law and Ethics
- Strategic Human Resources Management
- Operations and Project Management
- Design Thinking
- Financial Management
- Entrepreneurship and Digital Transformation

## Semester 3

- Corporate Strategy
- Capstone Project 1
- Specialization 1
- Specialization 2
- Specialization 3

## Semester 4

- Environmental, Social and Governance (ESG) Leadership
- Capstone Project 2
- Specialization 1
- Specialization 2
- Specialization 3

# **Semester -1**

## Paper name: Organizational Behavior

**Prerequisite:** Understanding of Basic concepts of Management and working of an organization.

### 1. Rationale :

1. To create Dynamic and Effective Business Professionals and Leaders.
2. To transform the individuals to cater to the needs of society and contribute to Nation building

### 2. Course Objectives:

1. Help the student understand how the 'people' side of the organizations affects effectiveness through concepts
2. Develop the student's ability to observe, understand and analyze the behavior within the organizational context
3. Help the student develop basic skills to deal with the ongoing behavioral dynamics and contribute to organizational effectiveness

### 3. Course Outcome :

After the completion of the course, the students will be able to

1. Analyze individual and group behavior, and understand the implications of organizational behavior on the process of management
2. Evaluate motivational strategies used in a variety of organizational settings.
3. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations
4. Understand how organizational change and culture affect working relationships within organizations.

### 1. Detailed Syllabus

Sr.	Topic	Weightage
1	<b>Module-1: Introduction to Organizational Behavior (OB)</b> 1. Understanding Organizational Behavior (OB) 2. Importance of 3. What is OB 4. Disciplines that contribute to the field of OB 5. Managerial Implications of OB 6. Challenges and opportunities for OB	22.5 %

<p><b>Module 2- The study of Individual</b></p> <ol style="list-style-type: none"> <li>1. Individual abilities</li> <li>2. Knowledge, Skills and Attitude</li> <li>3. Job satisfaction, Its measurement,</li> <li>4. Personality: Traits, Theories and Determinants</li> <li>5. Perception and Individual decision making</li> <li>6. Motivation: Theories, Techniques, Strategies</li> <li>7. Learning: Types and Theories</li> </ol>	22.5 %
<p><b>Module 3 – Study of Group Behavior</b></p> <ol style="list-style-type: none"> <li>1. Group Behavior: Theories, Characteristics, Types.</li> <li>2. Understanding Group Dynamics and Group Roles</li> <li>3. Leadership: Meaning, Styles, Models, Theories</li> <li>4. Diversity and Inclusion</li> <li>5. Power and politics</li> <li>6. Conflict Management: Styles and Strategies</li> </ol>	22.5 %
<p><b>Module 4 – Study of organization level variable</b></p> <ol style="list-style-type: none"> <li>1. Organization structure</li> <li>2. Organization Values and Ethics</li> <li>3. HR Policies and practices</li> <li>4. Managing Change: Theories of Change, Force Field Analysis</li> <li>5. Stress: Causes of Stress, Effect of Stress, Managing Stress at Workplace</li> <li>6. Understanding Organizational Culture</li> <li>7. Leadership and Culture</li> <li>8. Managing Cultural Change</li> </ol>	22.5 %
<p><b>Module 5: Students Need to Prepare Reports and Submit On</b></p> <ol style="list-style-type: none"> <li>1. Employee Engagement and Motivational Strategies for Remote Workers.</li> <li>2. Application of Concepts of Expectancy, Instrumentality and Valence in Developing Employee Motivational Strategies.</li> <li>3. Impact of Personality on Leadership Style and Success.</li> <li>4. Ideal Working Hours Per Week for Maintaining Work Life Balance and Organizational Productivity.</li> </ol>	10%

## 1. Text Books

1. Organizational Behavior (TextBook) Stephen Robbins; Pearson; latest
2. Organizational Behavior (Textbook) L.M.Prasad; Sultan Chand & Sons

## 8. Reference Books

1. Organizational Behavior, Margi Parikh & Rajan Gupta , McGraw-Hill, 2010, Latest Edition
2. Organizational Behavior, K. Aswathappa , Himalaya Publishing House Pvt. Ltd., Latest Edition

## Paper name: Managerial Communications

**Prerequisite:** Understanding of Basic concepts of Management and working of an organization.

### 1. Rationale :

1. To create Dynamic and Effective Business Professionals and Leaders.
2. To transform the individuals to cater to the needs of society and contribute to Nation building

### 2. Course Objectives:

1. Help the student understand how the 'people' side of the organizations affects effectiveness through concepts
2. Develop the student's ability to observe, understand and analyze the behavior within the organizational context
3. Help the student develop basic skills to deal with the ongoing behavioral dynamics and contribute to organizational effectiveness

### 3. Course Outcome :

After the completion of the course, the students will be able to

1. Analyze individual and group behavior, and understand the implications of organizational behavior on the process of management
2. Evaluate motivational strategies used in a variety of organizational settings.
3. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations
4. Understand how organizational change and culture affect working relationships within organizations.

### 1. Detailed Syllabus

Sr.	Topic	Weightage
1	<b>Module-1: Introduction to Organizational Behavior (OB)</b> 1. Understanding Organizational Behavior (OB) 2. Importance of 3. What is OB 4. Disciplines that contribute to the field of OB 5. Managerial Implications of OB 6. Challenges and opportunities for OB	22.5 %

<b>Module 2- The study of Individual</b> <ol style="list-style-type: none"> <li>1. Individual abilities</li> <li>2. Knowledge, Skills and Attitude</li> <li>3. Job satisfaction, Its measurement,</li> <li>4. Personality: Traits, Theories and Determinants</li> <li>5. Perception and Individual decision making</li> <li>6. Motivation: Theories, Techniques, Strategies</li> <li>7. Learning: Types and Theories</li> </ol>	22.5 %
<b>Module 3 – Study of Group Behavior</b> <ol style="list-style-type: none"> <li>1. Group Behavior: Theories, Characteristics, Types.</li> <li>2. Understanding Group Dynamics and Group Roles</li> <li>3. Leadership: Meaning, Styles, Models, Theories</li> <li>4. Diversity and Inclusion</li> <li>5. Power and politics</li> <li>6. Conflict Management: Styles and Strategies</li> </ol>	22.5 %
<b>Module 4 – Study of organization level variable</b> <ol style="list-style-type: none"> <li>1. Organization structure</li> <li>2. Organization Values and Ethics</li> <li>3. HR Policies and practices</li> <li>4. Managing Change: Theories of Change, Force Filed Analysis</li> <li>5. Stress: Causes of Stress, Effect of Stress, Managing Stress at Workplace</li> <li>6. Understanding Organizational Culture</li> <li>7. Leadership and Culture</li> <li>8. Managing Cultural Change</li> </ol>	22.5 %
<b>Module 5: Students Need to Prepare Reports and Submit On</b> <ol style="list-style-type: none"> <li>1. Employee Engagement and Motivational Strategies for Remote Workers.</li> <li>2. Application of Concepts of Expectancy, Instrumentality and Valance in Developing Employee Motivational Strategies.</li> <li>3. Impact of Personality on Leadership Style and Success.</li> <li>4. Ideal Working Hours Per Week for Maintaining Work Life Balance and Organizational Productivity.</li> </ol>	10%

## 1. Text Books

1. Organizational Behavior (TextBook) Stephen Robbins; Pearson; latest
2. Organizational Behavior (Textbook) L.M.Prasad; Sultan Chand & Sons

## 8. Reference Books

1. Organizational Behavior, Margi Parikh & Rajan Gupta , McGraw-Hill, 2010, Latest Edition
2. Organizational Behavior, K. Aswathappa , Himalaya Publishing House Pvt. Ltd., Latest Edition

# Paper name: Quantitative Analysis for Managers

1. **Prerequisite:** Understanding of Basics of Mathematics and Statistics.

## 2. Rationale :

1. Develop numerical skills to solve examples on a variety of topics, including the formulation and testing of hypotheses.
2. Possess a thorough comprehension of the various statistical instruments and their business applications.

## 3. Course Objectives:

1. To impart the basic art and science of gathering, analyzing and using data to identify and resolve managerial and decision making problems.
2. To develop skills in structuring and analyzing business problems using quantitative analysis.
3. To develop aptitude and statistical thinking approach to business problems.
4. To understand the effective use of computer software for resolution of statistical problems.

## 4. Course Outcome :

After the completion of the course, the students will be able to

1. Understand quantitative tools and techniques relevant to business analysis
2. Apply statistical analysis tools commonly used in business decision making
3. Analyze data arising in management environments.

## 5. Detailed Syllabus

Sr.	Topic	Weightage
1	<b>Module 1: Introduction to Business Statistics</b> <b>Introduction to Statistics:</b> Statistics in Business, Basic Statistical concepts, Types of Data- Nominal, Ordinal, Interval and Ratio. Types of Variables: Dependent, Independent, moderating, intervening, extraneous, discrete and Continuous. <b>Visualizing the data:</b> Frequency Distributions, Quantitative Data Graphs, Qualitative Data Graphs, Charts and Graphs for two variables. <b>Descriptive Statistics:</b> Measure of central tendency and measures of variability, for Grouped and ungrouped data, Measures of shape.	22.5 %

2	<p><b>Module 2: Probability, Discrete and Continuous distribution</b></p> <p><b>Probability:</b> Introduction to probability, Methods of Assigning Probabilities, Structure of Probability, Marginal, Union, Joint and Conditional Probabilities, Addition Laws, Multiplication Laws, Conditional Probability, Revision of probability: BAYES' RULE.</p> <p><b>Distributions and Sampling:</b> Discrete Probability Distribution: Discrete Versus Continuous distributions, Binomial Distribution, Poisson Distribution, Hypergeometric Distribution</p> <p>Continuous Probability Distribution: Uniform Distribution, Normal Distribution, Using the Normal Curve to Approximate Binomial Distribution problem, Exponential Distribution</p> <p><b>Sampling:</b> Distributions of the sample Mean and Sample Proportion and Sampling Techniques: Sampling, Types of Sampling</p>	22.5 %
3	<p><b>Module 3: Parametric tests, Regression and Forecasting</b></p> <p><b>Regression Analysis and Correlation:</b> Correlation, Introduction to Simple Regression Analysis, Determining the Equation of Regression Line, Residual Analysis, Standard Error of estimate, Coefficient of Determination, Hypothesis Tests for the slope of the Regression Model and testing the Overall Model, Estimation, and Regression to develop a forecasting trend line.</p> <p><b>Forecasting:</b> Introduction, Smoothing Techniques, trend analysis, Seasonal effects, Index numbers.</p>	22.5 %
4	<p><b>Module 4: Parametric and non-parametric tests</b></p> <p>Difference between parametric and non-parametric tests.</p> <p><b>Parametric Test:</b> Analysis of variance: One-Way Anova.</p> <p><b>Non-Parametric Test:</b></p> <p><u>Univariate tests:</u> Chi square test of goodness of fit test, Chi square test of independence.</p> <p><u>Bi-variate and Multivariate tests:</u> Runs test, Mann-Whitney U test, Wilcoxon matched pairs signed rank test, Kruskal Wallis test, Friedman test</p>	22.5 %
5	<p><b>Module 5:</b></p> <p>Use of Excel, R and Python Application for Descriptive Statistics, Use of Power BI for Data Visualization</p>	10 %

## 1. Text Books

1. Business Statistics for contemporary decision making (TextBook) Ken Black; Wiley Publication; 7<sup>th</sup> Statistics for Management (TextBook)
2. Richard I. Levin and David S. Rubin; Pearson Education, Statistics for Management
3. T N Srivastava and Shailaja Rego; Tata McGraw Hill, Statistics for business and economics

## 2. Reference Books:

1. Reference Books: Anderson, Sweeney, Williams; Thompson Publication; 9th edition
2. Statistics for Managers, D. P. Apte, Excel Books, Latest edition
3. Business Statistics, Naval Bajpai, Pearson, Latest edition

## Paper name: Cost and Management Accounting

1. **Prerequisite:** Understanding of Accounting and its standards

### 2. Rationale :

1. To acquaint the learners with the fundamentals of Financial Accounting.
2. To orient to the Accounting mechanics involved in preparation of Books of Accounts and Financial Statements of a sole proprietor
3. To make the students familiar with International Accounting Standards and International Financial Reporting Standards (IFRS)

3. **Course Objectives:** The course aims to equip students with the knowledge and skills necessary to apply cost concepts to managerial decision making. At the conclusion of the course, they should have mastered the methodology and techniques for applying cost and managerial accounting and information to the formulation of organizational policies and the planning and control of its operations. This course examines the essence of managerial accounting, activity costing, marginal costing, and standard costing, among other topics.

### 4. Course Outcome :

After the completion of the course the students will be able to

1. Remember Various Types of Costs and its implications.
2. Understand the costing techniques and its role in decision making.
3. Create the accounting for overhead costs and process costing.
4. Understand the working of Indian Financial System

### 5. Detailed Syllabus

Sr.	Topic	Weightage
1	<b>MODULE 1: Introduction to Cost Accounting</b> Introduction to Cost Accounting - Objectives and scope of Cost Accounting, Cost centers and Cost units, Elements of Cost, Cost behavior pattern, Separating the components of semi-variable costs, Relationship of Cost Accounting, Financial Accounting, Management Accounting and Financial Management. (Only Theory), Cost Ascertainment (Material Cost), Procurement procedures Store procedures and documentation in respect of receipts and issue of stock, Stock verification. Inventory control, ABC Analysis, Maximum Level, Minimum Level and Reorder Level. (Only Theory - different formats to record material and inventory)	22.5 %

2	<p><b>MODULE 2</b>  <b>Job Costing:</b> Building block concepts of a costing system, Job costing and Process costing, Evaluation and implementation of Job costing, Indirect cost rates, Normal costing, Actual costing, Budgeted indirect costs and End-of-Accounting Year adjustments, Multiple overhead cost pool. <b>(Theory and Practical)</b></p> <p><b>Activity Based Costing: Simple</b> costing using single indirect cost pool, Activity Based Costing System, Cost Hierarchies, comparing alternative costing system, Using ABC Systems for improving cost management and profitability. <b>(Theory and Practical)</b></p>	22.5 %
3	<p><b>MODULE 3</b>  <b>Cost-Volume Profit Analysis:</b> Essentials of CVP analysis, CVP assumptions, Breakeven point and target 5% income, CVP analysis for decision making, Sensitivity analysis and Margin of safety, cost planning and CVP, Effects of sales mix on income, Contribution margin Vs Gross margin. <b>(Theory and Practical)</b></p> <p><b>Marginal costing</b> compared with absorption costing, Contribution, Breakeven analysis and profit volume graph.</p> <p>Decision Making, Make or Buy, Export Order, Sales Mix and Key factors. <b>(Theory and Practical)</b></p>	22.5 %
4	<p><b>MODULE 4</b>  <b>Budget and Budgetary Control</b>  Master Budget and Responsibility Accounting. <b>(Only Theory)</b>  Flexible Budgets and <b>Cash Budget (Theory and Practical)</b>. Direct cost variance <b>(Material and Labor variances Only)</b> and Management Control</p>	22.5 %
5	<p><b>Module - V: Students are required to prepare and present:</b></p> <ul style="list-style-type: none"> <li>• Cost breakdown structure for a software development project</li> <li>• Analysing cost drivers in a construction project</li> <li>• Cost management strategies for large-scale manufacturing projects</li> </ul>	10 %

### 1. Text Books

1. A Textbook on Cost and Management Accounting By M. N. Arora | Vikas Publication | 10th Edition
2. Cost Accounting- A Managerial Emphasis By Charles T. Horngren | Pearson | 14th Edition

### 1. Reference Books

1. **Cost Management Accounting** By Ravi Kishore | Taxman | LATEST
2. Cost Accounting , P C Tulsyani, S Chand , Latest Edition

## Paper name: Essentials of Marketing

1. **Prerequisite:** Understanding of basics of Business environments, Economics and Communication.

### 2. Rationale :

This course offers a comprehensive comprehension of marketing principles, strategies, and techniques. It examines the function of marketing in developing effective marketing strategies and implementing marketing programs. The course covers a variety of marketing management topics, including market analysis, consumer behavior, marketing research, product development, pricing, distribution, and promotional strategies.

### 3. Course Objectives :

1. To familiarize students with basic marketing concepts and theories.
2. To cultivate the analytical and critical reasoning skills of students in the context of marketing decision making.
3. To provide knowledge and instruments applicable to the development of effective marketing strategies.
4. To improve students' comprehension of consumer behavior and market dynamics.
5. To investigate current marketing challenges and emerging trends.

### 4. Course Outcome :

After the completion of the course the students will be able to

1. **Understand** various theoretical as well as practical aspects of Marketing.
2. **Apply** contemporary marketing theories to the demands of business and marketing practices.
3. **Evaluate** various Marketing relating issues.
4. **Create** marketing plan and implement marketing strategies.

Module No	Module Content	Weightage
1	<b>Module 1</b> <b>Foundations of Marketing</b> 1. <b>Introduction to Marketing Management</b> Definition, evolution, and scope of marketing in the digital age, Importance of marketing in the business context, Emerging trends and challenges in marketing. 8 Ps of Marketing. 2. <b>Core Marketing Concepts and Philosophies</b> Customer-centric approach and customer value creation, Marketing orientation and philosophies, Ethical and sustainable marketing practices. 3. <b>Strategic Planning in Marketing</b>	22.5 %

	<p>Corporate and division strategic planning, Business unit strategic planning and product portfolio analysis, Market segmentation, targeting, and positioning.</p> <p>4. <b>Consumer Behavior</b> Understanding consumer decision-making process, Factors influencing consumer behavior in the digital era, Consumer insights and implications for marketing strategies.</p>	
2	<p><b>Module 2</b> <b>Marketing Strategy and Execution</b></p> <p>1. <b>Product Strategy:</b> Product Vs Service, Product Mix: Product Line, Length, Depth, Width and Consistency, Product Life Cycle, Product Diversifications. Product Classifications.</p> <p>2. <b>Pricing Strategy:</b> Skimming Vs Penetration Pricing, Product Line Pricing, Captive Product Pricing, Bundle Pricing, Geographical Pricing. Cost Based Pricing, Value Based Pricing, Competitor Based Pricing.</p> <p>3. <b>Promotion Strategies</b> Promotion Mix, Introduction to Advertising, Sales Promotion, Public Relations, Publicity, Direct Marketing, Personal Selling. Push Promotion Vs Pull Promotion. Brand Positioning and Promotional Strategies.</p> <p>4. <b>Place Strategies:</b> Importance of Middlemen, Selection of Channels, Types of Channels, Factors affecting Selection of Channels. Long Channel Vs Short Channel. Place Decision in the age of Digital Revolution.</p>	22.5 %
3	<p><b>Module 3</b> <b>Marketing Analytics and Insights</b></p> <p>1. <b>Marketing Research and Analytics</b> Marketing information system and data-driven decision making, Market research process and methods, Marketing analytics for customer insights and performance measurement.</p> <p>2. <b>Digital Marketing and E-commerce</b> Fundamentals of digital marketing and e-commerce, Social media marketing and engagement strategies, Search engine optimization (SEO) and online advertising</p> <p>3. <b>Customer Relationship Management (CRM)</b></p>	22.5 %
	<p>Managing customer relationships and customer loyalty, Customer lifetime value and customer retention strategies, CRM technologies and applications.</p>	

4	<p><b>Module 4</b> <b>Emerging Trends in Marketing</b></p> <ol style="list-style-type: none"> <li><b>Artificial Intelligence (AI) and Marketing Automation</b> AI applications in marketing strategy and execution; Marketing automation tools and techniques  Chat bots, virtual assistants, and personalized marketing</li> <li><b>Influencer Marketing and User-Generated Content (UGC)</b> Influencer marketing strategies and partnerships; Leveraging user-generated content for brand promotion; Social listening and reputation management</li> <li><b>Mobile Marketing and Location-Based Services</b> Mobile marketing strategies and mobile app development; Location-based marketing and personalized offers; Mobile advertising and mobile payment systems</li> <li><b>Multichannel Marketing and Customer Experience</b> Creating seamless customer experiences across channels; Multichannel retailing and integrated marketing strategies; Data-driven personalization and customer journey mapping</li> </ol>	22.5 %
5	<p><b>Module 5: Students are required to Submit Project Reports on</b></p> <ol style="list-style-type: none"> <li>Consumer Behavior Analysis of Q-Commerce Industry in India</li> <li>Consumer Behavior Analysis of EV Vehicle Industry in India</li> <li>Marketing Innovation and AI Tools</li> <li>Application of VR Technology in Marketing of Real Estate Projects.</li> </ol>	10%

## 6. Text Books

- Marketing Management, Philip Kotler & Kevin Lane Keller, Pearson Latest Edition
- Principles of Marketing – A South Asian Perspective, Lamb, Hair, Sharma & McDaniel Cengage Learning

## 7. Reference Books

- Fundamentals of Marketing, Stanton, Etzel & Walker, McGraw Hill
- Marketing Management – A South Asian Perspective, Kotler, Keller, Koshy and Jha, Pearson Education
- Marketing Management, Arunkumar and Meenakshi, Vikas Publishing

## Paper name: Economics for Managers (Micro & Macro)

1. **Pre requisite:** Basic Understanding of Economic Terms and basic conceptual knowledge of Economics.
2. **Rationale:** The knowledge of Economics is being used for initiating and accelerating growth in the Economies 1. To expose students to basic micro economic concepts. 2. To apply economic analysis in the formulation of business policies. 3. To use economic reasoning to solve business
3. **Course Objectives:**

The objective of the course is to give the basic foundations of economic literacy and "economic way of thinking" within the course and show how economic knowledge can be applied in real life. During this course, the student will get the basics of economics, "economical way of thinking" and its implementation to everyday life.

### 4. Course Outcome:

After the completion of the course, the students will be able to

1. **Understand** the effect of shifts in market supply and demand curves on price and quantity produced by firms.
2. **Understand** how consumers maximize total utility within a given income using utility concepts.
3. **Analyzing** relationship between different cost and revenue concepts related to production process
4. **Analyze** the pricing mechanism and output determination under different market conditions.
5. **Analyze** the cost of production and revenue of business operations

### 5. Detailed Syllabus

Module No	Module Content	Weightage
1	<b>Module-1: Basic economics concepts</b> Introduction to macroeconomics: Opportunity cost and the Production Possibilities Curve Comparative advantages and the gains from trade Gross Domestic Product, Limitations of GDP, Inflation, Costs of Inflation, Real vs. nominal GDP	22.5%
2	<b>Module-2: Concepts of Demand and Supply</b> Law of Demand. Demand Curve. Movement in the Demand Curve. Exceptions to the Law of Demand, Types & Significance of Elasticity of Demand. Measurement Techniques of Price Elasticity. Demand Forecasting, Types of Demand Forecasting, Methods of Demand Forecasting. Consumers Equilibrium. Utility Analysis Cardinal Utility Approach. Indifference Curve Approach, Consumer Surplus. Law of supply, Elasticity of supply, Economic equilibrium, Factors impacting supply, Supply curve, Movement and shift of supply curve,	22.5%

3	<b>Module-3:Production Functions</b> Production Function with One/Two Variables, , Marginal Rate of Technical Substitution, MRTS, Returns to Scale, Economies of Scale. Diseconomies of Scale Determinants of Cost, Cost-Output Relationship, Short Runvs. Long Run Costs, Average Cost Curves, Break Even Analysis.	22.5%
4	<b>Module-4:Market Structure</b> Perfect Competition, Monopoly, Monopolistic Competition, Duopoly, Oligopoly, Pricing and Employment of Inputs Under Different Market Structures, Price Discrimination, Degrees of Price Discrimination, Pricing strategies Introduction to National Income, National Income Concepts, Determination of national Income, Circular Flow of National Income. Importance, Significance and Benefits of the Circular Flow of National Income, Types, causes and measurement of inflation, Trade Cycles Causes, Policies to counter trade cycles.	22.5%
5	<b>Module-5:</b> Students Need to Prepare and Submit a Report on: <ol style="list-style-type: none"> <li>1. The Debt Crisis: Causes, Impacts, and Solutions.</li> <li>2. Gig Economy and Its Macroeconomic Impacts.</li> <li>3. Luxury Goods Consumption and Veblen Effect</li> <li>4. Dynamic Pricing in E-Commerce: Benefits and Controversies</li> </ol>	10%

## 6. Text Books

- 1 Managerial Economics – Analysis, Problem and Cases- Mehta, P.L S. Chand & Sons, N. Delhi
- 2 D.N. Dwivedi, Managerial Economics, Vikas
- 3 Yogesh Maheshwari, Managerial Economics, PHI.

## 7 Reference Books

1. Managerial Economics - Hirschey .M. - Thomson South western
2. Managerial Economics in a global economy -Salvatore, D.- Thomson South Western Singapore
3. Managerial Economics: Economic Tools for today’s decision makers by Paul G. Keat, Philip K.Y. Young, Pearson Publications
4. Michael Bays; Mote, Paul and Gupta, Managerial Economics: Concepts and Cases, Tata McGraw- Hill Publishing Company Limited, New Delhi, 34th Edition.

# Semester -2

## **Paper name: Business Law and Ethics**

**Prerequisite:** Basic understanding of Business Laws and Ethics

**Rationale:** To develop Critical and analytical thinking capacity of the students and help in widening their Awareness of Global, Environment and Societal issues and Sound Ethical Reasoning and to provide knowledge on emerging trends and how conflict of interests provokes unethical behavior, in good corporate governance.

### **Course Objectives:**

1. To provide basic knowledge of business ethics and values and their relevance in modern context and to provide students with a comprehensive understanding of various legal frameworks and regulations relevant to business transactions and operations.
2. To enable the students, know the importance of ethics in management and decision-making processes and to have comprehensive understanding of the Indian Contract Act, Sale of Goods Act, Negotiable Instruments Act, Consumer Protection Act, Companies Act, Intellectual Property Rights, Environmental Laws, and Information Technology Act.
3. To give an insight on corporate governance practices in India and to define and equip students with the knowledge and analytical skills necessary to navigate legal challenges and compliance requirements in the business world effectively.
4. To impart knowledge on governance which ensures ethics in corporate management and to know rights and duties under various legal Acts.
5. To provide an understanding on legal enforcement for management of corporate health in the interest of shareholders & public and to understand consequences of applicability of various laws on business situations

### **Course Outcome:**

1. It enables the students to know the importance of following ethics in business organizations and Students will demonstrate a thorough understanding of the fundamental principles outlined in the Indian Contract Act, Sale of Goods Act, Negotiable Instruments Act, Consumer Protection Act, Companies Act, Intellectual Property Rights, Environmental Laws, and Information Technology Act.
2. It defines inculcating work values in their professional life and Students will be able

and evaluate legal risks and liabilities in business scenarios and propose appropriate measures for compliance and risk mitigation.

3. To understand the importance of corporate governance to the stakeholders and Students will assess the effectiveness of legal frameworks and regulations in promoting fairness, transparency, and ethical conduct in business operations.
4. Analysis of ethical issues related to business and good governance necessary for long term survival of business and Students will develop strategies for ensuring legal compliance, risk management, and corporate governance best practices within organizations operating in diverse sectors and industries.
5. To provide basic knowledge of business ethics and values and its relevance in modern context and To create critical thinking using law cases.

### Detailed Syllabus:

Sr.No.	Topic	Weightage
1	<p><b>Introduction to Business Ethics:</b> Introduction to Business Ethics: Nature of Ethics; Ethical Concepts and Theories. Professional Ethics for Finance, Marketing &amp; HR Professionals.</p> <p><b>Managerial Ethics:</b> Managerial Ethics: Ethical Decision-Making, Managerial &amp; Ethical Dilemmas at work, Managing Ethical Problems, Managerial Ethics and Individual Decisions, Creative Accounting- Its Role in Business Scandals, Corporate Ethical Leadership and Corporate Social Responsibility, Ethics of Whistle Blowing.</p>	22%

2	<p><b>Corporate Governance:</b></p> <p>Corporate Governance (CG) Global Practice, Sarbanes Oxley Act of 2002, Reports of various committees on CG with recommendations. Narayan Murthy, 2. Dr. Ashok Ganguli 3. Naresh Chandra. 4. CII. 5. OECD. 6. Kumar Mangalam Birla and SEBI Regulations on CG. ( T2)</p> <p><b>Recent Developments in Corporate Governance:</b></p> <p>Recent Development in Corporate Governance: Short-term returns Vs. Long term investment;</p> <p>Impact of shareholder awareness on board decisions; Duties of Board and Independent Directors; Reliability of Financial Reporting; Rebuilding Society’s trust in the corporation; Corporate Governance rankings and Indian Scenario. ICRA’s Methodology for ratings (T2)</p>	23%
3	<p><b>Introduction Indian Contract Act, 1872</b></p> <p><b>Indian Contract Act – 1872</b> General Principles of Contract Act- Introduction, Essentials of a valid contract, Agreement and contract, Types of contracts, Proposal and Acceptance, Capacity to contract, Free consent, performance and discharge of a contract, remedies on breach of a contract. (T-1)</p> <p>Specific Contracts Sections 124 To 238 (Bare act) e.g. Indemnity, guarantee, Bailment, Pledge, Agency, etc Rights &amp; Duties of the respective parties, applications in the business World. (T-1)</p> <p><b>Company Act</b></p> <p><b>Companies’ Act, 2013:</b> Introduction, Types of Companies, Special Provisions for Small Companies, Memorandum &amp; Articles of Association, Prospectus, Appointment and removal of directors, , Issue of Capital, Membership of a company, Meetings of Members &amp; Directors. (T-1)</p>	22%
4	<p><b>Sale of Goods Act:</b></p> <p><b>Sale of Goods Act, 1930:</b> Contract of sale and its features, conditions &amp; warranties, Performance of contract, Rights of an unpaid seller, Breach of Contract. (T-1)</p> <p><b>Negotiable Instruments Act, 1881:</b> Types of Negotiable instruments and their essential features, Parties to negotiable instruments, Discharge of parties from liabilities, Dishonor of Cheques due to insufficiency of funds. (T-1)</p>	23%

5	<p><b>Applied Theory:</b></p> <p>The students need to prepare and submit reports on the following topics within the given time frame:</p> <ol style="list-style-type: none"> <li>1. Ethics of Employee Monitoring: Balancing Productivity and Privacy: Discuss the ethical considerations of employee monitoring and propose guidelines for responsible implementation.</li> <li>2. The Ethics of Corporate Governance: A Study of Board Composition and Firm Performance: Investigate the relationship between board composition and firm performance, and evaluate the ethical implications.</li> <li>3. The Impact of Cyber Law on E-Commerce in India: Investigate the impact of cyber law on e-commerce in India.</li> <li>4. The Impact of Consumer Protection Law on Business Practices in India: Investigate the impact of consumer protection law on business practices in India.</li> </ol>	10%
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### Reference/ Textbooks:

1. Ethics in Business and Corporate Governance (TextBook) S K Mandal; Tata McGraw Hill– Latest Edition; LATEST
2. Business Ethics and Corporate Governance (TextBook) A C Fernando; Pearson
3. Case Studies in Business Ethics Al Gini and Alexei M. Marcoux
4. Business Ethics and Corporate Governance Murthy C.S.V.;  
HIMALAYA PUBLISHING; LATEST
5. Dr. Neeru Vasishth and Dr. Namita Rajput - Corporate Governance values and ethics, Taxmann, Publications Pvt Ltd, New Delhi

# Paper name: Strategic Human Resources Management

**Prerequisite:** Basic understanding of Human Resource Management

**Rationale:** This course presents a thorough and systematic coverage of issues related to strategic human resource management. This course is basically for the students who specialize in the field of Human resource management.

## Course Objective:

1. Understand the investment perspective of HRM and its relevance in strategic decision-making.
2. Apply valuation techniques to measure human capital and assess organizational competencies.
3. Design work systems and structures that align with strategic objectives
4. Evaluate the strategic implications of outsourcing and employee separation
5. Develop strategies to retain talent and manage employee turnover effectively

## Course Outcome:

### Student will be able to:

1. Explain how HRM practices contribute to long-term organizational goals
2. Analyze the impact of human capital on organizational performance
3. Analyze the impact of work systems and structures on strategic outcomes
4. Apply knowledge of outsourcing and employee separation to assess strategic implications.
5. Evaluate the effectiveness of talent retention strategies in managing employee turnover.

## Detailed Syllabus:

Sr. No.	Topic	Weightage
	<b>Introduction To Strategic HRM:</b> <b>An Investment Perspective of Human Resource Management-</b> Adopting an Investment Perspectives; Valuation of Assets; Understanding and Measuring Human Capital and Human Resource Metric <b>Business Environment &amp; Importance of Strategic Planning for Business Success:</b> Environmental forces affecting the prospects of a business ,	

## **Strategic Development of Human Resource:**

### **Leadership Development**

1. Creating a Leadership Development Framework: Design a framework for developing leaders, including identifying competencies, creating development plans, and evaluating effectiveness.
2. The Impact of Leadership Development on Business Performance: Investigate the relationship between leadership development and business performance, including revenue growth and employee engagement.
3. Diversity and Inclusion in Leadership Development: Examine strategies for promoting diversity and inclusion in leadership development, including mentoring and sponsorship programs.

### **Talent Management and Succession Planning**

1. Developing a Talent Management Strategy: Create a framework for developing a talent management strategy, including identifying key positions, assessing talent gaps, and creating development plans.
2. The Impact of Succession Planning on Business Continuity: Investigate the relationship between succession planning and business continuity, including the role of emergency succession planning.
3. Using Data Analytics in Talent Management and Succession Planning: Examine the role of data analytics in talent management and succession planning, including predictive analytics and machine learning.

### **Learning and Development Strategies**

1. Creating a Learning and Development Framework: Design a framework for creating a learning and development strategy, including identifying learning objectives, selecting delivery methods, and evaluating effectiveness.
2. The Impact of Microlearning on Employee Development:

3

22%

## **Strategic approach to compensation and benefits**

### **Strategic Compensation**

1. Designing a Competitive Compensation Strategy: Develop a framework for creating a competitive compensation strategy, including market analysis, job evaluation, and pay structure design.
2. The Impact of Performance-Based Pay on Employee Motivation: Investigate the relationship between performance-based pay and employee motivation, including the role of bonuses, incentives, and stock options.
3. Creating a Total Rewards Strategy: Examine the components of a total rewards strategy, including compensation, benefits, work-life balance, and recognition programs.

### **Benefit Management**

1. Designing a Comprehensive Benefits Package: Develop a framework for creating a comprehensive benefits package, including health insurance, retirement plans, and paid time off.
2. The Impact of Employee Benefits on Recruitment and Retention: Investigate the relationship between employee benefits and recruitment and retention, including the role of benefits in creating a competitive advantage.
3. Creating a Flexible Benefits Program: Examine the components of a flexible benefits program, including flexible spending accounts, health savings accounts, and dependent care assistance programs.

23%

### **Global Compensation and Benefits**

1. Managing Global Compensation and Benefits: Develop a framework for managing global compensation and benefits, including expatriate compensation, international benefits, and global mobility programs.
2. The Impact of Cultural Differences on Compensation and Benefits: Investigate the impact of cultural differences on compensation and benefits, including the role of cultural intelligence in creating effective global compensation and benefits

<b>5</b>	<p><b>Students Need to Prepare and Submit Reports on the following Applied Theory Topics:</b></p> <ol style="list-style-type: none"> <li>1. The Impact of Mergers and Acquisitions on HR Strategy: Examine the impact of mergers and acquisitions on HR strategy, using a case study of a selected organization.</li> <li>2. The Impact of HR Metrics on Strategic HR Decision-Making: Evaluate the impact of HR metrics on strategic HR decision-making, using a case study of a selected organization.</li> <li>3. Employee Engagement and Organizational Commitment: Investigate the relationship between employee engagement and organizational commitment, using a case study of a selected organization.</li> <li>4. The Impact of Gamification on Employee Engagement and Talent Development: Investigate the impact of gamification on employee engagement and talent development, using a case study of a selected organization.</li> </ol>	<b>10%</b>
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**Reference/Text Books:**

1. Strategic HRM (TextBook) Das, Pulak; Cengage Learning
2. Strategic HRM TanujaAgrawala; Oxford
3. Strategic Management of Human Resource (TextBook) Jeffery A Mellow; Cengage Learning; Cengage Learning 3rd Edition
4. Strategic HRM Michael Armstrong; Kogan Page  
Strategic HRM Charles R Greer; Pearson

# Paper name: Operations and Project Management

1. **Prerequisite:** Understanding of basics of Production and Operations Management.

## 2. Rationale :

1. To understand fundamentals of Production and Operations Management.
2. To develop an understanding of the strategic importance of Production and Operations Management.
3. To understand Production System.
4. To learn EOQ concept

## 3. Course Objectives :

1. Understand the role of the operations management (OM) function in the functioning of an Organization
2. Offer a broad survey of the concepts and tools used in operations management.

## 4. Course Outcome :

After the completion of the course the students will be able to

1. Understand the production processes.
2. Apply operation processes effectively
3. Create modern production techniques.
4. Understand quality management.
5. Create management skills needed for the effective operations management.

## 5. Detailed Syllabus

Sr.	Topic	Weightage
1	<b>Module 1:</b> Introduction to Production and Operations Management; Operations Strategy and Competitiveness; Product Design: Types of Product, Product Development Processes; Process Analysis: Types of Processes, Process Performance Metrics; Manufacturing Process, Facility Layouts: Basic Production Layout formats, Work center, Systematic Layout Planning; Assembly Lines; Facility Location: Issues in Facility Location, Plant Location Methods.	22.5%
2	<b>Module 2:</b> Inventory Control: Definition of inventory, Purpose of Inventory, Inventory costs, Inventory System, ABC Inventory Planning; Material Requirement Planning (MRP): Master Production Scheduling (MPS), Material Requirement Planning System Structure, Lot sizing in MRP System; Aggregate Operations Plan: Production	22.5%

3	<p><b>Module 3:</b> Work center scheduling: Nature and importance of Work center, Scheduling and Control functions, Priority Rules and Techniques. Project management: CPM, PERT, Time-Cost Model (Project crashing)</p>	22.5%
4	<p><b>Module 4:</b> 1. Applying Lean Principles in Process Improvement: Investigate the application of lean principles in process improvement, including waste reduction, process mapping, and value stream mapping. 2. The Impact of Six Sigma on Process Variation and Defect Reduction: Examine the impact of Six Sigma on process variation and defect reduction, including case studies and best practices. 3. Applying DMAIC (Define, Measure, Analyze, Improve, Control) in Process Improvement: Investigate the application of the DMAIC framework in process improvement, including case studies and best practices. 4. The Role of Six Sigma in Achieving Operational Excellence: Examine the role of Six Sigma in achieving operational excellence, including its impact on quality, productivity, and customer satisfaction. 5. Designing a Six Sigma Program for Organizational Success: Develop a framework for designing a Six Sigma program, including project selection, team formation, and metrics for success.</p>	22.5%
5	<p><b>Applied Theory: Students Need to Prepare and submit a report on the following Applied Theory Topics:</b></p> <ol style="list-style-type: none"> <li>1. Applying Lean Principles to Improve Operational Efficiency: Investigate the application of lean principles in improving operational efficiency, including waste reduction and process improvement.</li> <li>2. The Impact of Project Management Office (PMO) on Project Success: Examine the impact of PMO on project success, including project governance, risk management, and resource allocation.</li> <li>3. The Impact of Data Analytics on Operational Decision-Making: Examine the impact of data analytics on operational decision-making, including predictive analytics, machine learning, and data visualization.</li> <li>4. Applying Circular Economy Principles in Operations Management: Investigate the application of circular economy principles in operations management, including product design, supply chain management, and waste reduction.</li> </ol>	10%

## 6. Text Books

1. Operations and Supply Management, Tata McGraw Hill, 12th or latest Edition by Richard B Chase, Ravi Shankar, F Robert Jacobs and Nicholas J Aquilano (Text book)
2. Operations Management along the Supply Chain, John Wiley and Sons (Wiley India), Latest Edition by Russell, Roberta S. and Taylor, Bernard W.

## 7. Reference Books

1. Operation Management, CENGAGE Learning India Pvt. Ltd. Latest Edition by David A. Collier, James R. Evans, Kunal Gabguli
2. Production and Operation Management, Kanishka Bedi, Oxford University Press Latest Edition by Kanishka Bedi

# Paper name: Design Thinking

**1. Prerequisite:** Understanding of basics of Design Thinking

## **2. Rationale**

Design Thinking is a human-centered approach to innovation that has been widely adopted by organizations across various industries. It provides a structured methodology for understanding complex problems, generating creative solutions, and prototyping and testing ideas. The ability to think creatively, empathize with users, and develop innovative solutions is essential for professionals in today's fast-paced and rapidly changing business environment. This course aims to equip students with the knowledge, skills, and mindset required to apply Design Thinking principles in real-world contexts.

## **3. Course Objectives**

Upon completing this course, students will be able to:

1. Understand the principles and methodology of Design Thinking: Students will learn the fundamental principles of Design Thinking, including empathy, ideation, prototyping, and testing.
2. Apply Design Thinking tools and techniques: Students will learn and apply various Design Thinking tools and techniques, such as user interviews, observation, mind mapping, and prototyping.
3. Develop creative and innovative solutions: Students will learn to think creatively and develop innovative solutions to complex problems.
4. Collaborate effectively in multidisciplinary teams: Students will learn to work effectively in teams, leveraging diverse perspectives and skills to develop innovative solutions.
5. Communicate design solutions effectively: Students will learn to communicate their design solutions effectively, using storytelling and visualization technique

## **4. Course Outcomes**

Upon completing this course, students will be able to:

1. Demonstrate an understanding of the Design Thinking methodology: Students will be able to explain the principles and stages of the Design Thinking process.
2. Apply Design Thinking tools and techniques to real-world problems: Students will be able to apply Design Thinking tools and techniques to develop innovative solutions to complex problems.
3. Develop and communicate creative and innovative solutions: Students will be able to develop and communicate innovative solutions that meet user needs and expectations.
4. Collaborate effectively in multidisciplinary teams: Students will be able to work effectively in teams, leveraging diverse perspectives and skills to develop innovative solutions.
5. Reflect on their own design thinking processes and identify areas for improvement: Students will be able to reflect on their own design thinking processes and identify areas for improvement.

Sr.	Topic	Weightage
1	<p><b>Module 1: Introduction to Design Thinking</b></p> <p><b>1. Definition and Principles of Design Thinking:</b> Introduce the concept of Design Thinking, its history, and key principles.</p> <p><b>2. Design Thinking Process: Overview of the Design Thinking process,</b> including empathize, define, ideate, prototype, and test.</p> <p><b>3. Case Studies:</b> Showcase examples of Design Thinking in action, highlighting its applications and impact.</p> <p><b>4. Group Activity:</b> Introduce a group activity that demonstrates the power of Design Thinking in solving real-world problems.</p>	22.5%
2	<p><b>Module 2: Empathize and Define</b></p> <p><b>1. Understanding User Needs:</b> Delve into the importance of understanding user needs, desires, and pain points.</p> <p><b>2. Empathy-Building Techniques:</b> Introduce techniques for building empathy, such as user interviews, surveys, and observations.</p> <p><b>3. Defining the Problem:</b> Discuss the importance of defining the problem statement and introduce tools for doing so, such as the "How Might We" (HMW) question.</p> <p><b>4. Group Activity:</b> Have participants practice empathy-building techniques and define a problem statement.</p>	22.5%
3	<p><b>Module 3: Ideate and Prototype</b></p> <p><b>1. Ideation Techniques:</b> Introduce various ideation techniques, such as brainstorming, mind mapping, and SCAMPER.</p> <p><b>2. Idea Generation:</b> Have participants generate ideas using the introduced techniques.</p> <p><b>3. Prototyping:</b> Discuss the importance of prototyping and introduce various prototyping techniques, such as paper prototyping and digital prototyping.</p> <p><b>4. Group Activity:</b> Have participants create prototypes of their ideas.</p>	22.5%
4	<p><b>Module 4: Test and Iterate</b></p> <p><b>1. Testing and Feedback:</b> Discuss the importance of testing and feedback in the Design Thinking process.</p> <p><b>2. Usability Testing:</b> Introduce usability testing techniques and have participants practice testing their prototypes.</p> <p><b>3. Iteration and Refinement:</b> Discuss the importance of iteration and refinement in the Design Thinking process.</p> <p><b>4. Group Activity:</b> Have participants refine their prototypes based on feedback and testing results.</p>	22.5%

<b>5</b>	<p><b>Applied Theory: Students Need to Prepare and submit a report on the following Applied Theory Topics:</b></p> <ol style="list-style-type: none"> <li>1. Applying Design Thinking to Business Model Innovation: Investigate how Design Thinking can be used to innovate business models, including case studies and best practices.</li> <li>2. Design Thinking for Entrepreneurship: Creating Innovative Business Solutions: Examine the role of Design Thinking in entrepreneurship, including ideation, prototyping, and testing.</li> <li>3. Applying Design Thinking to Education: Creating Innovative Learning Experiences: Investigate how Design Thinking can be used to create innovative learning experiences, including case studies and best practices.</li> <li>4. Applying Design Thinking to Social Impact Challenges: Investigate how Design Thinking can be used to address social impact challenges, including case studies and best practices.</li> </ol>	<b>10%</b>
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## **6. Text Books:**

1. "Design Thinking" by Nigel Cross: A comprehensive introduction to Design Thinking, covering its history, principles, and applications.
2. "The Design of Business: Why Design Thinking is the Next Competitive Advantage" by Roger Martin: A business-focused book that explores the role of Design Thinking in driving innovation and competitiveness.

## **7. References Books:**

1. "Creative Confidence: Unleashing the Creative Potential Within Us All" by David and Tom Kelley: A book that explores the role of creativity in Design Thinking and provides practical tips for building creative confidence.
2. "The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators" by Jeff Dyer, Hal Gregersen, and Clayton M. Christensen: A book that identifies the key skills and behaviors of innovative leaders and provides guidance on how to develop them.

# Paper name: Financial Management

**1. Prerequisite:** Understanding of Accounting and its standards

## 2. Rationale:

1. To introduce the fundamentals of Financial Management
2. To orient on the skills set required for Financial Decision-Making Techniques
3. To orient on Financial Statement Analysis and Interpretation

## 3. Course Objectives:

1. Understand the role of financial management in business: Students will learn about the importance of financial management in achieving business objectives.
2. Learn financial concepts and terminology: Students will understand key financial concepts, including time value of money, risk and return, and financial ratios.
3. Understand financial statements and analysis: Students will learn to prepare, analyze, and interpret financial statements, including balance sheets, income statements, and cash flow statements.
4. Learn about financial planning and budgeting: Students will understand the importance of financial planning and budgeting in achieving business objectives.
5. Develop financial analysis and problem-solving skills: Students will learn to analyze financial data, identify problems, and develop solutions.
6. Learn to prepare financial plans and budgets: Students will develop skills in preparing financial plans and budgets, including forecasting and financial modeling.
7. Develop financial decision-making skills: Students will learn to make informed financial decisions, including investment and financing decisions.
8. Learn to communicate financial information effectively: Students will develop skills in communicating financial information to stakeholders, including financial reporting and presentation.

## 4. Course Outcome :

1. Describe the working of Indian Financial System
2. Identify and evaluate the sources of funds of a firm and judge its appropriateness and measure its cost of capital
3. Analyze the financial statements of a firm and assess the financial health of the firm
4. Evaluate and select appropriate projects with the help of investment decision techniques
5. Analyze and evaluate performance of the shares and bonds on the bases of capital structures, dividend policies and the budgeting policies of the companies

## 5. Detailed Syllabus

Sr.	Topic	Weightage
1	<p><b>Module 1: Financial Environment and Financial Statements</b></p> <p>1. Overview of Financial Management: Introduction to financial management, including its role in business, types of financial decisions, and the financial management process.</p> <p>2. Financial Environment: Discussion of the financial environment, including the financial system, financial markets, and financial institutions.</p> <p>3. Financial Statements: Introduction to financial statements, including the balance sheet, income statement, and cash flow statement.</p> <p>4. Financial Statement Analysis: Discussion of financial statement analysis, including ratio analysis, trend analysis, and benchmarking.</p>	22.5%
2	<p><b>Module 2: Time Value of Money and Financial Planning</b></p> <p>1. Time Value of Money: Discussion of the time value of money, including present value, future value, and net present value.</p> <p>2. Financial Planning: Introduction to financial planning, including financial goal setting, financial forecasting, and financial budgeting.</p> <p>3. Financial Planning Tools: Discussion of financial planning tools, including financial models, financial spreadsheets, and financial software.</p> <p>4. Risk Management: Introduction to risk management, including types of risk, risk assessment, and risk mitigation</p>	22.5%
3	<p><b>Module 3: Capital Budgeting and Cost of Capital</b></p> <p>1. Capital Budgeting: Discussion of capital budgeting, including capital budgeting decisions, capital budgeting techniques, and capital budgeting criteria.</p> <p>2. Cost of Capital: Introduction to cost of capital, including cost of debt, cost of equity, and weighted average cost of capital.</p> <p>3. Capital Structure: Discussion of capital structure, including capital structure decisions, capital structure theories, and capital structure models.</p> <p>4. Dividend Policy: Introduction to dividend policy, including dividend policy decisions, dividend policy theories, and dividend policy models.</p>	22.5%

4	<p><b>Module 4: Working Capital Management and Financial Markets</b></p> <ol style="list-style-type: none"> <li>1. Working Capital Management: Discussion of working capital management, including working capital decisions, working capital management techniques, and working capital management criteria.</li> <li>2. Financial Markets: Introduction to financial markets, including types of financial markets, financial market instruments, and financial market regulations.</li> <li>3. Financial Instruments: Discussion of financial instruments, including stocks, bonds, options, and futures.</li> <li>4. Financial Institutions: Introduction to financial institutions, including types of financial institutions, financial institution functions, and financial institution regulations.</li> </ol>	22.5%
5	<p><b>Module 5: Applied Theory: Students Need to Prepare a Report on the following Applied Theory Topics:</b></p> <ol style="list-style-type: none"> <li>1. Applying Net Present Value (NPV) and Internal Rate of Return (IRR) in Capital Budgeting: Investigate the application of NPV and IRR in capital budgeting decisions, including case studies and sensitivity analysis.</li> <li>2. Developing a Comprehensive Financial Plan using Financial Models: Investigate the development of a comprehensive financial plan using financial models, including financial forecasting, budgeting, and scenario analysis.</li> <li>3. Applying Time Series Analysis and Regression Analysis in Financial Forecasting: Examine the application of time series analysis and regression analysis in financial forecasting, including the use of historical data and statistical models.</li> <li>4. Applying Financial Statement Analysis in Financial Decision-Making: Investigate the application of financial statement analysis in financial decision-making, including the use of ratio analysis, trend analysis, and benchmarking.</li> </ol>	10%

## 6. Text Books

1. "Financial Management", Pandey I M, , Latest edition, Vikas Publication, New Delhi
2. "Financial Management", Chandra Prasanna, Latest Edition, Tata McGraw Hill, New Delhi

## 7. Reference Books

1. Financial Management, Khan and Jain, Tata McGraw Hill, Latest Edition
2. Financial Management, P Peruswami, Tata McGraw Hill, Latest Edition

# Paper name: Strategic Human Resources Management

**Prerequisite:** Basic understanding of Human Resource Management

**Rationale:** This course presents a thorough and systematic coverage of issues related to strategic human resource management. This course is basically for the students who specialize in the field of Human resource management.

## Course Objective:

1. Understand the investment perspective of HRM and its relevance in strategic decision-making.
2. Apply valuation techniques to measure human capital and assess organizational competencies.
3. Design work systems and structures that align with strategic objectives
4. Evaluate the strategic implications of outsourcing and employee separation
5. Develop strategies to retain talent and manage employee turnover effectively

## Course Outcome:

### Student will be able to:

1. Explain how HRM practices contribute to long-term organizational goals
2. Analyze the impact of human capital on organizational performance
3. Analyze the impact of work systems and structures on strategic outcomes
4. Apply knowledge of outsourcing and employee separation to assess strategic implications.
5. Evaluate the effectiveness of talent retention strategies in managing employee turnover.

## Detailed Syllabus:

Sr. No.	Topic	Weightage
	<b>Introduction To Strategic HRM:</b> <b>An Investment Perspective of Human Resource Management-</b> Adopting an Investment Perspectives; Valuation of Assets; Understanding and Measuring Human Capital and Human Resource Metric <b>Business Environment &amp; Importance of Strategic Planning for Business Success:</b> Environmental forces affecting the prospects of a business ,	

	<p><b>Business strategy- An Introduction to market Driven strategy:</b> Formulation of market driven strategy, process of Strategic Management</p> <p><b>Resource driven strategy:</b> Organizational stock of resources, human resource based competitive advantage and external labor market, organizational competencies and capabilities, estimating company competitive advantage, evaluating the sustainability of competitive advantage, formulation of strategy.</p>	22%
2	<p><b>Strategic Talent Sourcing:</b></p> <p><b>Employer Branding and Talent Attraction</b></p> <ol style="list-style-type: none"> <li>1. Crafting a Compelling Employer Value Proposition (EVP): Develop a framework for creating an EVP that attracts top talent.</li> <li>2. The Impact of Social Media on Employer Branding: Investigate the role of social media in shaping employer brand perception and attracting talent.</li> <li>3. Employer Branding Strategies for Startups: Examine effective employer branding strategies for startups to attract talent in a competitive market.</li> </ol> <p><b>Sourcing and Recruitment Strategies</b></p> <ol style="list-style-type: none"> <li>1. The Effectiveness of Artificial Intelligence (AI) in Talent Sourcing: Evaluate the benefits and limitations of using AI in talent sourcing.</li> <li>2. Diversity and Inclusion in Sourcing and Recruitment: Investigate strategies for promoting diversity and inclusion in sourcing and recruitment processes.</li> <li>3. The Role of Employee Referrals in Talent Acquisition: Examine the impact of employee referrals on talent acquisition, including benefits and challenges.</li> </ol> <p><b>Talent Pipelining and Future-Proofing</b></p> <ol style="list-style-type: none"> <li>1. Building a Talent Pipeline for Future Business Needs: Develop a framework for creating a talent pipeline that aligns with future business objectives.</li> <li>2. The Impact of Emerging Technologies on Talent Acquisition: Investigate the impact of emerging technologies, such as AI and blockchain, on talent acquisition strategies.</li> <li>3. Future-Proofing Your Workforce: Strategies for Success: Examine strategies for future-proofing your workforce, including upskilling, reskilling, and talent development.</li> </ol>	23%

# **Paper name: Entrepreneurship and Digital Transformation**

**1.Pre-Requisite:** Basic Understanding of Entrepreneurship and Digital Transformation

## **2.Rationale**

The rapid pace of technological change and digital transformation has created opportunities and challenges for entrepreneurs and businesses. To succeed in this environment, entrepreneurs need to develop the skills and knowledge to leverage digital technologies, innovate, and disrupt traditional business models. This course aims to equip students with the entrepreneurial mindset, skills, and knowledge required to thrive in a digitally transformed world.

## **3.Course Objectives**

Upon completing this course, students will be able to:

1. Develop an entrepreneurial mindset: Students will learn to think creatively, take calculated risks, and innovate in the face of uncertainty.
2. Understand digital transformation and its impact on business: Students will learn about the key technologies and trends driving digital transformation and their implications for business.
3. Develop digital literacy and skills: Students will learn about digital tools, platforms, and technologies, and how to apply them to entrepreneurial ventures.
4. Design and develop innovative digital business models: Students will learn how to design and develop innovative digital business models, products, and services.

## **4.Course Outcomes**

Upon completing this course, students will be able to:

1. Analyze the impact of digital transformation on business and entrepreneurship: Students will be able to analyze the key technologies and trends driving digital transformation and their implications for business and entrepreneurship.
2. Develop a digital business model canvas: Students will be able to develop a digital business model canvas, including key elements such as value proposition, customer segments, and revenue streams.
3. Design and prototype a digital product or service: Students will be able to design and prototype a digital product or service, using digital tools and technologies.
4. Pitch a digital business idea: Students will be able to pitch a digital business idea, including a clear value proposition, target market, and revenue model.

Sr.	Topic	Weightage
1	<p><b>Module 1: Entrepreneurial Mindset and Digital Transformation</b></p> <ol style="list-style-type: none"> <li>1. Introduction to Entrepreneurship and Digital Transformation: Overview of the intersection of entrepreneurship and digital transformation.</li> <li>2. Entrepreneurial Mindset: Discussion of the entrepreneurial mindset, including creativity, risk-taking, and adaptability.</li> <li>3. Digital Transformation: Introduction to digital transformation, including key technologies and trends.</li> <li>4. Case Studies: Analysis of successful entrepreneurial ventures that have leveraged digital transformation.</li> </ol>	22.5%
2	<p><b>Module 2: Digital Business Models and Innovation</b></p> <ol style="list-style-type: none"> <li>1. Digital Business Models: Discussion of digital business models, including platform-based, subscription-based, and freemium models.</li> <li>2. Innovation and Ideation: Introduction to innovation and ideation techniques, including design thinking and lean startup.</li> <li>3. Digital Product Development: Discussion of digital product development, including agile methodologies and minimum viable products (MVPs).</li> <li>4. Group Project: Development of a digital business model and innovation plan.</li> </ol>	22.5%
3	<p><b>Module 3: Digital Marketing and Customer Acquisition</b></p> <ol style="list-style-type: none"> <li>1. Digital Marketing: Introduction to digital marketing, including search engine optimization (SEO), pay-per-click (PPC) advertising, and social media marketing.</li> <li>2. Customer Acquisition: Discussion of customer acquisition strategies, including content marketing, email marketing, and influencer marketing.</li> <li>3. Digital Analytics: Introduction to digital analytics, including Google Analytics and data-driven decision-making.</li> <li>4. Case Studies: Analysis of successful digital marketing and customer acquisition campaigns.</li> </ol>	22.5%
4	<p><b>Module 4: Digital Entrepreneurship and Scaling</b></p> <ol style="list-style-type: none"> <li>1. Digital Entrepreneurship: Discussion of digital entrepreneurship, including startup strategies, funding options, and scaling challenges.</li> <li>2. Scaling a Digital Business: Introduction to scaling a digital business, including hiring, team management, and process optimization.</li> <li>3. Digital Governance and Risk Management: Discussion of digital governance and risk management, including cybersecurity, data protection, and regulatory compliance.</li> <li>4. Final Project: Development of a comprehensive digital entrepreneurship plan, including a business model, marketing strategy, and scaling plan.</li> </ol>	22.5%

5	<p><b>Module 5: Applied Theory: Students Need to Prepare a Report on the following Applied Theory Topics:</b></p> <ol style="list-style-type: none"> <li>1. Global Digital Entrepreneurship: Opportunities and Challenges: Investigate the opportunities and challenges of global digital entrepreneurship, including cultural differences, language barriers, and regulatory environments.</li> <li>2. Applying Lean Startup Principles in Digital Entrepreneurship: Investigate the application of lean startup principles in digital entrepreneurship, including rapid experimentation, customer feedback, and pivoting.</li> <li>3. The Role of Digital Technologies in Entrepreneurial Opportunity Recognition: Investigate the role of digital technologies in entrepreneurial opportunity recognition, including social media, big data, and artificial intelligence.</li> <li>4. Applying Design Thinking in Digital Transformation: Investigate the application of design thinking in digital transformation, including empathy, ideation, prototyping, and testing.</li> </ol>	10%
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#### 6. Text Books:

1. Entrepreneurship and Digital Transformation explores how entrepreneurial processes contribute to developing new products and services and innovative business models <sup>2</sup>.
2. Digital Entrepreneurship: Exploring Alertness, Orientation, and covers topics such as promoting the growth of the digital economy, predicting entrepreneurial performance, and social media analytics <sup>3</sup>.
3. The Digital Transformation Playbook by David Rogers provides guidance and strategies for businesses looking to adapt to the digital age.

#### 7. References Books:

- Digital Entrepreneurship: Impact on Business and Society by Mariusz Soltanifar, Mathew Hughes, and Lutz Göcke explores the global challenges and experiences related to digital entrepreneurial activities <sup>1</sup>.
- Digital Transformation: Survive and thrive by Thomas M. Siebel provides an insightful analysis of cutting-edge technologies and offers advice on how organizations can use these technologies to become digital entrepreneurs.
- Designed for Digital by Cynthia M. Beath offers a crucial manual for repurposing businesses for digital success.

# Semester -3

## **Paper name: Corporate Strategy**

**Prerequisite:** Basic understanding of various functional areas of management like Marketing, HR, Finance, Operations etc.

### **Rationale**

The rationale behind a corporate strategy paper is to provide students with a comprehensive understanding of strategic management and business policy. This involves analyzing the reasoning and justification behind corporate decisions, understanding the strategic management process, and learning how to apply theoretical concepts to real-world business problems <sup>1</sup>.

### **Course Objectives**

- **Understand Strategic Management:** Describe the role of strategic management in successful companies and understand the components that formulate a strategic intent.
- **Strategy Formulation:** Enable students to understand the principles of strategy formulation, implementation, and control in organizations.
- **Business Policy and Strategy:** Provide students with knowledge on business policy and strategy and its implications for management decision-making and society.
- **Corporate Finance Strategies:** Understand the details of corporate finance and strategies involved in corporate decisions.

### **Course Outcomes**

- **Analyze Strategic Management:** Students will be able to analyze and apply strategic management concepts to real-world business problems.
- **Formulate Business Strategies:** Students will be able to formulate different strategies at the business and corporate levels.
- **Evaluate Corporate Decisions:** Students will be able to evaluate the effectiveness of corporate decisions and strategies.
- **Develop Strategic Intent:** Students will understand the components that formulate a strategic intent and be able to develop a strategic plan for an organization

## Detailed Syllabus:

SR. No	MODULE	Weightage
1	<p><b>Module-1: Foundations of Corporate Strategy</b></p> <p>Definition and scope of corporate strategy</p> <p>Strategic vs. operational decisions</p> <p>Vision, mission, and values</p> <p>Levels of strategy: corporate, business, functional</p> <p>Strategy formulation process</p> <p>External environment analysis (PESTEL, Industry analysis)</p> <p>Internal analysis (VRIO, value chain)</p> <p>Key Frameworks:            SWOT Analysis            Porter's Five Forces            Resource-Based View (RBV)</p>	22.5%
2	<p><b>Module 2: Growth and Competitive Advantage</b></p> <p>Corporate growth strategies: organic, inorganic, strategic alliances</p> <p>Diversification: related vs. unrelated</p> <p>Vertical integration: forward and backward</p> <p>Global strategy and international expansion</p> <p>Competitive advantage: cost leadership, differentiation, focus</p> <p>Strategic innovation and disruption</p> <p><b>Case Studies:</b></p> <p>Amazon's vertical integration            Disney's diversification strategy</p>	22.5%

3	<p><b>Module 3: Strategy Implementation and Organizational Design</b></p> <p>Strategy execution challenges</p> <p>Organizational structure and design</p> <p>Strategic control systems</p> <p>Leadership and corporate governance</p> <p>Change management and strategic renewal</p> <p>Culture and strategy alignment</p> <p><b>Tools:</b> Balanced Scorecard McKinsey 7S Framework</p>	22.5%
4	<p><b>Module 4: Strategic Evaluation and Corporate Responsibility</b></p> <p>Strategic performance measurement</p> <p>Risk analysis and mitigation</p> <p>Scenario planning and contingency strategies</p> <p>Corporate social responsibility (CSR)</p> <p>ESG (Environmental, Social, Governance) strategy</p> <p>Stakeholder management</p> <p>Ethics in strategic decision-making</p>	22.5%
5	<p><b>Module 5: Students Need to Prepare Reports and Submit On:</b></p> <p>Question 1 Case Study: A diversified conglomerate with multiple business units is considering a new corporate strategy to improve profitability. The company has a strong presence in the domestic market but wants to expand globally. Using the Ansoff Matrix, analyze the potential growth strategies for the company and recommend the most suitable option.</p> <p>Question 2 Scenario: A company in the technology industry is facing intense competition and declining market share. The CEO is considering a strategic shift from a broad differentiation strategy to a focus strategy. Using Porter's Generic Strategies framework, evaluate the potential benefits and risks of this strategic shift and provide recommendations.</p>	10%

### Question 3

Case Study: A family-owned business is considering succession planning and expansion into new markets. Using the VRIO framework, analyze the company's internal resources and capabilities and identify potential strategic opportunities for growth. Recommend a corporate strategy that leverages the company's strengths and addresses its weaknesses.

### Question 4

Scenario: A company in the retail industry is facing disruption from e-commerce players and changing consumer behavior. Using the PESTEL framework, analyze the external environment and identify potential strategic opportunities and threats. Recommend a corporate strategy that responds to these changes and positions the company for long-term success.

# Capstone Project-1

## Format of the Report:

### Capstone Project Format for Executive MBA Students

#### 1. Title Page

Project Title

Student Name(s)

Program Name (Executive MBA)

Institution Name

Date of Submission

#### 2. Executive Summary (1–2 pages)

Brief overview of the project

Key findings and recommendations

Strategic relevance to business or industry

#### 3. Introduction

Background and context

Problem statement or opportunity

Objectives of the project

Scope and limitations

#### 4. Literature Review / Theoretical Framework

Key theories, models, and frameworks relevant to the topic

ESG, strategic leadership, innovation, or governance concepts

Industry benchmarks or best practices

#### 5. Methodology

Research design (qualitative, quantitative, mixed)

Data sources (primary interviews, secondary reports, case studies)

Analytical tools (SWOT, PESTEL, ESG metrics, etc.)

#### 6. Analysis and Findings

Data interpretation and insights

Strategic implications

ESG performance evaluation (if applicable)

**Specialisation:**

**Human**

**Resource**

**Management**

## Paper name: HR Analytics and Applications

1. **Prerequisite:** Basic understanding of HR concepts, data analytics, and Excel is recommended; no advanced programming required.
2. **Rationale :**
  - **Data-Driven Decision Making:** HR Analytics helps organizations move from intuition based HR decisions to data-driven strategies, improving workforce planning, talent management, and employee engagement.
  - **Improved Business Outcomes:** By analyzing HR metrics such as employee performance, retention rates, and recruitment efficiency, businesses can optimize human capital management, reduce costs, and enhance productivity.
3. **Course Objectives:**
  - **Understand HR Analytics** – Learn the role of data in human resource management and decision-making.
  - **Develop Data Analysis Skills** – Gain expertise in collecting, processing, and interpreting HR data.
  - **Apply Analytical Tools** – Use tools like Excel, SQL, or Python to analyze HR metrics and trends.
  - **Make Data-Driven HR Decisions** – Utilize insights to improve recruitment, performance management, and employee retention.
4. **Course Outcome :**
  - **Comprehensive Understanding:** Gain a clear understanding of HR analytics and its critical role in driving effective human resource management.
  - **Data Proficiency:** Develop skills in collecting, managing, and analyzing HR data to identify key trends and insights.
  - **Tool Utilization:** Become proficient in using analytical tools such as Excel, SQL, or Python to process and interpret HR data.
  - **Strategic Application:** Learn to translate data-driven insights into actionable HR strategies that enhance recruitment, performance, and retention.

## 5. Modules:

S.NO	Modules	Weightage
1	<b>Module 1: Foundations of HR Analytics</b>  1. Evolution of HR Analytics: Explore the historical development and emerging trends in data-driven HR practices.  2. Key HR Metrics and KPIs: Identify and define the core performance indicators used to measure HR effectiveness.  3. Data-Driven Decision Making: Analyze case studies where HR analytics transformed strategic decisions.  4. Ethical and Legal Considerations: Address privacy, bias, and compliance issues in managing HR data	22.5%

<p><b>2</b></p>	<p><b>Module 2: Data Collection and Management in HR</b></p> <ol style="list-style-type: none"> <li>1. Identifying Data Sources: Understand internal and external sources such as HRIS, surveys, and social media analytics.</li> <li>2. Data Quality and Governance: Learn best practices for ensuring data accuracy, consistency, and security.</li> <li>3. Data Integration Techniques: Master methods for merging diverse data streams to create a unified HR dataset.</li> <li>4. Managing Big Data in HR: Tackle real-world challenges of handling large volumes of HR data and ensuring scalability.</li> </ol>	<p><b>22.5%</b></p>
<p><b>3</b></p>	<p><b>Module 3: Analytical Tools and Techniques for HR</b></p> <ol style="list-style-type: none"> <li>1. Statistical Methods in HR: Apply descriptive, predictive, and prescriptive analytics to solve HR challenges.</li> <li>2. HR Analytics Software: Gain practical experience with Excel, SQL, Python, and specialized HRIS tools.</li> <li>3. Data Visualization and Reporting: Create dynamic dashboards and reports to communicate insights effectively.</li> <li>4. Advanced Analytics Techniques: Explore machine learning and AI applications tailored to HR scenarios.</li> </ol>	<p><b>22.5%</b></p>
<p><b>4</b></p>	<p><b>Module 4: Strategic Application and HR Decision-Making</b></p> <ol style="list-style-type: none"> <li>1. Workforce Planning and Talent Management: Use analytics to optimize staffing, succession planning, and recruitment strategies.</li> <li>2. Performance Management and Employee Engagement: Leverage data to drive improvements in employee performance and satisfaction.</li> <li>3. Predictive Analytics for HR Outcomes: Forecast turnover, retention, and productivity trends using real-world models.</li> <li>4. Measuring Impact and ROI: Evaluate the effectiveness of HR initiatives through performance metrics and ROI analysis</li> </ol>	<p><b>22.5%</b></p>
<p><b>5</b></p>	<p><b>Module 5: Assignment</b></p> <ol style="list-style-type: none"> <li>1. How can you integrate data collection, analysis, visualization, and strategic planning in HR analytics to effectively address real-world workforce challenges?</li> <li>2. How do HR metrics and KPIs drive data-driven decision-making and enhance employee performance in modern organizations?</li> <li>3. What strategies can be employed to ensure data quality and seamless integration when combining diverse HR data sources?</li> <li>4. How can predictive analytics and visualization tools be leveraged to forecast workforce trends and improve HR planning?</li> </ol>	<p><b>10%</b></p>

## 6. Text books

- **Fundamentals of HR Analytics: A Manual on Becoming HR Analytical Authors:** Fermin Diez, Mark Bussin, Venessa Lee, Publisher: Emerald Publishing (Emerald Publishing Limited)
- **The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions** Authored by **Shonna D. Waters, PhD**, and published by Wiley

## 7. Reference books

- **HR Analytics: Understanding Theories and Applications**, Author: *Tracey Smith* (among others), Publisher: Wiley
- **Predictive HR Analytics: Mastering the HR Metric Authors:** Dr Martin R. Edwards & Kirsten Edwards, Publisher: Kogan Page Publishers

## Paper name: Talent Acquisition and development

1. **Prerequisite:** A well-defined recruitment strategy and structured employee development framework are essential prerequisites for effective talent acquisition and development.

### 2. Rationale:

- **Optimized Workforce** – Effective talent acquisition ensures hiring the right candidates, reducing turnover, and enhancing productivity.
- **Continuous Growth** – Talent development fosters skill enhancement, career progression, and employee engagement for long-term success.

### 3. Course Objectives:

- To provide an understanding of talent acquisition strategies and workforce planning.
- To develop skills for effective recruitment, selection, and onboarding processes.
- To explore techniques for employee training, development, and career progression.
- To enhance knowledge of retention strategies and performance management for long-term organizational success.

### 4. Course Outcome :


- Demonstrate proficiency in designing and executing talent acquisition strategies.
- Apply best practices for employee development, engagement, and retention.
- Analyze and utilize HR analytics for data-driven talent management decisions.
- Develop strategies to align talent management with business goals and organizational growth.

### 5. Modules:

S.NO	Modules	Weightage
1	<b>Module 1: Fundamentals of Talent Acquisition</b> 1. Introduction to Talent Acquisition and Workforce Planning 2. Recruitment Strategies and Employer Branding 3. Job Analysis, Role Design, and Candidate Profiling 4. Selection Methods: Interviews, Assessments, and Hiring Decisions	22.5%
2	<b>Module 2: Effective Recruitment and Onboarding</b> 1. Sourcing Techniques: Online Platforms, Referrals, and Headhunting 2. Screening and Shortlisting Candidates Efficiently 3. Onboarding Strategies for Employee Engagement and Retention 4. Legal and Ethical Considerations in Talent Acquisition	22.5%

3	<b>Module 3: Talent Development and Employee Growth</b> 1. Training and Development Programs for Skill Enhancement 2. Career Progression Planning and Succession Management 3. Leadership Development and Mentorship Programs 4. Performance Management and Feedback Systems	22.5%
4	<b>Module 4: Strategic Talent Management and Retention</b> 1. Employee Engagement and Motivation Strategies 2. Diversity, Equity, and Inclusion in Workforce Development 3. HR Analytics and Technology in Talent Management 4. Measuring Success: KPIs and Metrics for Talent Development	22.5%
5	<b>Module 5: Assignment</b> 1. How can organizations leverage technology and data analytics to enhance talent acquisition and workforce planning? 2. What are the key challenges in employee retention, and how can organizations develop effective retention strategies? 3. How does diversity, equity, and inclusion (DEI) impact talent acquisition and employee development? 4. What role does employer branding play in attracting and retaining top talent?	10%

## 6. Text books

1. "Recruitment and Selection: Hiring the People You Want" by  **Authors:** John K. Bratton & Jeffrey Gold ,**Publisher:** Macmillan Press Ltd (UK) and in North America via Lawrence Erlbaum Associates, Inc.

2. "Talent Management: A Critical Theoretical Perspective" by **Authors:** David G. Collings & Kamel R. Mellahi ,**Publisher:** Oxford University Press (as part of *The Oxford Handbook of Talent Management*)

## 7. Reference books

1. "The New Talent Acquisition Frontier: Integrating Human Resources and Business Strategy" by **Authors:** Robert L. Mathis & John H. Jackson ,**Publisher:** Stylus Publishing / Taylor & Francis Group

2. "Talent Development and Expertise: A Handbook for Organizational Practitioners" by **Publisher:** David B. S. Rees , **Publisher:** Cambridge University Press

# Paper name: Compensation and Benefit Management

## 1. Prerequisite:

Basic knowledge of Human Resource Management (HRM) and Organizational Behaviour is recommended.

## 2. Rationale:

1. **Strategic Compensation Planning** – Helps organizations attract, retain, and motivate employees while maintaining financial sustainability.
2. **Employee Satisfaction & Performance** – A well-structured compensation system improves job satisfaction, engagement, and productivity.
3. **Legal Compliance & Fairness** – Ensures adherence to labor laws, industry standards, and ethical compensation practices.

## 3. Course Objectives:

1. To understand compensation structures, reward systems, and benefits management.
2. To Analyse the role of compensation in employee motivation and performance.
3. To study legal frameworks governing compensation and benefits.
4. To develop strategies for designing competitive and equitable pay structures.

## 4. Course Outcome:

1. Gain knowledge of compensation theories and models.
2. Develop skills to design and implement pay structures and benefit programs.
3. Analyse trends and best practices in compensation management.
4. Apply data-driven approaches to optimize compensation policies.

## 5. Modules:

S.NO	Module	Topics Covered	Weightage
	<b>Foundations of Compensation and Benefits</b>	1. Introduction to Compensation Management: Objectives and Importance 2. Key Components of Compensation: Base Pay, Variable Pay, and Benefits 3. Theories of Compensation: Equity Theory, Expectancy Theory, Reinforcement Theory 4. Job Evaluation Methods and Pay Structures	<b>22.5%</b>
<b>2</b>	<b>Designing Compensation Systems</b>	1. Salary and Wage Administration: Pay Grades and Pay Bands 2. Performance-Based Pay and Incentive Plans 3. Executive Compensation and ESOPs (Employee Stock Option Plans) 4. Internal & External Equity in Compensation	<b>22.5%</b>

3	<b>Employee Benefits and Perks</b>	<ol style="list-style-type: none"> <li>1. Types of Employee Benefits: Health, Retirement, and Insurance</li> <li>2. Work-Life Balance Benefits: Paid Leave, Remote Work, and Wellness Programs</li> <li>3. Employee Rewards and Recognition Programs</li> <li>4. Fringe Benefits and Non-Monetary Compensation</li> </ol>	<b>22.5%</b>
4	<b>Legal &amp; Strategic Aspects of Compensation</b>	<ol style="list-style-type: none"> <li>1. Legal Framework: Minimum Wage, Equal Pay, and Labor Laws</li> <li>2. Taxation and Compliance in Compensation</li> <li>3. Global Compensation Trends &amp; Best Practices</li> <li>4. HR Analytics in Compensation: Using Data for Pay Decisions</li> </ol>	<b>22.5%</b>
5	<b>Assignments &amp; Case Studies</b>	<ol style="list-style-type: none"> <li>1. Case Study: Designing a Competitive Pay Structure for a Multinational Company</li> <li>2. Assignment: Analyse the Impact of Benefits on Employee Retention</li> <li>3. Research Report: The Role of Compensation in Employer Branding</li> <li>4. Group Project: The Future of Compensation in the Gig Economy</li> </ol>	<b>10%</b>

## 6. Textbooks

1. **"Compensation"** by-**Authors:** George T. Milkovich and Jerry M. Newman **Publisher:** McGraw-Hill Education
2. **"Strategic Compensation: A Human Resource Management Approach"** by-Joseph J. Martocchio **Publisher:** Pearson

## 7. Reference Books

1. **"The World at Work Handbook of Compensation, Benefits & Total Rewards"** By- **Author:** World at Work (organization; no single author), **Publisher:** Wiley
2. **"Reward Management: A Critical Text"** By- **Authors:** Geoff White and Janet Druker **Publisher:** Routledge

# **Specialisation: Marketing Management**

# Paper name: Marketing Research and Analytics

## 1. Prerequisite:

Basic knowledge of marketing principles and statistics.

## 2. Rationale:

1. Data-Driven Decisions – Importance of research and analytics in marketing strategies.
2. Consumer Insights – Understanding customer behaviour and market trends through research.
3. Business Optimization – Leveraging analytical tools to improve marketing effectiveness.

## 3. Course Objectives:

1. To understand the role and process of marketing research in decision-making.
2. To develop skills in designing and conducting marketing research.
3. To introduce tools and techniques used in marketing analytics.
4. To interpret data and derive actionable marketing insights.

## 4. Course Outcomes:

1. Design marketing research projects for diverse business problems.
2. Apply quantitative and qualitative research techniques.
3. Use analytical tools for interpreting marketing data.
4. Draw insights and recommendations from marketing data and present them effectively.

## 5. Modules:

S.NO	Module	Topics Covered	Weightage
1	<b>Introduction to Marketing Research</b>	1. Nature and Scope of Marketing Research 2. Marketing Research Process 3. Types of Research: Exploratory, Descriptive, and Causal 4. Applications of Marketing Research in Business	<b>22.5%</b>
2	<b>Research Design and Data Collection</b>	1. Problem Formulation and Hypothesis Development 2. Research Design: Qualitative and Quantitative Methods 3. Sampling Techniques and Sample Size Determination 4. Primary and Secondary Data Collection Methods	<b>22.5%</b>

3	<b>Data Preparation and Analysis</b>	1. Data Coding, Editing, and Cleaning 2. Descriptive and Inferential Statistics 3. Hypothesis Testing, Correlation, and Regression 4. Use of Excel/SPSS for Data Analysis	<b>22.5%</b>
4	<b>Marketing Analytics and Decision Making</b>	1. Introduction to Marketing Analytics 2. Customer Segmentation and Targeting 3. Market Basket Analysis, RFM Analysis 4. Dashboards and Visualization Tools for Reporting	<b>22.5%</b>
5	<b>Assignments and Case Studies</b>	1. Assignment: Design a Marketing Research Plan 2. Case Study: Data Interpretation for Market Entry Decision 3. Hands-on: Analyse a Survey Dataset 4. Project: Marketing Strategy using Analytical Insights	<b>10%</b>

## 6. Textbooks:

1. *Marketing Research* by **Author:** Naresh K. Malhotra ,**Publisher:** Pearson Education
2. *Marketing Analytics: A Practical Guide to Real Marketing Science* by **Author:** Mike Grigsby ,**Publisher:** Kogan Page

## 7. Reference Books:

1. *Marketing Research: An Applied Approach* by **Author:** Naresh K. Malhotra & David F. Birks ,**Publisher:** Pearson Education
2. *Data-Driven Marketing* by **Author:** Mark Jeffery ,**Publisher:** Wiley

# Paper name: Advertising and Sales Promotion

## 1. Prerequisite:

Basic knowledge of marketing concepts and consumer behaviour.

## 2. Rationale:

1. Branding & Communication – Understanding the strategic role of advertising in building brands.
2. Promotional Tools – Exploring various sales promotion techniques to boost sales.
3. Market Influence – Learning how integrated promotional strategies impact consumer decisions.

## 3. Course Objectives:

1. To understand the fundamentals and functions of advertising and sales promotion.
2. To study the media planning and campaign development process.
3. To explore consumer psychology and its relevance to promotional strategies.
4. To equip students with practical tools for planning advertising and promotional campaigns.

## 4. Course Outcomes:

1. Identify and explain key concepts of advertising and promotion.
2. Design effective advertising strategies and creative campaigns.
3. Analyse media options and plan promotional budgets.
4. Evaluate the effectiveness of advertising and promotional efforts.

## 5. Modules:

S.NO	Module	Topics Covered	Weightage
1	<b>Introduction to Advertising</b>	1. Meaning, Nature, and Scope of Advertising 2. Role of Advertising in Marketing Mix 3. Types of Advertising 4. Economic, Social, and Ethical Aspects of Advertising	<b>22.5%</b>
2	<b>Advertising Planning and Strategy</b>	1. Advertising Objectives and Budgeting 2. Creative Strategy and Message Design 3. Media Planning: Selection, Scheduling, and Evaluation 4. Agency Structure and Functions	<b>22.5%</b>

3	<b>Sales Promotion Techniques</b>	1. Introduction to Sales Promotion 2. Types of Consumer and Trade Promotions 3. Designing and Executing Promotion Plans 4. Legal and Ethical Issues in Promotions	<b>22.5%</b>
4	<b>Integrated Marketing Communications (IMC)</b>	1. Concept and Importance of IMC 2. Coordination of Advertising and Promotions 3. Public Relations, Direct Marketing, and Digital Advertising 4. Measuring Promotion Effectiveness	<b>22.5%</b>
5	<b>Assignments and Case Studies</b>	1. Assignment: Create a Print Ad and Media Plan 2. Case Study: Successful Promotional Campaigns 3. Project: Develop an IMC Campaign for a Product 4. Presentation: Evaluate Ad Effectiveness	<b>10%</b>

## 6. Textbooks:

1. *Advertising and Promotion: An IMC Perspective* by **Author:** George E. Belch & Michael A. Belch ,**Publisher:** McGraw-Hill Education
2. *Advertising Management* by **Author:** Rajeev Batra, John G. Myers & David A. Aaker ,**Publisher:** Pearson Education

## 7. Reference Books:

1. *Sales Promotion and Direct Marketing* by **Author:** Julian Cummins ,**Publisher:** Kogan Page
2. *Integrated Advertising, Promotion, and Marketing Communications* by **Author:** Kenneth Clow & Donald Baack ,**Publisher:** Pearson Education

# Paper name: Consumer Behaviour: Analysis and Product/Services Customization

## 1. Prerequisite:

Basic knowledge of marketing and human psychology.

## 2. Rationale:

1. Buyer Insight – To understand the psychological, social, and personal influences on consumer decisions.
2. Customization – To align product and service offerings with consumer needs.
3. Market Relevance – To help businesses enhance customer satisfaction through behavioural insights.

## 3. Course Objectives:

1. To understand key concepts and theories of consumer behaviour.
2. To analyse internal and external factors influencing consumer decisions.
3. To explore consumer research techniques and segmentation strategies.
4. To apply behavioural insights for product and service customization.

## 4. Course Outcomes:

1. Analyse the role of perception, motivation, learning, and attitude in buying Behaviour.
2. Understand cultural, social, and personal factors affecting consumers.
3. Conduct consumer behaviour research and interpret findings.
4. Design and customize marketing offerings based on consumer insights.

## 5. Modules:

S.NO	Module	Topics Covered	Weightage
1	<b>Foundations of Consumer Behaviour</b>	1. Introduction to Consumer Behaviour 2. Role in Marketing Strategy 3. The Consumer Decision-Making Process 4. Consumer Involvement and Motivation	<b>22.5%</b>
2	<b>Individual Determinants of Behaviour</b>	1. Perception, Learning and Memory 2. Attitudes and Persuasion 3. Personality and Self-concept 4. Lifestyle and Psychographics	<b>22.5%</b>

3	<b>Social &amp; Cultural Influences</b>	1. Family and Household Influences 2. Group and Opinion Leadership 3. Social Class and Culture 4. Cross-Cultural Consumer Behaviour	<b>22.5%</b>
4	<b>Application and Customization</b>	1. Segmentation and Targeting based on Behaviour 2. Consumer Research and Data Analysis 3. Product and Service Customization 4. Online Behaviour and Technology Influence	<b>22.5%</b>
5	<b>Assignments and Case Studies</b>	1. Assignment: Consumer Diary and Analysis 2. Case Study: Behavioural Segmentation 3. Project: Customized Product Design 4. Presentation: Consumer Trend Report	<b>10%</b>

## 6. Textbooks:

1. *Consumer Behaviour* by **Author:** Leon G. Schiffman & Joseph L. Wisenblit ,**Publisher:** Pearson Education
2. *Consumer Behaviour* by **Author:** Michael Solomon ,**Publisher:** Pearson Education

## 7. Reference Books:

1. *Consumer Behaviour: Building Marketing Strategy* by **Author:** Delbert Hawkins & David Mothersbaugh ,**Publisher:** McGraw-Hill Education
2. *Why We Buy: The Science of Shopping* by **Author:** Paco Underhill , **Publisher:** Simon & Schuster

**Specialisation:**

**Finance**

**Management**

# Paper name: Security Analysis and Portfolio Management

## 1. Prerequisite:

A strong foundation in basic financial management principles, accounting, and understanding of business strategy is essential. Familiarity with concepts such as time value of money, capital budgeting, and financial statement analysis will support advanced learning in strategic financial decision-making.

## 2. Rationale:

- **Long-Term Value Creation** – Strategic Financial Management focuses on aligning financial decisions with long-term organizational goals, ensuring sustainability and shareholder wealth maximization.
- **Informed Decision-Making** – It equips professionals with analytical tools and strategic insights to make high-stakes financial decisions in complex and dynamic business environments.

## 3. Course Objectives:

- To understand the integration of financial management with strategic business decisions.
- To develop the ability to evaluate investment and financing alternatives using strategic frameworks.
- To analyze the impact of financial decisions on organizational performance and value.
- To enhance decision-making capabilities through the application of financial modeling and risk analysis tools.

## 4. Course Outcome:

- Demonstrate understanding of strategic financial tools for planning and control.
- Evaluate corporate financial decisions involving investment, financing, and dividends.
- Apply valuation models for business decisions such as mergers, acquisitions, and restructuring.
- Analyze the financial strategy of organizations to ensure alignment with long-term objectives.

## 5. MODULE :

SR.NO	MODULE	WEIGHTAGE
1	<b>Module 1: Introduction to Strategic Financial Management</b> - Concept and Scope of Strategic Finance - Financial Goals vs. Corporate Strategy - Role of CFO in Strategy Formulation - Portfolio management process - Sources of investment risk - Approaches to investment decision making - useful AI Resources: <b>Slither, Mythril</b>	22.5%

2	<b>Module 2: Investment and Capital Budgeting Decisions</b> - Strategic Investment Appraisal Techniques - Capital Rationing and Risk Analysis - Sensitivity and Scenario Analysis - Introduction to Indian Stock Markets, Stock Market Indices, Indices Calculations - useful AI Resources: <b>QuantConnect, Kaggle</b>	22.5%
3	<b>Module 3: Financing and Dividend Decisions</b> - Strategic Sources of Finance - Cost of Capital and Capital Structure Decisions - Dividend Policy and Value of the Firm - Economic Analysis – Macroeconomic activities and security markets, The Cyclical Indicator Approach, Monetary Variables - useful AI Resources: <b>Google Colab, PyCaret</b>	22.5%
4	<b>Module 4: Valuation and Corporate Restructuring</b> - Business Valuation Methods - Mergers, Acquisitions, and Divestitures - Strategic Financial Planning and Forecasting - Introduction to Efficient Market Hypothesis, Random Walk Model, Forms of EMH, Empirical Evidences - Introduction to Portfolio Management – Measurement of Expected Risk and Returns of Portfolio, Alternative measures of Risk - useful AI Resources: <b>FinRL, TuringBot</b>	22.5%
5	<b>Module 5: Assignment</b> 1. Analyze the financial implications of a merger or acquisition deal. 2. Evaluate a company's strategic investment decision using NPV and IRR. 3. Examine how capital structure influences a firm's risk and value. 4. Develop a financial strategy for a start-up entering a competitive market.	10%

## 6. Textbooks:

1. *Strategic Financial Management* by Dr. R.P. Rustagi **Publisher:** South-Western, Cengage Learning
2. *Financial Management: Theory and Practice* by Prasanna Chandra **Publisher:** John Wiley & Sons

## 7. Reference Books:

1. *Strategic Corporate Finance: Applications in Valuation and Capital Structure* by Justin Pettit **Publisher:** W. W. Norton & Company
2. *Corporate Finance* by Jonathan Berk & Peter DeMarzo **Publisher:** Farrar, Straus and Giroux
3. *Strategic Financial Management: Applications of Corporate Finance* by Samuel Weaver & J. Fred Weston **Publisher:** Yale University Press

# Paper name: Strategic Financial Management

## 1. Prerequisite:

A solid understanding of financial principles, corporate finance, and strategic planning is essential to effectively engage with Strategic Financial Management (SFM).

## 2. Rationale:

- **Informed Decision-Making** – Strategic financial management equips professionals with the tools to make long-term financial decisions that align with organizational goals.
- **Value Maximization** – It ensures optimal resource allocation and enhances shareholder value through strategic investment and financing decisions.

## 3. Course Objectives:

- To provide a foundation in financial strategy formulation and execution.
- To develop skills in capital structure planning, financial risk analysis, and value-based management.
- To understand mergers, acquisitions, and restructuring from a strategic finance perspective.
- To apply financial models and analytics for effective corporate financial decision-making.

## 4. Course Outcome:

- Analyze and formulate long-term financial strategies aligned with business objectives.
- Apply advanced tools for capital budgeting, valuation, and risk assessment.
- Evaluate mergers, acquisitions, and corporate restructuring initiatives strategically.
- Demonstrate competence in strategic cost management and performance evaluation.

## 5. Modules:

SR.NO	MODULE	WEIGHTAGE
1	<b>Module 1: Introduction to Strategic Financial Management</b> - Financial Strategy vs. Corporate Strategy - Strategic Financial Objectives and Value Creation - Financial Environment and Regulatory Framework - Strategic Role of Financial Managers - useful AI Resource: <b>DataRobot, Google Colab</b>	22.5%

2	<p><b>Module 2: Capital Structure and Financial Planning</b></p> <ul style="list-style-type: none"> <li>- Sources of Finance and Financing Decisions</li> <li>- Cost of Capital and Optimal Capital Structure</li> <li>- Leverage Analysis – Operating and Financial</li> <li>- Strategic Financial Planning and Forecasting</li> <li>- useful AI Resource: <b>Portfolio Visualizer, TabPy</b></li> </ul>	22.5%
3	<p><b>Module 3: Investment Decisions and Business Valuation</b></p> <ul style="list-style-type: none"> <li>- Strategic Capital Budgeting Techniques (NPV, IRR, etc.)</li> <li>- Risk Analysis in Investment Decisions</li> <li>- Business Valuation Methods (DCF, Market, Asset-Based)</li> <li>- EVA, MVA, and Shareholder Value Creation</li> <li>- useful AI Resource: <b>TuringBot, Deepnote, Prophet by Meta</b></li> </ul>	22.5%
4	<p><b>Module 4: Mergers, Acquisitions, and Corporate Restructuring</b></p> <ul style="list-style-type: none"> <li>- Rationale and Process of M&amp;A</li> <li>- Strategic Fit and Synergy Analysis</li> <li>- Post-Merger Integration and Restructuring Models</li> <li>- Financial Implications and Performance Metrics</li> <li>- useful AI Resource: <b>Wolfram Alpha, Notion AI</b></li> </ul>	22.5%
5	<p><b>Module 5: Assignment</b></p> <ul style="list-style-type: none"> <li>- Analyze the impact of capital structure on shareholder value</li> <li>- Evaluate a recent merger or acquisition using valuation techniques</li> <li>- Explore strategic cost management</li> <li>- Discuss financial strategy in sustainability</li> </ul>	10%

## 6. Textbooks:

1. *Strategic Financial Management* by Prasanna Chandra **Publisher:** McGraw Hill Education (India)
2. *Financial Management: Theory and Practice* by Eugene F. Brigham and Michael C. Ehrhardt **Publisher:** Cengage Learning

## 7. Reference Books:

1. *Valuation: Measuring and Managing the Value of Companies* by McKinsey & Company, Tim Koller **Publisher:** Wiley
2. *Mergers, Acquisitions and Corporate Restructuring* by Prasad G. Godbole **Publisher:** Vikas Publishing House (An imprint of S. Chand Publishing)
3. *Corporate Finance: Theory and Practice* by Aswath Damodaran **Publisher:** Wiley India Pvt. Ltd.

# Paper name: Behavioral Finance

## 1. Prerequisite:

Basic knowledge of finance, psychology, and economic decision-making processes is essential for understanding the foundations of behavioral finance.

## 2. Rationale:

- **Bridging Theory and Reality** – Behavioral finance connects traditional financial theories with real-world investor behaviors and market anomalies.
- **Improved Decision-Making** – Understanding cognitive biases and emotional influences helps in making better financial and investment decisions.

## 3. Course Objectives:

- To provide an overview of key concepts in behavioral finance and how they diverge from classical theories.
- To examine psychological influences on investor behavior and market outcomes.
- To analyze how behavioral biases affect financial decision-making.
- To explore practical applications of behavioral insights in investment strategies, personal finance, and policy-making.

## 4. Course Outcome:

- Demonstrate understanding of foundational theories and behavioral anomalies in finance.
- Identify and evaluate common cognitive and emotional biases affecting financial decisions.
- Apply behavioral finance concepts to real-world investment and corporate finance problems.
- Design strategies to mitigate irrational decision-making in personal and professional finance contexts.

## 5. Modules:

SR.NO	MODULE	WEIGHTAGE
1	<b>Module 1: Introduction to Behavioral Finance</b> 1. Traditional vs. Behavioral Finance 2. Foundations of Rationality and Market Efficiency 3. Prospect Theory and Mental Accounting 4. Bounded Rationality and Decision-Making Heuristics 5. useful AI Resources: <b>Curipod, Gamma.app</b>	22.5%
2	<b>Module 2: Cognitive and Emotional Biases</b> 1. Overconfidence, Anchoring, and Representativeness 2. Loss Aversion and Regret Aversion 3. Herd Behavior and Market Bubbles 4. Emotional Influences in Investment Decisions 5. useful AI Resources: <b>Upword.ai, Delve AI</b>	22.5%

3	<b>Module 3: Behavioral Finance and Individual Investors</b> 1. Biases in Personal Financial Planning 2. Investor Psychology and Risk Tolerance 3. Behavioral Portfolio Theory 4. Financial Education and Behavior Change 5. useful AI Resources: <b>Explainpaper, Scholarcy</b>	22.5%
4	<b>Module 4: Applications and Market Implications</b> 1. Behavioral Asset Pricing Models 2. Corporate Decision-Making and Behavioral Biases 3. Policy Design and Nudging in Finance 4. Ethics and Limitations of Behavioral Interventions 5. useful AI Resources: <b>Character.ai, Aylie</b>	22.5%
5	<b>Module 5: Assignment</b> 1. Analyze a financial market anomaly using behavioral finance concepts 2. Identify behavioral biases in a recent market event or crisis 3. Propose a financial product using behavioral design principles 4. Develop a behavioral investment strategy for retail investor	10%

## 6. Text Books:

1. *“Behavioral Finance: Psychology, Decision-Making, and Markets”* by Lucy Ackert and Richard Deaves **Publisher:** Cengage Learning
2. *“Behavioral Finance and Wealth Management”* by Michael M. Pompian **Publisher:** Wiley Finance

## 7. Reference Books:

1. *“Misbehaving: The Making of Behavioral Economics”* by Richard H. Thaler **Publisher:** W. W. Norton & Company
2. *“Thinking, Fast and Slow”* by Daniel Kahneman **Author:** Daniel Kahneman **Publisher:** Farrar, Straus and Giroux (2011)
3. *“Nudge: Improving Decisions About Health, Wealth, and Happiness”* by Richard Thaler and Cass Sunstein **Authors:** Richard H. Thaler & Cass R. Sunstein **Publisher:** Penguin Books (2009)

**Specialisation:**

**Business**

**Analytics**

# Paper name: Business Intelligence Using Power BI

## 1. Prerequisite:

A foundational understanding of data handling, Excel operations, and basic business concepts is essential for successfully learning Business Intelligence with Power BI.

## 2. Rationale:

- **Data-Driven Decision Making** – Power BI equips professionals with tools to visualize and analyze data for informed business decisions.
- **Business Insight** – Enhances the ability to uncover trends, performance indicators, and operational inefficiencies using interactive dashboards and reports.

## 3. Course Objectives:

- To introduce the fundamentals of business intelligence and its importance in modern enterprises.
- To develop skills in using Microsoft Power BI for data import, transformation, and visualization.
- To explore techniques for creating interactive reports and dashboards.
- To enhance analytical thinking for data-driven business strategies.

## 4. Course Outcome:

- Demonstrate proficiency in using Power BI for data modeling and visualization.
- Apply business intelligence techniques to solve real-world business problems.
- Design and implement interactive dashboards to communicate insights effectively.
- Utilize DAX (Data Analysis Expressions) to perform complex calculations and aggregations

## 5. Modules:

SR.NO	MODULE	WEIGHTAGE
1	<b>Module 1: Introduction to Business Intelligence and Power BI</b> 1. Fundamentals of Business Intelligence 2. Power BI Overview and Ecosystem 3. Installing and Setting Up Power BI Desktop 4. Data Sources and Data Import Techniques 5. useful AI Resources: <b>Boosted.ai, Blox.ai, FeatureSpace</b>	22.5%
2	<b>Module 2: Data Transformation and Modeling</b> 1. Power Query Editor and Data Cleansing 2. Data Modeling Basics and Relationships 3. Calculated Columns and Measures 4. Introduction to DAX Functions 5. useful AI Resources: <b>Azure Cognitive Services, Power Automate</b>	22.5%

3	<b>Module 3: Data Visualization and Reporting</b> 1. Creating Interactive Reports 2. Visualization Best Practices 3. Custom Visuals and Themes 4. Drill-Through and Tooltip Pages 5. useful AI Resources: <b>MonkeyLearn, ExplainX.ai</b>	22.5%
4	<b>Module 4: Advanced Analytics and Power BI Services</b> 1. Using DAX for Advanced Analytics 2. Publishing to Power BI Service 3. Sharing and Collaborating in Workspaces 4. Data Refresh and Scheduled Updates 5. useful AI Resources: <b>ThoughtSpot, Tonic.ai, Azure OpenAI Service</b>	22.5%
5	<b>Module 5: Assignment</b> 1. Create a sales dashboard for a retail business using Power BI 2. Analyze customer behavior and suggest insights 3. Implement row-level security and dashboard filters 4. Evaluate the effectiveness of visualizations for executive decisions	10%

## 6. Text Books

1. *Mastering Microsoft Power BI* by Brett Powell **Publisher:** Packt Publishing
2. *The Definitive Guide to DAX* by Alberto Ferrari and Marco Russo **Publisher:** Microsoft Press

## 7. Reference Books

1. *Business Intelligence Guidebook: From Data Integration to Analytics* by Rick Sherman  
**Publisher:** Morgan Kaufmann
2. *Pro Power BI Desktop* by Adam Aspin **Publisher:** Apress

# Paper name: Data Science Using R Studio

## 1. Prerequisite:

Basic understanding of statistics, programming concepts, and familiarity with spreadsheet tools (e.g., Excel) are essential prerequisites for learning data science with R Studio.

## 2. Rationale:

- **Informed Decision-Making** – Data science enables organizations to derive actionable insights through data-driven analysis and predictive modeling.
- **Comprehensive Analysis** – R Studio offers a powerful, open-source environment for statistical computing, data manipulation, and visualization, enhancing analytical capabilities across domains.

## 3. Course Objectives:

- To introduce the foundational concepts of data science and the R programming environment.
- To develop skills in data wrangling, visualization, and exploratory data analysis using R Studio.
- To understand and apply statistical methods and machine learning algorithms in real-world datasets.
- To build competency in communicating insights through visualizations and reproducible reports.

## 4. Course Outcome:

- Demonstrate proficiency in using R Studio for data manipulation, visualization, and analysis.
- Apply statistical and machine learning models to solve practical problems.
- Develop and interpret visual representations of data for communication and storytelling.
- Create reproducible workflows using R Markdown and R projects.

## 5. Modules:

SR.NO	MODULE	WEIGHTAGE
1	<b>Module 1: Introduction to Data Science and R Studio</b> 1. Overview of Data Science Lifecycle 2. Setting up R and R Studio 3. R Programming Basics: Data Types, Functions, and Control Structures 4. Importing and Exporting Data 5. useful AI Resources: <b>Tidymodels, Caret</b>	22.5%

2	<b>Module 2: Data Wrangling and Exploration</b> 1. Data Cleaning with dplyr and tidyr 2. Handling Missing Values and Outliers 3. Exploratory Data Analysis (EDA) 4. Summarizing and Aggregating Data 5. useful AI Resources: <b>Investopedia Simulator, OpenBB Terminal, MLQ.ai</b>	22.5%
3	<b>Module 3: Data Visualization</b> 1. Introduction to ggplot2 2. Creating Bar Charts, Histograms, Boxplots, and Scatterplots 3. Aesthetic Mapping and Facets 4. Visualizing Multivariate Data 5. useful AI Resource: <b>Deribit Testnet, FinGPT</b>	22.5%
4	<b>Module 4: Statistical Analysis and Machine Learning</b> 1. Descriptive and Inferential Statistics 2. Hypothesis Testing and Correlation Analysis 3. Linear Regression and Classification Models 4. Model Evaluation and Cross-Validation 5. useful AI Resource: <b>Quillbot, Options AI</b>	22.5%
5	<b>Module 5: Assignment</b> 1. Design a hedging strategy for a corporate portfolio using derivatives 2. Analyze a recent derivative-related financial crisis and its implications 3. Construct an options strategy for market volatility 4. Evaluate the role of derivatives in enhancing or amplifying financial risk	10%

## 6. Text Books:

1. *R for Data Science* by Hadley Wickham and Garrett Grolemund **Publisher:** O'Reilly Media
2. *Hands-On Programming with R* by Garrett Grolemund **Publisher:** O'Reilly Media

## 7. Reference Books

1. *The Art of R Programming* by Norman Matloff **Publisher:** No Starch Press
2. *Practical Data Science with R* by Nina Zumel and John Mount **Publisher:** Manning Publications

# Paper name: Data Management Using SQL and Predictive Analytics

## 1. Prerequisite:

A foundational knowledge of databases, basic understanding of statistics, and logical reasoning are essential prerequisites for effective learning in data management and predictive analytics.

## 2. Rationale:

- **Efficient Data Handling** – SQL enables effective querying, management, and manipulation of structured data critical for decision-making.
- **Predictive Capabilities** – Predictive analytics empowers organizations to uncover patterns, forecast trends, and make proactive business decisions.

## 3. Course Objectives:

- To provide an understanding of relational databases and data management using SQL.
- To develop skills for data extraction, cleaning, transformation, and analysis.
- To introduce the concepts of predictive modeling using statistical and machine learning techniques.
- To apply predictive analytics for solving real-world business problems.

## 4. Course Outcome:

- Demonstrate the ability to manage and query data efficiently using SQL.
- Apply statistical methods and machine learning techniques to analyze data.
- Interpret predictive models and derive actionable insights.
- Design end-to-end data solutions using data management and analytics best practices.

## 5. Modules:

SR.NO	MODULE	WEIGHTAGE
1	<b>Module 1: Introduction to Data Management and SQL</b> 1. Overview of Data Management Concepts 2. Introduction to Relational Databases and SQL 3. Data Types, Tables, Relationships, and Constraints 4. Basic SQL Queries: SELECT, WHERE, ORDER BY, JOINS 5. useful AI Resource: <b>BigQuery ML, PostgreSQL</b>	22.5%
2	<b>Module 2: Advanced SQL for Data Handling</b> 1. Data Aggregation: GROUP BY, HAVING, COUNT, SUM 2. Subqueries and Nested Queries 3. Views, Indexes, and Stored Procedures 4. Data Integrity and Transaction Management 5. useful AI Resource: <b>SQLFlow, Oracle Machine Learning for SQL</b>	22.5%

3	<p><b>Module 3: Introduction to Predictive Analytics</b></p> <ol style="list-style-type: none"> <li>1. Overview of Predictive Analytics and Applications</li> <li>2. Data Preprocessing and Feature Engineering</li> <li>3. Introduction to Regression, Classification, and Clustering</li> <li>4. Model Evaluation Metrics (Accuracy, Precision, Recall)</li> <li>5. useful AI Resource: <b>DBeaver + Python, SQLPad</b></li> </ol>	22.5%
4	<p><b>Module 4: Applying Predictive Models</b></p> <ol style="list-style-type: none"> <li>1. Building Predictive Models using Tools (Excel, Python)</li> <li>2. Case Studies in Sales Forecasting, Customer Segmentation, etc.</li> <li>3. Deployment and Monitoring of Predictive Models</li> <li>4. Ethical Considerations in Predictive Analytics</li> <li>5. useful AI Resource: <b>Metabase, DataRobot</b></li> </ol>	22.5%
5	<p><b>Module 5: Assignment</b></p> <ol style="list-style-type: none"> <li>1. Design and execute complex SQL queries for data retrieval</li> <li>2. Apply a predictive model to a business dataset</li> <li>6. Analyze results and present findings using visualization tools</li> <li>4. Submit an end-to-end project report</li> </ol>	10%

## 6. Text books:

1. *Learning SQL* by Alan Beaulieu — **Publisher:** O'Reilly Media
2. *Data Science for Business* by Foster Provost and Tom Fawcett — **Publisher:** O'Reilly Media

## 7. Reference books:

1. *SQL in 10 Minutes, Sams Teach Yourself* by Ben Forta — **Publisher:** Sams Publishing
2. *Predictive Analytics: The Future of Business* by Eric Siegel — **Publisher:** Wiley

**Semester: 4**

# **Paper name: Environmental, Social and Governance (ESG) Leadership**

## **Prerequisite**

Basic understanding of business strategy and organizational management.

Familiarity with sustainability concepts or corporate social responsibility (CSR) is helpful but not mandatory.

Recommended for mid-level managers, MBA students, or professionals in leadership roles.

## **Rationale**

The increasing importance of Environmental, Social, and Governance (ESG) factors in business decision-making has transformed the role of leadership. ESG leadership is no longer optional—it is essential for long-term value creation, stakeholder trust, and regulatory compliance. This course empowers leaders to integrate ESG principles into strategic planning, risk management, and organizational culture, fostering responsible and resilient enterprises.

## **Course Objectives**

Understand the principles and frameworks of ESG and their relevance to leadership.

Analyze environmental, social, and governance risks and opportunities.

Develop strategies for integrating ESG into corporate decision-making.

Lead organizational change toward sustainability and ethical governance.

Communicate ESG performance effectively to stakeholders.

## **Course Outcomes**

Demonstrate knowledge of ESG standards and reporting frameworks (e.g., GRI, SASB, TCFD).

Apply ESG analysis to strategic planning and risk mitigation.

Design and implement ESG initiatives aligned with organizational goals.

Exhibit leadership behaviors that promote sustainability, equity, and transparency.

Evaluate and improve ESG performance using relevant metrics and tools.

## Detailed Syllabus:

SR. No	MODULE	Weightage
1	<p><b>Module 1: Foundations of ESG and Sustainable Leadership</b></p> <p>Introduction to ESG: Definitions and scope</p> <p>Evolution of ESG in corporate strategy</p> <p>The business case for ESG</p> <p>Sustainable development goals (SDGs)</p> <p>ESG reporting standards (GRI, SASB, TCFD)</p> <p>Role of leadership in ESG transformation</p> <p><b>Activities:</b>            ESG maturity assessment            Case study: Patagonia’s sustainability leadership</p>	22.5%
2	<p><b>Module 2: Environmental Stewardship and Climate Strategy</b></p> <p>Climate change and corporate responsibility</p> <p>Carbon footprint and emissions management</p> <p>Circular economy and resource efficiency</p> <p>Renewable energy and green technologies</p> <p>Environmental risk assessment</p> <p>Regulatory frameworks and compliance</p> <p><b>Tools &amp; Frameworks:</b>            Life Cycle Assessment (LCA)            Science-Based Targets initiative (SBTi)</p> <p><b>Case Study:</b>            Unilever’s climate-positive strategy</p>	22.5%
3	<p><b>Module 3: Social Impact and Inclusive Leadership</b></p> <p>Diversity, equity, and inclusion (DEI)</p> <p>Human rights and labor practices</p> <p>Community engagement and social innovation</p> <p>Employee well-being and ethical culture</p> <p>Supply chain responsibility</p> <p>Stakeholder mapping and engagement</p>	22.5%

4	<p><b>Module 4: Governance, Ethics, and Strategic Integration</b></p> <p>Corporate governance principles</p> <p>Board oversight and ESG committees</p> <p>Ethical leadership and decision-making</p> <p>ESG risk management and internal controls</p> <p>ESG metrics and performance evaluation</p> <p>Integrating ESG into strategic planning</p>	22.5%
5	<p><b>Module 5: Students Need to Prepare Reports and Submit On:</b></p> <p>Question 1 How can ESG leaders integrate climate risk into corporate strategy using tools like Life Cycle Assessment (LCA) and Science-Based Targets (SBTi)? Illustrate with an example from a specific industry.</p> <p>Question 2 Evaluate the role of inclusive leadership in promoting diversity, equity, and inclusion (DEI) within an organization. How can ESG leaders measure and improve social impact across the value chain?</p> <p>Question 3 Discuss how ESG governance structures (e.g., ESG committees, board oversight) influence ethical decision-making and risk management. What are the challenges in aligning governance with ESG goals?</p> <p>Question 4 Design a framework for integrating ESG metrics into a company's performance evaluation system. How can leaders ensure that ESG goals are aligned with financial and operational objectives?</p>	10%

## **Textbooks on ESG Leadership**

1. Polman, P., & Winston, A. (2021).

Net positive: How courageous companies thrive by giving more than they take. Harvard Business Review Press.

2. Dathe, T., Helmold, M., Dathe, R., & Dathe, I. (2024).

Implementing environmental, social and governance (ESG) principles for sustainable businesses: A practical guide in sustainability management. Springer.

3. Pagistas, C. (2022).

Chief sustainability officers at work: How CSOs build successful sustainability and ESG strategies. Apress.

## **Reference Books on ESG Leadership**

1. Sachs, J. D. (2015).

The age of sustainable development. Columbia University Press.

2. Rifkin, J. (2019).

The green new deal: Why the fossil fuel civilization will collapse by 2028, and the bold economic plan to save life on Earth. St. Martin's Press.

3. Elkington, J. (2020).

Green swans: The coming boom in regenerative capitalism. Fast Company Press.

# Capstone Project-2

**Topic:** To be decided by the assigned Faculty Mentor in consultation with the concerned students.

## **Format of the Report:**

### **Capstone Project Format for Executive MBA Students**

#### **1. Title Page**

Project Title

Student Name(s)

Program Name (Executive MBA)

Institution Name

Date of Submission

#### **2. Executive Summary (1–2 pages)**

Brief overview of the project

Key findings and recommendations

Strategic relevance to business or industry

#### **3. Introduction**

Background and context

Problem statement or opportunity

Objectives of the project

Scope and limitations

#### **4. Literature Review / Theoretical Framework**

Key theories, models, and frameworks relevant to the topic

ESG, strategic leadership, innovation, or governance concepts

Industry benchmarks or best practices

#### **5. Methodology**

Research design (qualitative, quantitative, mixed)

Data sources (primary interviews, secondary reports, case studies)

Analytical tools (SWOT, PESTEL, ESG metrics, etc.)

#### **6. Analysis and Findings**

Data interpretation and insights

Strategic implications

**Specialisation:**

**Human**

**Resource**

**Management**

# Paper name: Managing Diversity, Equity, Inclusion (DEI), and Change

## 1. Prerequisite:

Basic knowledge of Organizational Behaviour and Human Resource Management is recommended.

## 2. Rationale:

1. **Strategic DEI Integration** – Embedding Diversity, Equity, and Inclusion into organizational strategies enhances innovation and reflects societal values.
2. **Change Management Proficiency** – Equips organizations to navigate and implement change effectively in diverse environments.
3. **Legal and Ethical Compliance** – Ensures adherence to laws and ethical standards related to workplace diversity and inclusion.

## 3. Course Objectives:

1. To understand the foundational concepts of Diversity, Equity, Inclusion, and Change Management.
2. To analyse the impact of DEI initiatives on organizational performance and culture.
3. To develop strategies for managing change in diverse organizational settings.
4. To evaluate legal frameworks and ethical considerations in DEI and Change Management.

## 4. Course Outcomes:

1. Acquire knowledge of DEI theories, models, and best practices.
2. Develop skills to design and implement effective DEI and Change Management initiatives.
3. Assess the effectiveness of DEI strategies and their influence on organizational change.
4. Apply analytical approaches to address challenges in managing diversity and change.

## 5. Modules:

S.NO	Module	Topics Covered	Weightage
1	<b>Foundations of Diversity, Equity, Inclusion, and Change</b>	<ol style="list-style-type: none"><li>1. Introduction to DEI: Definitions and Importance</li><li>2. Theories of Diversity and Inclusion</li><li>3. Intersectionality and its Impact on Workplace Dynamics</li><li>4. Understanding Organizational Change: Models and Frameworks</li></ol>	<b>22.5%</b>

2	<b>Designing and Implementing DEI Initiatives</b>	<ol style="list-style-type: none"> <li>1. Developing DEI Policies and Programs</li> <li>2. Inclusive Recruitment and Retention Strategies</li> <li>3. Training and Development for Cultural Competence</li> <li>4. Measuring and Evaluating DEI Outcomes</li> </ol>	<b>22.5%</b>
3	<b>Change Management in Diverse Organizations</b>	<ol style="list-style-type: none"> <li>1. Strategies for Leading Change in Multicultural Settings</li> <li>2. Communicating Change Effectively</li> <li>3. Overcoming Resistance to Change</li> <li>4. Case Studies of Successful Change Initiatives in Diverse Organizations</li> </ol>	<b>22.5%</b>
4	<b>Legal and Ethical Considerations in DEI and Change Management</b>	<ol style="list-style-type: none"> <li>1. Overview of Employment Laws Related to Diversity and Inclusion</li> <li>2. Ethical Dilemmas in Managing Diversity</li> <li>3. Risk Management in DEI Initiatives</li> <li>4. Global Perspectives on DEI and Change</li> </ol>	<b>22.5%</b>
5	<b>Assignments and Case Studies</b>	<ol style="list-style-type: none"> <li>1. Case Study: Implementing a DEI Strategy in a Global Corporation</li> <li>2. Assignment: Assessing Organizational Culture for Inclusivity</li> <li>3. Research Report: The Role of Leadership in Driving DEI and Change</li> <li>4. Group Project: Future Trends in DEI and Change Management</li> </ol>	<b>10%</b>

## 1. Textbooks

1. **"Diversity and Inclusion in Organizations"** by-**Author:** Myrtle P. Bell ,**Publisher:** Cengage Learning
2. **"Managing Diversity: Toward a Globally Inclusive Workplace"** by-**Author:** Michàlle E. Mor Barak **Publisher:** SAGE Publications

## 2. Reference Books

1. **"Leading Change"** by-**Author:** John P. Kotter ,**Publisher:** Harvard Business Review Press
2. **"The Diversity Bonus: How Great Teams Pay Off in the Knowledge Economy"** by-**Author:** Scott E. Page ,**Publisher:** Princeton University Press

# Paper name: Labor Law

## 1. Prerequisite:

Basic understanding of Human Resource Management and Business Law.

## 2. Rationale:

1. Legal Framework Familiarity – Enables understanding of labor laws governing employment relationships.
2. Compliance & Risk Management – Equips students to manage legal risks and ensure compliance.
3. Workplace Harmony – Promotes fair practices and dispute resolution in employer-employee relationships.

## 3. Course Objectives:

1. To understand the basic principles and provisions of labor laws in India.
2. To examine the roles and responsibilities of employers and employees under various labor enactments.
3. To explore the processes involved in dispute resolution and collective bargaining.
4. To evaluate compliance mechanisms and legal obligations of organizations.

## 4. Course Outcomes:

1. Interpret and apply key labor legislations in practical scenarios.
2. Analyse the implications of labor law non-compliance on organizations.
3. Demonstrate knowledge of employee rights and employer obligations.
4. Evaluate current trends and reforms in labor legislation.

## 5. Modules:

S.NO	Module	Topics Covered	Weightage
1	<b>Introduction to Labor Laws</b>	<ol style="list-style-type: none"><li>1. Evolution and Importance of Labor Legislation in India</li><li>2. Constitutional Provisions Relating to Labor</li><li>3. Overview of Indian Labor Laws</li><li>4. Classification of Labor Laws: Protective, Regulative, and Welfare</li></ol>	<b>22.5%</b>

2	<b>Key Labor Legislations – I</b>	<ol style="list-style-type: none"> <li>1. Factories Act, 1948</li> <li>2. Minimum Wages Act, 1948</li> <li>3. Payment of Wages Act, 1936</li> <li>4. Payment of Bonus Act, 1965</li> </ol>	<b>22.5%</b>
3	<b>Key Labor Legislations – II</b>	<ol style="list-style-type: none"> <li>1. Industrial Disputes Act, 1947</li> <li>2. Trade Unions Act, 1926</li> <li>3. The Contract Labour (Regulation and Abolition) Act, 1970</li> <li>4. Maternity Benefit Act, 1961</li> </ol>	<b>22.5%</b>
4	<b>Contemporary Issues and Compliance</b>	<ol style="list-style-type: none"> <li>1. Labor Law Reforms and Code on Wages, Industrial Relations, Social Security, and Occupational Safety</li> <li>2. Compliance and Inspection Mechanisms</li> <li>3. Role of Government, Employers, and Employees</li> <li>4. Case Studies and Recent Developments</li> </ol>	<b>22.5%</b>
5	<b>Assignments and Case Studies</b>	<ol style="list-style-type: none"> <li>1. Assignment: Comparative Analysis of Pre and Post Labor Code Implementation</li> <li>2. Case Study: Legal Dispute between Employer and Employee</li> <li>3. Research Report: Compliance Audit of a Company</li> <li>4. Group Project: Preparing a Handbook on Key Labor Laws</li> </ol>	<b>10%</b>

## 6. Textbooks:

1. *Industrial and Labour Laws* by **Author:** S.N. Mishra ,**Publisher:** Central Law Publications
2. *Labour and Industrial Laws* by **Author:** P.K. Padhi ,**Publisher:** PHI Learning Pvt. Ltd

## 7. Reference Books:

1. *Bare Acts of Key Labor Legislations.*, **Publisher:** Various Publishers
2. *Labour Law and Governance Reforms in India* by **Author:** A. Sivananthiran ,**Publisher:** International Labour Organization (ILO)

# Paper name: AI Tools for HR Operations and Decision Making

## 1. Prerequisite:

Basic understanding of Human Resource Management and familiarity with digital tools.

## 2. Rationale:

1. Digital Transformation – Understanding how AI is revolutionizing HR processes.
2. Strategic Decision Making – Using AI tools to support data-driven HR decisions.
3. Enhanced Efficiency – Leveraging automation and analytics to optimize HR functions.

## 3. Course Objectives:

1. To introduce the role of AI in modern HR operations.
2. To explore AI tools used in recruitment, employee engagement, and performance management.
3. To enable students to apply AI-based analytics in HR decision-making.
4. To understand ethical considerations and limitations of AI in HR.

## 4. Course Outcomes:

1. Identify and evaluate various AI tools used in HR functions.
2. Apply AI techniques in recruitment, training, and workforce planning.
3. Analyse HR data using AI tools for strategic insights.
4. Understand the challenges and best practices in AI integration in HR.

## 5. Modules:

S.NO	Module	Topics Covered	Weightage
1	Introduction to AI in HR	<ol style="list-style-type: none"><li>1. Concept and Scope of AI in HR</li><li>2. Evolution of HR Tech and Digital HR</li><li>3. Overview of AI Techniques (ML, NLP, Chatbots)</li><li>4. Benefits and Challenges of Using AI in HR</li><li>5. Introduction to relevant AI tools: ChartHop, Gusto, Visier.</li></ol>	22.5%
2	AI in Recruitment and Onboarding	<ol style="list-style-type: none"><li>1. Resume Screening and Candidate Shortlisting using AI</li><li>2. Chatbots and Virtual Assistants in Recruitment</li><li>3. AI-Based Video Interviewing and Assessments</li><li>4. Onboarding Automation Tools</li><li>5. Introduction to relevant AI tools: HireVue, Peoplebox.ai, Hiretual.</li></ol>	22.5%

3	<b>AI in Performance and Employee Management</b>	<ol style="list-style-type: none"> <li>1. AI in Performance Appraisal and Feedback Systems</li> <li>2. Predictive Analytics for Employee Retention and Turnover</li> <li>3. Sentiment Analysis and Employee Engagement Tools</li> <li>4. Workforce Planning and Talent Analytics</li> <li>5. Introduction to relevant AI tools: TeamSense, Eightfold.ai.</li> </ol>	<b>22.5%</b>
4	<b>Ethics, Compliance, and Future Trends</b>	<ol style="list-style-type: none"> <li>1. Ethical Use of AI in HR – Bias, Transparency, and Accountability</li> <li>2. Data Privacy and Legal Compliance</li> <li>3. HR Analytics Dashboards and Reporting Tools</li> <li>4. Future Trends: Generative AI, Augmented Analytics</li> <li>5. Introduction to relevant AI tools: Pymetrics , Effy AI.</li> </ol>	<b>22.5%</b>
5	<b>Assignments and Case Studies</b>	<ol style="list-style-type: none"> <li>1. Assignment: Comparative Analysis of Traditional vs AI-Based HR Practices</li> <li>2. Case Study: Implementation of AI in Talent Acquisition</li> <li>3. Project: Creating an AI-Driven HR Strategy</li> <li>4. Hands-on: Use of an AI HR Tool (like HireVue, Plyometrics)</li> </ol>	<b>10%</b>

## 6. Textbooks:

1. *Artificial Intelligence for HR* by **Author:** Ben Eubanks ,**Publisher:** Kogan Page
2. *People Analytics in the Era of Big Data* by **Author:** Jean Paul Isson & Jesse Harriott ,**Publisher:** Wiley

## 7. Reference Books:

1. *Human + Machine: Reimagining Work in the Age of AI* by **Author:** Paul R. Daugherty & H. James Wilson ,**Publisher:** Harvard Business Review Press
2. *AI in Talent Development* by **Author:** Margie Meacham ,**Publisher:** ATD Press

# **Specialisation: Marketing Management**

# Paper name: Applied Neuroscience for Business Decisions

## 1. Prerequisite:

Basic understanding of marketing, management, and human psychology.

## 2. Rationale:

1. Understand how the brain processes information related to decision-making.
2. Apply neuroscience principles to improve marketing, branding, and leadership.
3. Enhance business strategies using insights from consumer neuroscience and behavioural economics.

## 3. Course Objectives:

1. To introduce the fundamentals of neuroscience relevant to business.
2. To explore how brain functions influence decision-making in consumers and leaders.
3. To apply neuroscience tools in marketing, branding, and organizational behaviour.
4. To develop strategies using neuroscientific insights to improve business outcomes.

## 4. Course Outcomes:

1. Understand key brain structures and their roles in behaviour and decision-making.
2. Apply neuroscience to analyse consumer preferences and buying patterns.
3. Use neuro-marketing tools for brand positioning and product design.
4. Integrate neuroscientific knowledge in leadership, motivation, and team management.

## 5. Modules:

S.NO	Module	Topics Covered	Weightage
1	<b>Introduction to Neuroscience and Business</b>	1. Basics of Brain Anatomy and Functions 2. Neuroscience and Decision Making 3. Introduction to Neuroeconomics 4. Neural Basis of Emotions in Business	<b>22.5%</b>
2	<b>Consumer Neuroscience and Marketing</b>	1. Neuroscience of Attention and Perception 2. Emotional Branding and Brain Responses 3. Sensory Marketing and Product Design 4. Neural Predictors of Consumer Behaviour	<b>22.5%</b>

3	<b>Neuroscience in Leadership and Organizations</b>	<ol style="list-style-type: none"> <li>1. Brain Science of Leadership</li> <li>2. Neuroscience of Motivation and Engagement</li> <li>3. Decision-Making in Teams</li> <li>4. Stress, Conflict, and Brain Responses</li> </ol>	<b>22.5%</b>
4	<b>Tools and Techniques in Applied Neuroscience</b>	<ol style="list-style-type: none"> <li>1. fMRI, EEG, Eye Tracking in Business Research</li> <li>2. Biometrics and Implicit Association Tests</li> <li>3. Case Studies in Neuro-marketing</li> <li>4. Ethics and Limitations of Neuroscience in Business</li> </ol>	<b>22.5%</b>
5	<b>Assignments and Case Studies</b>	<ol style="list-style-type: none"> <li>1. Case Study: Brain-Driven Ad Campaign</li> <li>2. Assignment: Consumer Response Analysis</li> <li>3. Project: Leadership Style &amp; Brain Science</li> <li>4. Presentation: Neuroscience-Backed Business Strategy</li> </ol>	<b>10%</b>

## 6. Textbooks:

1. *The Buying Brain* by **Author:** A.K. Pradeep ,**Publisher:** Wiley
2. *Consumer Neuroscience* by **Author:** Moran Cerf & Manuel Garcia-Garcia ,**Publisher:** MIT Press

## 7. Reference Books:

1. *Neuromarketing: Understanding the Buy Buttons in Your Customer's Brain* by **Author:** Patrick Renvoise & Christophe Morin ,**Publisher:** BenBella Books
2. *Your Brain at Work* by **Author:** David Rock ,**Publisher:** Harper Business

# Paper name: Digital Marketing

## 1. Prerequisite:

Basic understanding of marketing concepts and computer applications.

## 2. Rationale:

1. To familiarize students with the fast-evolving digital landscape.
2. To equip learners with the tools and techniques of modern marketing.
3. To develop skills in data-driven marketing decision making and campaign execution.

## 3. Course Objectives:

1. To provide an overview of digital marketing strategies and platforms.
2. To train students in planning and implementing digital campaigns.
3. To understand consumer behavior in the digital context.
4. To analyze digital performance using metrics and tools.

## 4. Course Outcomes:

1. Understand the core concepts and scope of digital marketing.
2. Apply digital tools to enhance marketing performance.
3. Design and manage content for various digital platforms.
4. Measure and optimize digital marketing strategies using analytics.

## 5. Modules:

S.NO	Module	Topics Covered	Weightage
1	<b>Introduction to Digital Marketing</b>	1. Evolution of Digital Marketing 2. Traditional vs Digital Marketing 3. Key Digital Marketing Concepts 4. Online Consumer behavior	22.5%
2	<b>Digital Channels and Strategies</b>	1. Search Engine Optimization (SEO) 2. Search Engine Marketing (SEM) 3. Social Media Marketing (SMM) 4. Content Marketing	22.5%
3	<b>Email, Mobile &amp; Affiliate Marketing</b>	1. Email Marketing Strategies 2. Mobile Marketing and SMS Campaigns 3. Affiliate and Influencer Marketing 4. Video and Display Ads	22.5%

4	<b>Web Analytics and Digital Tools</b>	<ol style="list-style-type: none"> <li>1. Google Analytics and UTM Tracking</li> <li>2. Conversion Rate Optimization (CRO)</li> <li>3. A/B Testing and Metrics Analysis</li> <li>4. Marketing Automation Tools</li> </ol>	<b>22.5%</b>
5	<b>Assignments and Case Studies</b>	<ol style="list-style-type: none"> <li>1. Create and present a digital marketing campaign</li> <li>2. Analyze a brand's digital presence</li> <li>3. SEO Audit Report</li> <li>4. Campaign Performance Dashboard</li> </ol>	<b>10%</b>

## 6. Textbooks:

1. *Digital Marketing* by **Author:** Seema Gupta ,**Publisher:** McGraw-Hill Education
2. *Digital Marketing For Dummies* by **Author:** Ryan Deiss & Russ Henneberry ,**Publisher:** Wiley

## 7. Reference Books:

1. *Marketing 5.0* by **Author:** Philip Kotler ,**Publisher:** Wiley
2. *Digital Marketing Excellence* by **Author:** Dave Chaffey & PR Smith ,**Publisher:** Routledge

# Paper name: AI Tools for Marketing Operations and Decision Making

## 1. Prerequisite:

Basic knowledge of marketing principles, data analysis, and computer applications.

## 2. Rationale:

1. To bridge the gap between AI technology and marketing practices.
2. To enable data-driven decision making in marketing strategies.
3. To familiarize students with real-world applications of AI in customer engagement, analytics, and campaign optimization.

## 3. Course Objectives:

1. To introduce the fundamentals of AI and its relevance in marketing.
2. To equip learners with practical tools for implementing AI in marketing operations.
3. To develop analytical thinking for AI-driven marketing decision making.
4. To assess and deploy marketing strategies using AI-enabled platforms.

## 4. Course Outcomes:

1. Understand AI concepts and their role in transforming marketing.
2. Use AI tools for customer segmentation, sentiment analysis, and personalization.
3. Analyse marketing performance using AI-powered analytics.
4. Design and evaluate AI-driven marketing campaigns and strategies.

## 5. Modules:

S.NO	Module	Topics Covered	Weightage
1	<b>Introduction to AI in Marketing</b>	<ol style="list-style-type: none"><li>1. Basics of Artificial Intelligence and Machine Learning</li><li>2. Role of AI in Digital Marketing</li><li>3. AI vs Traditional Marketing</li><li>4. Emerging Trends and Technologies</li><li>5. Practical exposure to <b>ChatGPT, Google Bard, and Perplexity AI</b> for understanding foundational AI in marketing</li></ol>	<b>22.5%</b>
2	<b>AI Tools for Customer Insights</b>	<ol style="list-style-type: none"><li>1. AI in Consumer Behaviour Analysis</li><li>2. Customer Segmentation and Targeting</li><li>3. Sentiment Analysis using AI</li><li>4. Predictive Analytics for Customer Retention</li><li>5. Use of tools like <b>MonkeyLearn, Zoho Survey, and Talkwalker</b> for customer insights and sentiment analysis</li></ol>	<b>22.5%</b>

3	<b>AI in Campaign Management and Content Strategy</b>	<ol style="list-style-type: none"> <li>1. Chatbots, Recommendation Engines</li> <li>2. AI in Email and Social Media Marketing</li> <li>3. Automated Content Creation Tools</li> <li>4. A/B Testing and Campaign Optimization</li> <li>5. Exposure to <b>Canva AI</b>, <b>Copy.ai</b>, and <b>Mailchimp Free Plan</b> for creating content and managing campaigns</li> </ol>	<b>22.5%</b>
4	<b>Marketing Analytics and Decision Making</b>	<ol style="list-style-type: none"> <li>1. Real-time Analytics Dashboards</li> <li>2. AI for ROI Measurement and Performance Tracking</li> <li>3. Data Visualization Tools</li> <li>4. Case Studies on AI-based Decision Making</li> <li>5. Usage of <b>Google Analytics</b>, <b>Tableau Public</b>, and <b>ChatGPT</b> for performance tracking and data-driven decisions</li> </ol>	<b>22.5%</b>
5	<b>Assignments and Case Studies</b>	<ol style="list-style-type: none"> <li>1. Assignment: Design an AI-driven Marketing Strategy</li> <li>2. Case Study: AI Use in a Real-world Brand Campaign</li> <li>3. Project: Market Performance Dashboard</li> <li>4. Presentation: AI Tool Demonstration</li> </ol>	<b>10%</b>

## 6. Textbooks:

1. *AI for Marketing and Product Innovation* by **Author:** A.K. Pradeep, Andrew Appel & Stan Sthanunathan ,**Publisher:** Wiley
2. *Marketing Artificial Intelligence* by **Author:** Paul Roetzer ,**Publisher:** BenBella Books

## 7. Reference Books:

1. *Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data* by **Author:** Omer Artun & Dominique Levin ,**Publisher:** Wiley
2. *Artificial Intelligence for Marketing: Practical Applications* by **Author:** Jim Sterne ,**Publisher:** Wiley

# **Specialisation: Finance Management**

# Paper name: Financial Derivatives

## 1. Prerequisite:

Basic knowledge of financial markets, investment instruments, and quantitative methods is essential for understanding the structure and pricing of derivative products.

## 2. Rationale:

- **Risk Management** – Derivatives provide powerful tools for hedging financial risk in uncertain market environments.
- **Strategic Investment** – Understanding derivatives enables investors and firms to leverage complex financial strategies for higher returns and market efficiency.

## 3. Course Objectives:

- To introduce the basic concepts, types, and functions of financial derivatives.
- To develop analytical skills for pricing and valuation of derivative instruments.
- To understand hedging, arbitrage, and speculative strategies using derivatives.
- To explore the regulatory, operational, and risk aspects of derivative markets.

## 4. Course Outcome:

- Demonstrate understanding of key derivative instruments including forwards, futures, options, and swaps.
- Apply pricing models to evaluate derivative contracts.
- Design risk management and hedging strategies using financial derivatives.
- Analyze market behavior and regulatory implications of derivative trading.

## 5. Modules:

SR.NO	MODULE	WEIGHTAGE
1	<b>Module 1: Introduction to Derivatives and Market Structure</b> 1. Meaning, Characteristics, and Types of Derivatives 2. Participants in the Derivative Market 3. Exchange-Traded vs. OTC Derivatives 4. Regulatory Environment and Clearing Mechanism 5. useful AI Resources: <b>Xapien, OpenRiskNet, Sensibull</b>	22.5%

2	<b>Module 2: Forward and Futures Contracts</b> 1. Mechanics of Forward Contracts 2. Pricing and Valuation of Forwards 3. Introduction to Futures Markets 4. Hedging, Speculation, and Arbitrage using Futures 5. useful AI Resources: <b>Investopedia Simulator, OpenBB Terminal, MLQ.ai</b>	22.5%
3	<b>Module 3: Options and Strategies</b> 1. Types of Options and Market Terminology 2. Option Pricing Models – Binomial and Black-Scholes 3. Basic and Advanced Option Strategies (Spreads, Straddles, Strangles) 4. Option Greeks and Risk Sensitivities 5. useful AI Resource: <b>Deribit Testnet, FinGPT</b>	22.5%
4	<b>Module 4: Swaps and Credit Derivatives</b> 1. Interest Rate and Currency Swaps 2. Pricing and Valuation of Swaps 3. Credit Derivatives: CDS, TRS, and CDOs 4. Risk Management and Regulatory Challenges 5. useful AI Resource: <b>Quillbot, Options AI</b>	22.5%
5	<b>Module 5: Assignment</b> 1. Design a hedging strategy for a corporate portfolio using derivatives 2. Analyze a recent derivative-related financial crisis and its implications 3. Construct an options strategy for market volatility 4. Evaluate the role of derivatives in enhancing or amplifying financial risk	10%

## 6. Text Books:

1. *“Options, Futures, and Other Derivatives”* by John C. Hull **Publisher:** Pearson
2. *“Derivatives Markets”* by Robert L. McDonald **Publisher:** Pearson

## 7. Reference Books:

1. *“Financial Derivatives: Pricing and Risk Management”* by Robert Kolb and James Overdahl **Publisher:** Wiley
2. *“Fundamentals of Futures and Options Markets”* by John C. Hull **Publisher:** Pearson
3. *“An Introduction to Derivatives and Risk Management”* by Don M. Chance and Robert Brooks **Publisher:** Pearson

# Paper name: Corporate Restructuring and Valuation

## 1. Prerequisite:

Basic understanding of corporate finance, financial statements, and strategic management concepts is essential to effectively analyze restructuring strategies and valuation techniques.

## 2. Rationale:

- **Strategic Realignment** – Corporate restructuring allows firms to adapt to dynamic market conditions and optimize value.
- **Accurate Valuation** – Understanding valuation methods is crucial for assessing the financial impact of restructuring initiatives such as mergers, acquisitions, spin-offs, and divestitures.

## 3. Course Objectives:

- To develop conceptual clarity on various forms of corporate restructuring.
- To explore the rationale, process, and legal aspects of restructuring.
- To understand valuation models and techniques applied in strategic decision-making.
- To analyze the impact of restructuring decisions on stakeholders and firm performance.

## 4. Course Outcome:

- Demonstrate knowledge of corporate restructuring strategies and their execution.
- Apply valuation techniques to assess mergers, acquisitions, and divestitures.
- Analyze real-life corporate restructuring cases for strategic insights.
- Evaluate the financial and operational implications of restructuring decisions.

## 5. Modules:

SR.NO	MODULE	WEIGHTAGE
1	<b>Module 1: Introduction to Corporate Restructuring</b> 1. Meaning, Scope, and Importance 2. Types of Restructuring: Merger, Demerger, Acquisition, and Takeover 3. Strategic and Operational Restructuring 4. Legal and Regulatory Framework 5. useful AI Resources: <b>Relevance AI, Pictory AI, NeuroFlash</b>	22.5%
2	<b>Module 2: Valuation Techniques</b> 1. Discounted Cash Flow (DCF) Valuation 2. Relative Valuation: Multiples and Comparables 3. Asset-Based and Market-Based Approaches 4. Valuation of Synergies and Intangibles 5. useful AI Resource: <b>OpenBB Terminal, QuantLib</b>	22.5%

3	<b>Module 3: Mergers and Acquisitions</b> 1. Strategic Considerations in M&A 2. Deal Structuring and Due Diligence 3. Financial and Tax Implications 4. Post-Merger Integration and Cultural Fit 5. useful AI Resource: <b>AlphaSense, MonkeyLearn</b>	22.5%
4	<b>Module 4: Other Forms of Restructuring</b> 1. Leveraged Buyouts (LBOs) and Management Buyouts (MBOs) 2. Spin-offs, Equity Carve-outs, and Divestitures 3. Corporate Turnaround and Insolvency 4. Case Studies of Successful and Failed Restructuring 5. useful AI Resource: <b>FinGPT, Mergr</b>	22.5%
5	<b>Module 5: Assignment</b> 1. Analyze a real-world merger or acquisition 2. Perform valuation of a company pre- and post-restructuring 3. Design a restructuring plan for a financially distressed firm 4. Study legal and ethical challenges in corporate restructuring	10%

## 6. Text Books:

1. *“Corporate Restructuring: From Cause Analysis to Execution”* by David Larcker and Brian Tayan **Publisher:** Pearson Education, 2013
2. *“Valuation: Measuring and Managing the Value of Companies”* by McKinsey & Company Inc. and Tim Koller **Publisher:** Wiley, 7th Edition, 2020

## 7. Reference Books:

1. *“Mergers, Acquisitions, and Corporate Restructurings”* by Patrick A. Gaughan **Publisher:** Wiley, 7th Edition, 2017
2. *“Investment Valuation”* by Aswath Damodaran **Publisher:** Wiley, 3rd Edition, 2012
3. *“Applied Corporate Finance”* by Aswath Damodaran **Publisher:** Wiley, 4th Edition, 2014

# Paper name: AI Tools for Finance Operations and Decision Making

## Prerequisite:

A foundational understanding of finance principles, accounting processes, and basic knowledge of data analytics and information systems is essential for applying AI in financial contexts.

## 2. Rationale:

- **Enhanced Efficiency** – AI tools automate financial operations, reduce errors, and improve accuracy across accounting, reporting, and forecasting functions.
- **Smarter Decisions** – Integrating AI in finance enables data-driven decision-making, real-time risk management, and predictive analysis to guide strategic choices.

## 3. Course Objectives:

- To provide foundational knowledge of AI technologies applicable to financial processes.
- To introduce tools and platforms that automate and optimize financial operations.
- To explore how AI supports strategic decision-making in areas like budgeting, investment, and risk management.
- To evaluate real-world applications and implications of AI in financial services and corporate finance.

## 4. Course Outcome:

- Demonstrate understanding of AI tools and their relevance in financial functions.
- Apply AI-based platforms to streamline operations like budgeting, auditing, and compliance.
- Analyze the impact of AI on financial forecasting, fraud detection, and decision-making.
- Design AI-supported frameworks for enhanced financial strategy and governance.

## 5. Modules:

1	<b>Module 1: Introduction to AI in Finance</b> 1. Overview of AI and Machine Learning Concepts 2. Role of AI in Modern Financial Systems 3. Financial Data and Automation Potential 4. Ethical and Legal Aspects of AI in Finance 5. useful AI Resources: <b>Quantlera, H2O.ai</b>	22.5%
2	<b>Module 2: AI Tools for Financial Operations</b> 1. AI Applications in Accounting and Bookkeeping 2. Automation of Payroll, Invoicing, and Expense Management 3. Robotic Process Automation (RPA) in Finance 4. Integration with ERP and Cloud Finance Systems 5. useful AI Resources: <b>Vise AI, Zest AI</b>	22.5%

3	<b>Module 3: AI in Financial Analysis and Planning</b> 1. Predictive Analytics in Budgeting and Forecasting 2. AI-Powered Financial Modeling and Scenario Analysis 3. Portfolio Management with AI Tools 4. Intelligent Dashboards and Decision Support Systems 5. useful AI Resources: <b>Tradytics, Datarama</b>	22.5%
4	<b>Module 4: Risk Management and Strategic Decision Making</b> 1. AI in Fraud Detection and Compliance Monitoring 2. Credit Scoring and Loan Decision Automation 3. Strategic Use of AI in Mergers, Acquisitions, and Investments 4. Limitations and Future of AI in Finance 5. useful AI Resources: <b>Equbot, Accern</b>	22.5%
5	<b>Module 5: Assignment</b> 1. Analyze a real-world AI tool used in finance operations 2. Design an AI-based budgeting or forecasting solution 3. Evaluate the risk implications of using AI in financial services 4. Compare human vs. AI decision-making in a financial context 5.	10%

## 6. Text Books:

1. *“Artificial Intelligence in Finance”* by Yves Hilpisch
2. *“Finance 5.0: AI in Financial Decision Making”* by Kalani Kirk Hausman

## 7. Reference Books:

1. *“Applied Artificial Intelligence in Financial Services”* by Jeff McMillan and Theodora Lau
2. *“Data Science for Finance: Predictive Modeling Techniques”* by Sergio M. Focardi
3. *“AI and the Future of Banking”* by Tony Boobier

**Specialisation:**

**Business**

**Analytics**

# Paper name: Machine Learning using Python

## 1. Prerequisite:

A fundamental understanding of programming (preferably in Python), statistics, and linear algebra are essential prerequisites for effective learning and implementation of machine learning algorithms.

## 2. Rationale:

- **Data-Driven Decision Making** – Machine learning empowers systems to learn from data, recognize patterns, and improve decision-making.
- **Automation and Innovation** – It drives automation across industries and fosters innovations in areas such as AI, recommendation systems, and predictive analytics.

## 3. Course Objectives:

- To provide a comprehensive understanding of machine learning concepts and Python libraries.
- To develop practical skills in data preprocessing, model building, and evaluation.
- To explore supervised and unsupervised learning algorithms and their real-world applications.
- To enhance analytical thinking through the design and testing of predictive models.

## 4. Course Outcome:

- Demonstrate the ability to preprocess and analyze datasets using Python.
- Apply various machine learning algorithms for classification, regression, and clustering tasks.
- Evaluate model performance using appropriate metrics.
- Implement real-world machine learning solutions using Python-based tools

## 5. Modules:

SR.NO	MODULE	WEIGHTAGE
1	<b>Module 1: Introduction to Machine Learning and Python</b> 1. Introduction to Machine Learning: Concepts and Applications 2. Python for Data Science: Numpy, Pandas, Matplotlib 3. Data Cleaning and Preprocessing 4. Feature Engineering and Data Visualization 5. useful AI Resource: <b>Google Colab, Jupyter Notebook</b>	22.5%
2	<b>Module 2: Supervised Learning</b> 1. Linear Regression and Logistic Regression 2. Decision Trees and Random Forests 3. Model Training, Testing, and Validation 4. Performance Metrics: Accuracy, Precision, Recall, F1 Score 5. useful AI Resource: <b>XGBoost, LightGBM</b>	22.5%

3	<b>Module 3: Unsupervised Learning</b> 1. Clustering Techniques: K-Means, Hierarchical Clustering 2. Dimensionality Reduction: PCA, t-SNE 3. Association Rule Learning 4. Evaluation of Clustering Results 5. useful AI Resource: <b>Yellowbrick, HDBSCAN</b>	22.5%
4	<b>Module 4: Advanced Topics and Applications</b> 1. Ensemble Learning and Boosting (AdaBoost, XGBoost) 2. Introduction to Neural Networks 3. Case Studies: Sentiment Analysis, Fraud Detection 4. Introduction to Model Deployment 5. useful AI Resource: <b>AutoViz, PyCaret, Streamlit</b>	22.5%
5	<b>Module 5: Assignment</b> 1. Select a dataset and define a machine learning problem 2. Apply preprocessing and feature selection techniques 3. Train and evaluate at least two models 4. Document and present findings using visualizations	10%

## 6. Text books:

1. *Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow* by Aurélien Géron  
**Publisher:** O'Reilly Media, 2nd Edition, 2019
2. *Python Machine Learning* by Sebastian Raschka and Vahid Mirjalili **Publisher:** Packt Publishing, 3rd Edition, 2019

## 7. Reference books

1. *Introduction to Machine Learning with Python* by Andreas C. Müller and Sarah Guido  
**Publisher:** O'Reilly Media, 2016
2. *Machine Learning Yearning* by Andrew Ng **Publisher:** Self-published (Draft edition, available online), 2018

# Paper name: Data Mining and Advance Analytics

## 1. Prerequisite:

A foundational understanding of data structures, basic statistics, and data analysis tools is essential for effective learning in data mining and advanced analytics.

## 2. Rationale:

- **Informed Decision-Making** – Data mining helps uncover hidden patterns in large datasets, enabling evidence-based business decisions.
- **Advanced Insights** – Advanced analytics extends traditional analysis to predictive and prescriptive models, driving strategic innovation.

## 3. Course Objectives:

- To introduce the concepts and applications of data mining and advanced analytics.
- To equip learners with skills in data preprocessing, exploration, and transformation.
- To develop knowledge of various data mining techniques including classification, clustering, and association rule mining.
- To provide hands-on experience in applying analytics for real-world problem-solving.

## 4. Course Outcome:

- Understand key data mining concepts and their real-world applications.
- Apply analytical methods for extracting meaningful patterns from data.
- Evaluate and interpret results from mining models and algorithms.
- Develop and present analytical solutions using industry-relevant tools.

## 5. Modules:

SR.NO	MODULE	WEIGHTAGE
1	<b>Module 1: Introduction to Data Mining</b> 1. Fundamentals of Data Mining and Knowledge Discovery 2. Data Mining Process and Tools 3. Data Exploration and Preprocessing 4. Data Reduction and Transformation 5. useful AI Resource: <b>RapidMiner, Weka</b>	22.5%
2	<b>Module 2: Classification Techniques</b> 1. Decision Trees and Rule-Based Classification 2. Naive Bayes Classifier 3. k-Nearest Neighbors (k-NN) 4. Model Evaluation and Validation 5. useful AI Resource: <b>Dataiku, BigML</b>	22.5%

3	<b>Module 3: Clustering and Association Rules</b> 1. K-Means and Hierarchical Clustering 2. Density-Based Clustering Methods 3. Association Rule Mining and Apriori Algorithm 4. Evaluation of Clusters and Rules 5. useful AI Resource: <b>Apache Spark, Elki</b>	22.5%
4	<b>Module 4: Advanced Analytics and Applications</b> 1. Introduction to Predictive and Prescriptive Analytics 2. Text Mining and Web Mining 3. Big Data Analytics and Stream Processing 4. Business Applications and Case Studies 5. useful AI Resource: <b>Qlik Sense, Apache Mahout, SAP Predictive Analytics</b>	22.5%
5	<b>Module 5: Assignment</b> 1. Analyze a dataset using classification or clustering 2. Extract and interpret patterns using association rules 3. Apply predictive models on real-world data 4. Present insights and business recommendations	10%

## 6. Text books:

1. *Data Mining: Concepts and Techniques* by Jiawei Han, Micheline Kamber, and Jian Pei  
**Publisher:** Morgan Kaufmann, 3rd Edition, 2011
2. *Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data* by EMC Education Services **Publisher:** Wiley, 2015

## 7. Reference books:

1. *Introduction to Data Mining* by Pang-Ning Tan, Michael Steinbach, and Vipin Kumar  
**Publisher:** Pearson, 1st Edition, 2005
2. *Predictive Analytics: The Future of Business* by Eric Siegel **Publisher:** Wiley, 2013

# Paper name: AI Tools for Business Analytics

## 1. Prerequisite:

Basic understanding of business operations, data analysis, and familiarity with digital tools is essential to effectively explore AI-driven business analytics.

## 2. Rationale:

- **Enhanced Decision-Making** – AI tools empower businesses to derive real-time insights, enabling faster and more accurate decision-making.
- **Operational Efficiency** – Automation and intelligent analytics streamline processes, reduce costs, and improve customer experience.

## 3. Course Objectives:

- To introduce AI concepts and their applications in business analytics.
- To develop proficiency in using AI tools such as chatbots, analytics platforms, and automation frameworks.
- To enhance skills in interpreting AI-generated business insights.
- To promote strategic thinking in applying AI for competitive advantage.

## 4. Course Outcome:

- Understand and apply key AI tools used in business analytics.
- Analyze and interpret outputs from AI-based systems to drive business decisions.
- Implement AI solutions for improving business performance.
- Evaluate the ethical and strategic implications of AI in business environments.

## 5. Modules:

1	<b>Module 1: Introduction to AI and Business Analytics</b> 1. Basics of Artificial Intelligence and Machine Learning 2. Role of AI in Modern Business Environments 3. Data Analytics vs. Business Intelligence vs. AI 4. Overview of AI Tools and Platforms 5. useful AI Resource: <b>Tableau Public, RapidMiner</b>	22.5%
2	<b>Module 2: AI Tools for Data Analysis</b> 1. Using Power BI and Tableau with AI Features 2. Natural Language Processing (NLP) Tools in Analytics 3. Forecasting and Predictive Modeling with AI 4. Hands-on with AutoML Tools (e.g., Google AutoML, Azure ML) 5. . useful AI Resource: <b>Zoho Analytics, KNIME Analytics Platform</b>	22.5%

3	<p><b>Module 3: Automation and AI-Driven Decision Support</b></p> <ol style="list-style-type: none"> <li>1. Robotic Process Automation (RPA) in Business</li> <li>2. Chatbots and Virtual Assistants in Customer Service</li> <li>3. Intelligent Recommendation Systems</li> <li>4. AI Integration with CRM and ERP Systems</li> <li>5. . useful AI Resource: <b>IFTTT, Streamlit</b></li> </ol>	22.5%
4	<p><b>Module 4: Strategy, Ethics, and Implementation</b></p> <ol style="list-style-type: none"> <li>1. Building an AI-Driven Business Strategy</li> <li>2. Ethical Considerations and Bias in AI</li> <li>3. Data Governance and Security in AI Systems</li> <li>4. Case Studies of AI in Various Industries</li> <li>5. . useful AI Resource: <b>Apache NiFi, Causal, Parabola</b></li> </ol>	22.5%
5	<p><b>Module 5: Assignment</b></p> <ol style="list-style-type: none"> <li>1. Select and evaluate an AI tool used for business analytics</li> <li>2. Design a basic AI-driven solution for a business scenario</li> <li>3. Interpret outputs and suggest actions based on AI insights</li> <li>4. Assess ethical implications of your solution</li> </ol>	10%

## 6. Text books:

1. *Artificial Intelligence for Business: A Roadmap for Getting Started with AI* by Doug Rose  
**Publisher:** Pearson FT Press, 2018
2. *AI in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems* by Bernard Marr and Matt Ward **Publisher:** Wiley, 2019

## 7. Reference books:

1. *Business Analytics: Data Analysis and Decision Making* by S. Christian Albright and Wayne L. Winston **Publisher:** Cengage Learning, 6th Edition, 2016
2. *Hands-On Artificial Intelligence for Business* by Jason L. Anderson **Publisher:** Packt Publishing, 2020

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