TRIPURA UNIVERSITY

Department of Business Management

(Established under the Tripura University Act, 2006)

MASTER OF BUSINESS ADMINISTRATION (MBA)

Comprehensive Course Content and Suggested Books

Aligned with NEP 2020 | UGC PG Curriculum Framework 2024 | AICTE Model Curriculum

Academic Year: 2025–26 (and onwards)

Two-Year MBA (Tracks A, B, C) | One-Year MBA

Approved by: Board of Post-Graduate Studies, Tripura University

How to Use This Document

This document provides a comprehensive syllabus for all courses in the Tripura University MBA Programme (2025–26 and onwards), covering:

- Two-Year MBA – Year 1 (Semesters I & II): Foundation and Core courses (MBA 600–609)
- Two-Year MBA – Year 2, Track A (Semesters III & IV): Coursework-Intensive specialisation courses (MBA 650–677)
- Two-Year MBA – Year 2, Track B (Semesters III & IV): MBA with Research courses (MBA 700, 701/703/705/707, 702/704/706/708, 709, 710)
- One-Year MBA (Semesters I & II): Fast-track programme for 4-Year UG Hons. graduates (MBA 680–697)
- Each course has five units and suggested books
- Track C (Full Research – MBA 711, 712, 713) follows the same structure as Track B with enhanced research depth
- Computer Skill–II (Semester II) is offered by an external department; its syllabus is determined by that department
- MBA 677 ST (Interview/Presentation/Data/Communication Skills) is a non-credit mandatory course; its content is notified separately
- Specialisation elective codes indicate the domain grouping; the department notifies the offered electives for each batch
- All syllabi are indicative and may be updated by the Board of Post-Graduate Studies (BPGS) with due notice

TWO-YEAR MBA | YEAR 1 | SEMESTER I (Foundation & Core)

MBA 600: Management Principles & Organisational Behaviour

Course Code	MBA 600	**Credits**	4
NHEQF Level	6	**Semester**	I (Year 1)

Course Objectives

1. Trace the historical evolution of management thought from classical to contemporary schools and evaluate their relevance in modern organisations.
2. Explain the core functions of management - planning, organising, staffing, directing, and controlling - and apply them to real organisational situations.
3. Analyse individual behaviour in organisations with respect to personality, perception, motivation, and attitudes.
4. Examine group dynamics, team effectiveness, and interpersonal processes that influence organisational performance.
5. Appraise various leadership theories and styles and assess their suitability across diverse organisational contexts.
6. Evaluate the dynamics of organisational culture and change management using established frameworks such as Lewin's model and Kotter's 8-step model.

Unit 1: Evolution and Functions of Management	
1	Evolution of management thought: Classical, Neo-classical, and Modern schools
2	Scientific Management – F.W. Taylor; Administrative Management – Henri Fayol's 14 principles
3	Bureaucratic Management – Max Weber; Human Relations Movement – Elton Mayo
4	Functions of management: Planning, Organising, Staffing, Directing, Controlling
5	Contemporary management challenges: globalisation, diversity, sustainability, digital transformation
Unit 2: Planning and Decision Making	
1	Nature and purpose of planning; types of plans: strategic, tactical, operational
2	Management by Objectives (MBO) – concept, process, advantages and limitations
3	Decision-making process: types of decisions, models (rational, bounded rationality, intuition)
4	Decision-making under certainty, risk, and uncertainty; decision trees and payoff matrices
5	Strategic planning tools: SWOT analysis, BCG matrix, Porter's Five Forces
Unit 3: Organising, Authority and Control	
1	Organising: departmentalisation, span of management, delegation and decentralisation

2	Organisational structures: line, line-and-staff, functional, matrix, network, and virtual
3	Coordination: meaning, techniques, and barriers; organisational design principles
4	Control process: setting standards, measuring performance, corrective action
5	Control techniques: budgetary control, MIS, balanced scorecard, benchmarking
Unit 4: Individual Behaviour: Perception, Motivation and Personality	
1	Foundations of OB: individual vs. group vs. organisational level analysis
2	Personality theories: Big Five model, Type A/B, MBTI, self-concept, and values
3	Perception process, perceptual biases, attribution theory, and impression management
4	Motivation theories: Maslow, Herzberg, Alderfer's ERG, McClelland's needs theory
5	Process theories of motivation: Vroom's expectancy, Adams's equity, Locke's goal-setting theory
Unit 5: Group Behaviour, Leadership and Organisational Change	
1	Groups and teams: types, stages of group development (Tuckman model), group dynamics
2	Leadership theories: trait, behavioural (Ohio & Michigan studies), contingency models (Fiedler, Path-Goal)
3	Transformational and transactional leadership; servant leadership; ethical leadership
4	Organisational culture: elements, types, culture-performance link, culture change
5	Organisational change: forces, resistance to change, Lewin's change model, Kotter's 8-step model

Suggested Books & References

Sl. No	Title & Author(s)	Publisher / Edition
1	*Management – Harold Koontz & Heinz Weihrich*	McGraw-Hill, 12th Ed.
2	*Principles of Management – P.C. Tripathi & P.N. Reddy*	Tata McGraw-Hill, Latest Ed.
3	*Organisational Behaviour – Stephen P. Robbins, Timothy A. Judge & Neharika Vohra*	Pearson, 17th Ed.
4	*Organisational Behaviour – Fred Luthans*	McGraw-Hill, 12th Ed.
5	*Management – James A.F. Stoner, R. Edward Freeman & Daniel R. Gilbert Jr.*	Pearson, 6th Ed.
6	*Arthashastra – Kautilya (translated by R. Shamasastry)*	Penguin Classics

MBA 601: Managerial Economics

Course Code	MBA 601	Credits	4
NHEQF Level	6	Semester	I (Year 1)

Course Objectives

1. Explain the nature, scope, and significance of managerial economics and its interface with business decision-making.
2. Analyse demand behaviour, elasticity concepts, and demand forecasting techniques for managerial applications.
3. Evaluate production functions and cost structures to optimise short-run and long-run business decisions.
4. Compare market structures—perfect competition, monopoly, monopolistic competition, and oligopoly—and derive pricing strategies relevant to each.
5. Apply macroeconomic concepts including GDP, business cycles, inflation, monetary policy, and fiscal policy to managerial strategy.
6. Use quantitative tools such as regression, optimisation, and econometric models to support evidence-based business decisions.

Unit 1: Introduction to Managerial Economics	
1	Nature, scope, and significance of managerial economics; relationship with other disciplines
2	Fundamental concepts: opportunity cost, marginal analysis, time value of money, risk and return
3	The firm's objectives: profit maximisation vs. value maximisation; stakeholder vs. shareholder perspectives
4	Theory of the firm: Baumol's sales maximisation, Marris's growth maximisation, Cyert & March's behavioural theory
5	Economic analysis tools: regression, elasticity estimation, optimisation techniques
Unit 2: Demand Analysis and Forecasting	
1	Law of demand; individual and market demand; determinants of demand
2	Demand elasticity: price elasticity, income elasticity, cross elasticity – concepts and measurement
3	Consumer behaviour theories: utility analysis (cardinal and ordinal), revealed preference theory
4	Demand estimation methods: consumer survey, market experiment, regression analysis
5	Demand forecasting techniques: time series analysis, moving averages, exponential smoothing, econometric models
Unit 3: Production and Cost Analysis	
1	Production function: short-run (law of variable proportions) and long-run (returns to

	scale)
2	Isoquants and isocosts: producer's equilibrium; expansion path; economies of scope
3	Cost concepts: explicit vs. implicit, fixed vs. variable, average and marginal cost
4	Cost-output relationships in short-run and long-run; economies and diseconomies of scale
5	Break-even analysis, operating leverage, and cost-volume-profit relationships
Unit 4: Market Structures and Pricing	
1	Perfect competition: equilibrium analysis, efficiency, and long-run outcomes
2	Monopoly: price and output decisions, deadweight loss, price discrimination (1st, 2nd, 3rd degree)
3	Monopolistic competition: product differentiation, short-run and long-run equilibrium
4	Oligopoly models: Cournot, Bertrand, Stackelberg, kinked demand curve; game theory basics
5	Pricing strategies: cost-plus, going-rate, skimming, penetration, transfer pricing, peak-load pricing
Unit 5: Macroeconomics for Managers	
1	National income concepts: GDP, GNP, NNP – measurement methods; India's GDP trends
2	Business cycle: phases, indicators, and implications for business strategy
3	Inflation: types, measurement (CPI/WPI), causes, effects on businesses, inflation management
4	Monetary policy: instruments (repo rate, CRR, SLR, OMO) and transmission mechanism
5	Fiscal policy: government budget, deficit financing, taxation, and impact on business environment

Suggested Books & References

Sl.No	Title & Author(s)	Publisher / Edition
1	*Managerial Economics – D.N. Dwivedi*	Vikas Publishing, 8th Ed.
2	*Managerial Economics – Paul G. Keat, Philip Young & Steve Erfle*	Pearson, 7th Ed.
3	*Managerial Economics – H.L. Ahuja*	S. Chand, Latest Ed.
4	*Economics – Paul A. Samuelson & William D. Nordhaus*	McGraw-Hill, 19th Ed.
5	*Managerial Economics – Dominick Salvatore*	Oxford University Press, 7th Ed.
6	*Indian Economy – Ramesh Singh*	McGraw-Hill, Latest Ed.

MBA 602: Accounting for Managers

Course Code	MBA 602	Credits	4
NHEQF Level	6	Semester	I (Year 1)

Course Objectives

1. Prepare and interpret financial statements including the Income Statement, Balance Sheet, and Cash Flow Statement in accordance with Indian Accounting Standards.
2. Apply ratio analysis, DuPont analysis, and fund flow techniques to assess the financial health and performance of organisations.
3. Distinguish between costing methods—job costing, process costing, and activity-based costing—and select appropriate methods for different business contexts.
4. Use marginal costing and contribution analysis to support managerial decisions such as make-or-buy, pricing, and key factor analysis.
5. Construct master budgets and flexible budgets, and perform variance analysis to support management control.
6. Demonstrate the role of the Balanced Scorecard, responsibility accounting, and KPIs in aligning financial performance with strategic objectives.

Unit 1: Financial Accounting Fundamentals	
1	Accounting concepts, conventions and standards; Indian Accounting Standards (Ind AS) overview
2	Double entry system; journal, ledger, trial balance – preparation and use
3	Preparation of financial statements: Income Statement (P&L), Balance Sheet, Cash Flow Statement
4	Depreciation methods: SLM, WDV; treatment in financial statements
5	Accounting for partnerships and companies: basic provisions and statutory requirements
Unit 2: Analysis of Financial Statements	
1	Ratio analysis: liquidity ratios, solvency ratios, profitability ratios, activity ratios
2	Common-size statements and comparative financial statements for trend analysis
3	Funds flow statement and cash flow statement (AS-3/IND AS-7) – preparation and interpretation
4	DuPont analysis: decomposing ROE into profitability, efficiency, and leverage
5	Limitations of financial statement analysis; window dressing and creative accounting
Unit 3: Cost Accounting and Cost Control	
1	Cost concepts: fixed, variable, semi-variable, direct, indirect; cost classification and behaviour
2	Costing methods: job costing, process costing, batch costing, contract costing
3	Overhead absorption: blanket rate vs. departmental rate; activity-based costing (ABC)

4	Standard costing: setting standards, variance analysis (material, labour, overhead)
5	Cost audit and cost reduction techniques; target costing and life-cycle costing
Unit 4: Marginal Costing and Decision Making	
1	Marginal costing vs. absorption costing: profit differences and reconciliation
2	Contribution, P/V ratio, break-even point (BEP) – graphical and algebraic methods
3	Decisions using marginal costing: make or buy, accept or reject, key factor analysis
4	Pricing decisions: special orders, transfer pricing, joint product costing
5	Short-run and long-run decisions; relevant costs and irrelevant costs
Unit 5: Budgeting and Management Control	
1	Budgeting: types (fixed, flexible, zero-based, rolling budgets), preparation process
2	Master budget: preparation of sales, production, materials, cash budgets
3	Flexible budgeting and performance evaluation; budget variances and corrective action
4	Responsibility accounting: cost centres, profit centres, investment centres
5	Balanced Scorecard (BSC): four perspectives, KPI setting, strategy mapping

Suggested Books & References

Sl. No	Title & Author(s)	Publisher / Edition
1	*Financial Accounting: A Managerial Perspective – R. Narayanaswamy*	PHI Learning, 6th Ed.
2	*Management Accounting – M.Y. Khan & P.K. Jain*	Tata McGraw-Hill, Latest Ed.
3	*Cost Accounting – Ravi M. Kishore*	Taxmann, Latest Ed.
4	*Financial Statement Analysis & Security Valuation – Stephen H. Penman*	McGraw-Hill, 5th Ed.
5	*Management Accounting – Robert S. Kaplan & Anthony A. Atkinson*	Pearson, 5th Ed.
6	*Financial Accounting for Managers – Ambrish Gupta*	Pearson, Latest Ed.

MBA 603AE: Advances in Business Communication

Course Code	MBA 603	Credits	4
NHEQF Level	6	Semester	I (Year 1)

Course Objectives

1. Describe the communication process model and identify barriers that impede effective communication in organisational settings.
2. Draft professional business documents—including reports, letters, emails, memos, and proposals—adhering to accepted standards of clarity and correctness.
3. Deliver structured and persuasive oral presentations using appropriate techniques for audience engagement and vocal delivery.
4. Apply digital and corporate communication strategies including social media, virtual collaboration tools, and crisis communication protocols.
5. Demonstrate advanced communication competencies such as negotiation, feedback delivery, intercultural communication, and managerial conversations.
6. Leverage AI-assisted communication tools responsibly while maintaining professional integrity and human oversight.

Unit 1: Foundations of Business Communication	
1	Communication process model: sender, encoding, channel, decoding, receiver, feedback, noise
2	Types of communication: formal/informal, verbal/non-verbal, internal/external
3	Barriers to communication: semantic, psychological, physical, organisational – overcoming strategies
4	Listening skills: active listening, empathic listening; improving listening effectiveness
5	Non-verbal communication: body language, proxemics, paralanguage – cultural variations
Unit 2: Written Business Communication	
1	Principles of effective writing: clarity, conciseness, correctness, completeness, courtesy
2	Business letters: format, types (inquiry, complaint, adjustment, sales, circular letters)
3	Report writing: structure, types (informational, analytical), executive summary, recommendations
4	Memos, notices, agendas, and minutes of meetings – format and drafting
5	Email etiquette; professional writing for digital platforms; documentation standards
Unit 3: Oral Communication and Presentation Skills	
1	Oral communication effectiveness: voice modulation, articulation, pace, and delivery
2	Public speaking: structure, overcoming stage fright, audience engagement techniques
3	Business presentations: slide design principles (Minto pyramid, storytelling), PowerPoint

	best practices
4	Group discussion (GD) techniques: participation, critical analysis, consensus building
5	Negotiation and persuasion: principles, strategies, BATNA concept
Unit 4: Corporate and Digital Communication	
1	Corporate communication: brand communication, investor relations, media communication
2	Social media communication: LinkedIn, X (Twitter), corporate blogs – content strategy
3	Virtual communication: video conferencing etiquette, online collaboration tools (Teams/Zoom/Slack)
4	Crisis communication: principles, media handling, reputation management
5	Intercultural communication: Hofstede's cultural dimensions, high-context vs. low-context cultures
Unit 5: Advanced Communication Applications	
1	Proposal writing: business proposals, project proposals, grant proposals – structure and strategy
2	Case analysis and business storytelling: data-driven narratives, visualisation communication
3	Interview skills: preparation, STAR method, behavioral and situational questions
4	Managerial communication: giving feedback, conducting appraisals, managing difficult conversations
5	AI-assisted communication: using AI tools responsibly; prompt crafting; human oversight

Suggested Books & References

Sl. No	Title & Author(s)	Publisher / Edition
1	*Business Communication Today – Courtland L. Bovée & John V. Thill*	Pearson, 15th Ed.
2	*Effective Business Communication – Herta A. Murphy, Herbert W. Hildebrandt & Jane P. Thomas*	McGraw-Hill, 7th Ed.
3	*Business Communication – Meenakshi Raman & Prakash Singh*	Oxford University Press, 3rd Ed.
4	*The Elements of Style – William Strunk Jr. & E.B. White*	Pearson, 4th Ed.
5	*Talk Like TED – Carmine Gallo*	St. Martin's Press
6	*Crucial Conversations – Kerry Patterson, Joseph Grenny, Ron McMillan & Al Switzler*	McGraw-Hill, 3rd Ed.

MBA 604VB: Indian Knowledge Systems (VBC)

Course Code	MBA 604	Credits	4
NHEQF Level	6	Semester	I (Year 1)

Course Objectives

1. Examine the foundations of Indian Knowledge Systems including Vedic epistemology, Purusharthas, and Dharmic principles and relate them to contemporary management.
2. Analyse Kautilya's Arthashastra in terms of its relevance to modern organisational design, governance, and economic policy.
3. Evaluate the contributions of Indian philosophical schools—Nyaya, Vaisheshika, Advaita, and Yoga—to decision-making, ethics, and leadership.
4. Apply insights from Indian epics, Bhagavad Gita, and ancient texts to contemporary challenges in leadership, strategy, and human resource management.
5. Assess sustainability principles embedded in Indian traditions—Vasudhaiva Kutumbakam and Panchakosha—in relation to modern ESG frameworks.
6. Integrate Indian management wisdom with contemporary business practices to develop a value-based and culturally grounded managerial perspective.

Unit 1: Foundations of Indian Knowledge Systems	
1	Introduction to Indian Knowledge Systems (IKS): Vedas, Upanishads, Darshanas – an overview
2	Epistemology in Indian tradition: Pratyaksha, Anumana, Upamana, Sabda, Arthapatti, Anupalabdhi (Pramanas) – ways of knowing
3	Concept of Dharma, Artha, Kama and Moksha – the Purusharthas and their relevance to management
4	Vedic management philosophy: Rigvedic concepts of Rta (cosmic order), Satya (truth), and Yajna (sacrifice)
5	Sustainability in Indian tradition: Vasudhaiva Kutumbakam, Panchakosha model, ecological ethics
Unit 2: Arthashastra and Ancient Indian Management Thought	
1	Kautilya's Arthashastra: scope, content, and relevance to modern management and governance
2	State administration and organisational design in Arthashastra: ministerial council, bureaucracy
3	Human resource management in Arthashastra: recruitment, training, motivation, remuneration
4	Economic policies and trade principles in Arthashastra: market regulation, pricing, taxation
5	Ethics and accountability in governance: Kautilya's views on corruption, performance, and punishment

Unit 3: Bhagavad Gita and Management Philosophy	
1	Core teachings of the Bhagavad Gita: Nishkama Karma, Svadharma, equanimity (Sthitaprajna)
2	Leadership lessons from Gita: servant leadership, crisis management, Arjuna's dilemma as case study
3	Yoga paths (Karma, Jnana, Bhakti, Raja) and their managerial implications
4	Decision-making under uncertainty: Gita's framework for ethical and courageous choices
5	Work-life balance and well-being: Gita's approach to stress, detachment, and purpose
Unit 4: Chanakya Niti, Panchatantra and Indian Business Ethics	
1	Chanakya Niti: strategic thinking, leadership attributes, the Saptanga theory of state
2	Panchatantra: organisational wisdom, inter-personal dynamics, and stakeholder management
3	Traditional Indian business ethics: Vaishya dharma, trade guilds (Shrenis), and merchant codes
4	Ethics in Indian epics: Mahabharata and Ramayana as managerial case studies
5	Indian CSR traditions: Daana (philanthropy), Trusteeship concept (Gandhi), and community welfare
Unit 5: IKS in Contemporary Management Practice	
1	Integrating IKS with modern management: Yoga and mindfulness in corporate settings
2	Ayurveda and Tridosha theory: personality types and team composition insights
3	Design thinking in ancient India: temple architecture, water management, town planning
4	NEP 2020 and IKS: rationale, policy framework, and curricular integration strategy
5	Case studies: IKS-inspired organisations (Tata's trusteeship, ISKCON's global management, Amul's cooperative model)

Suggested Books & References

Sl. No	Title & Author(s)	Publisher / Edition
1	*Arthashastra – Kautilya (tr. R.P. Kangle)*	Motilal Banarsidass, 3 vols.
2	*The Bhagavad Gita – Swami Chinmayananda (Commentary)*	Central Chinmaya Mission Trust
3	*Corporate Chanakya – Radhakrishnan Pillai*	Jaico Publishing, Latest Ed.
4	*Indian Ethos in Management – S.K. Chakraborty*	Macmillan India, Latest Ed.
5	*Management Wisdom from the Mahabharata – Kishor Kulkarni*	Penguin Books India
6	*The Arthasastra of Chanakya – M.V. Krishna*	S. Chand, Latest Ed.

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TWO-YEAR MBA | YEAR 1 | SEMESTER II (Core Functional Courses)

MBA 605: Marketing Management

Course Code	MBA 605	**Credits**	3
NHEQF Level	6	**Semester**	II (Year 1)

Course Objectives

1. Explain the core concepts of marketing including the marketing mix, consumer orientation, and value creation in diverse market contexts.
2. Analyse the marketing environment, consumer behaviour, and market segmentation to identify and target appropriate customer segments.
3. Develop strategic marketing plans using tools such as STP, SWOT, and competitive analysis frameworks.
4. Design effective product, pricing, distribution, and promotion strategies aligned with organisational goals.
5. Apply digital marketing tools and platforms—including social media, SEO, and content marketing—to enhance brand reach and engagement.
6. Evaluate marketing performance using metrics and analytics to support continuous improvement of marketing strategy.

Unit 1: Marketing Concepts and the Marketing Environment	
1	Evolution of marketing: production, sales, marketing, and societal marketing orientations
2	Marketing process; customer value, satisfaction, and loyalty; customer lifetime value (CLV)
3	Macro and micro marketing environment: PESTLE analysis; competitive intelligence
4	Marketing information system (MIS): components, marketing research process, big data in marketing
5	Sustainable marketing, green marketing, and social marketing – contemporary trends
Unit 2: Consumer Behaviour and Market Segmentation	
1	Consumer decision-making process: five-stage model; involvement theory; customer journey mapping
2	Factors influencing consumer behaviour: cultural, social, personal, psychological
3	Organisational buying behaviour: differences from consumer buying; buying centre concept
4	Market segmentation: bases for segmenting consumer and B2B markets
5	Target market selection and positioning strategies: STP process; perceptual mapping

Unit 3: Product and Pricing Strategies	
1	Product classifications; product hierarchy; new product development (NPD) process and diffusion of innovation
2	Product life cycle (PLC): strategies at each stage; managing brand portfolio
3	Branding: brand equity (Keller's CBBE model), brand identity, brand extensions, co-branding
4	Pricing objectives, methods (cost-based, value-based, competition-based), and strategies
5	Pricing tactics: bundling, psychological pricing, dynamic pricing, price discrimination
Unit 4: Distribution and Promotion Strategies	
1	Marketing channels: functions, types, channel design, conflict and cooperation
2	Retail management: types of retailers, retailing trends, omni-channel retailing
3	Supply chain management linkage with distribution; logistics and last-mile delivery
4	Integrated Marketing Communications (IMC): advertising, sales promotion, PR, direct marketing, personal selling
5	Digital promotion: social media marketing, content marketing, SEO/SEM, influencer marketing
Unit 5: Contemporary Marketing Strategies	
1	Relationship marketing and CRM: building, maintaining, and deepening customer relationships
2	Services marketing: 7Ps, service quality (SERVQUAL), GAP model, managing service encounters
3	Rural marketing in India: characteristics, challenges, strategies; e-choupal, microfinance linkages
4	Global marketing: standardisation vs. adaptation, entry mode decisions, international branding
5	Marketing analytics: key metrics (ROI, CAC, NPS), dashboards, attribution modelling

Suggested Books & References

Sl.No	Title & Author(s)	Publisher / Edition
1	*Marketing Management – Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha*	Pearson, 15th Ed.
2	*Principles of Marketing – Philip Kotler & Gary Armstrong*	Pearson, 17th Ed.
3	*Consumer Behaviour: Buying, Having, and Being – Michael R. Solomon*	Pearson, 13th Ed.
4	*Marketing Management: Text and Cases – Rajan Saxena*	Tata McGraw-Hill, 5th Ed.

5	*Services Marketing – Valarie A. Zeithaml, Mary Jo Bitner & Dwayne D. Gremler*	McGraw-Hill, 7th Ed.
6	*Digital Marketing – Dave Chaffey & Fiona Ellis-Chadwick*	Pearson, 7th Ed.

MBA 606: Financial Management

Course Code	MBA 606	**Credits**	3
NHEQF Level	6	**Semester**	II (Year 1)

Course Objectives

1. Explain key financial concepts including the time value of money, risk-return trade-off, and the objectives of financial management.
2. Apply capital budgeting techniques—NPV, IRR, payback, and profitability index—to evaluate investment proposals.
3. Analyse the cost of capital, capital structure theories, and leverage effects to optimise financing decisions.
4. Formulate working capital management strategies to maintain liquidity while maximising operational efficiency.
5. Evaluate dividend policies and their impact on firm value using various theoretical frameworks.
6. Assess contemporary issues in financial management including corporate governance, financial distress, and value-based management.

Unit 1: Introduction to Financial Management	
1	Scope, objectives and functions of financial management; profit vs. wealth maximisation
2	Financial system in India: money market, capital market, financial intermediaries
3	Time value of money: present value, future value, annuity, perpetuity, compounding and discounting
4	Risk and return: systematic vs. unsystematic risk; Capital Asset Pricing Model (CAPM)
5	Agency problem: principal-agent relationship; corporate governance mechanisms
Unit 2: Capital Budgeting and Investment Decisions	
1	Capital budgeting process; estimation of incremental cash flows; treatment of depreciation and tax
2	Evaluation techniques: NPV, IRR, Modified IRR, Payback Period, Discounted Payback, Profitability Index
3	Capital rationing: selection under constraints; mutually exclusive and independent projects
4	Risk analysis in capital budgeting: sensitivity analysis, scenario analysis, simulation
5	Real options in capital budgeting: option to expand, abandon, delay; strategic investment value

Unit 3: Cost of Capital and Capital Structure	
1	Cost of equity: CAPM approach, dividend growth model; cost of debt; cost of preference capital
2	Weighted Average Cost of Capital (WACC): computation and interpretation
3	Capital structure theories: Modigliani-Miller theorems (with and without taxes), Trade-off theory, Pecking order theory
4	Leverage: operating leverage, financial leverage, combined leverage; EPS-EBIT analysis
5	Optimal capital structure in practice: industry norms, credit ratings, debt capacity
Unit 4: Working Capital Management	
1	Working capital concept: gross vs. net, permanent vs. temporary; operating cycle analysis
2	Cash management: motives for holding cash, cash budgeting, float management, Baumol and Miller-Orr models
3	Receivables management: credit policy, credit analysis (5 Cs), debtors' turnover, ageing schedule
4	Inventory management: EOQ model, ABC analysis, JIT, safety stock, reorder point
5	Short-term financing: trade credit, bank credit, commercial paper, factoring, bill discounting
Unit 5: Dividend Policy and Corporate Governance	
1	Dividend theories: relevance (Gordon, Walter) and irrelevance (M-M); dividend policy determinants
2	Forms of dividend: cash dividend, stock dividend (bonus shares), stock splits, share buyback
3	Corporate governance: principles, SEBI LODR regulations, board structure, audit committee
4	ESG and sustainable finance: green bonds, ESG reporting, impact investing
5	Corporate restructuring: mergers, acquisitions, divestitures, demergers – financial implications

Suggested Books & References

Sl.No	Title & Author(s)	Publisher / Edition
1	*Financial Management – I.M. Pandey*	Vikas Publishing, 12th Ed.
2	*Financial Management: Theory and Practice – Prasanna Chandra*	McGraw-Hill, 10th Ed.
3	*Fundamentals of Financial Management – James C. Van Horne & John M. Wachowicz Jr.*	Pearson, 13th Ed.
4	*Corporate Finance – Stephen A. Ross, Randolph W.*	McGraw-Hill, 12th Ed.

	Westerfield & Jeffrey F. Jaffe	
5	*Financial Management – M.Y. Khan & P.K. Jain*	Tata McGraw-Hill, 8th Ed.
6	*Principles of Corporate Finance – Richard A. Brealey, Stewart C. Myers & Franklin Allen*	McGraw-Hill, 14th Ed.

MBA 607: Operations & Supply Chain Management

Course Code	MBA 607	**Credits**	3
NHEQF Level	6	**Semester**	II (Year 1)

Course Objectives

1. Explain the strategic importance of operations and supply chain management in achieving organisational competitiveness and customer satisfaction.
2. Apply forecasting methods and capacity planning techniques to align production with demand.
3. Design and optimise production processes using tools such as process mapping, lean manufacturing, and Six Sigma principles.
4. Evaluate inventory management systems—EOQ, JIT, and ABC analysis—to minimise costs while maintaining service levels.
5. Analyse supply chain design, supplier relationship management, and logistics to improve end-to-end supply chain performance.
6. Apply quality management frameworks including TQM, ISO standards, and statistical process control to ensure product and service quality.

Unit 1: Operations Management Fundamentals	
1	Operations management: scope, importance, historical development, operations strategy
2	Product and service design: product development process, QFD, design for manufacture (DFM)
3	Process selection and facility layout: types of layouts (product, process, fixed-position, cellular), line balancing
4	Capacity planning: capacity measures, long-range and short-range capacity decisions
5	Location decisions: factor rating method, centre of gravity, transportation model
Unit 2: Forecasting and Aggregate Planning	
1	Demand forecasting: qualitative methods (Delphi, market survey) and quantitative methods (moving averages, exponential smoothing, regression)
2	Forecasting errors: MAD, MSE, MAPE; tracking signal; forecast accuracy improvement
3	Aggregate production planning: strategies (chase, level, mixed), S&OP process
4	Master Production Schedule (MPS) and Rough-Cut Capacity Planning (RCCP)
5	Material Requirements Planning (MRP): BOM, MRP logic, lot sizing (EOQ, POQ, L4L)

Unit 3: Inventory Management and Lean Operations	
1	Inventory types and functions; ABC analysis; inventory carrying and ordering costs
2	Independent demand inventory models: EOQ, quantity discount, safety stock, reorder point
3	Lean manufacturing: 7 wastes (Muda), 5S, Kaizen, Kanban, value stream mapping (VSM)
4	Just-In-Time (JIT) production: pull system, Heijunka, Jidoka; comparison with push systems
5	Theory of Constraints (TOC): bottleneck management, drum-buffer-rope, throughput accounting
Unit 4: Supply Chain Management	
1	Supply chain concepts: structure, drivers (facilities, inventory, transportation, information, sourcing)
2	Supply chain strategies: efficient vs. responsive chains; Fisher's framework
3	Supplier management: vendor evaluation, supplier development, strategic partnerships, outsourcing
4	Global supply chains: offshoring, nearshoring, supply chain risk, resilience strategies
5	Supply chain coordination: bullwhip effect, VMI, CPFR; digital supply chains and Industry 4.0
Unit 5: Quality Management and Service Operations	
1	Quality concepts: dimensions of quality, cost of quality, quality gurus (Deming, Juran, Crosby, Ishikawa)
2	Statistical Process Control (SPC): control charts (X-bar, R, p, c), process capability (Cp, Cpk)
3	Total Quality Management (TQM): principles, tools (7 QC tools, 7 new management tools), implementation
4	Six Sigma: DMAIC methodology, roles (Black Belt, Green Belt), Lean Six Sigma integration
5	Service operations management: service blueprinting, queuing models, service quality gaps

Suggested Books & References

Sl.No	Title & Author(s)	Publisher / Edition
1	*Operations Management – William J. Stevenson*	McGraw-Hill, 13th Ed.
2	*Production and Operations Management – S.N. Chary*	Tata McGraw-Hill, 5th Ed.
3	*Supply Chain Management: Strategy, Planning, and Operation – Sunil Chopra & Peter Meindl*	Pearson, 7th Ed.

4	*Operations Management – Jay Heizer, Barry Render & Chuck Munson*	Pearson, 13th Ed.
5	*The Machine That Changed the World – James P. Womack, Daniel T. Jones & Daniel Roos*	Free Press
6	*Quality Management for Organisational Excellence – David L. Goetsch & Stanley Davis*	Pearson, 8th Ed.

MBA 608: Managing People in Organisation

Course Code	MBA 608	**Credits**	3
NHEQF Level	6	**Semester**	II (Year 1)

Course Objectives

1. Explain the strategic role of human resource management in organisational effectiveness and competitive advantage.
2. Design and evaluate recruitment, selection, and onboarding processes to attract and retain talent in diverse organisational environments.
3. Develop training and development programmes aligned with individual and organisational learning needs.
4. Apply performance management systems, appraisal methods, and feedback mechanisms to enhance employee productivity and engagement.
5. Formulate compensation and benefits strategies that balance internal equity, market competitiveness, and employee motivation.
6. Assess contemporary HRM challenges including workforce diversity, employee well-being, labour relations, and ethical HR practices.

Unit 1: Strategic Human Resource Management	
1	HRM: evolution, objectives, functions, and role of HR in strategic management
2	Strategic HRM: aligning HR strategy with business strategy; HR as a strategic partner (Ulrich model)
3	Human capital theory; HR metrics and analytics: HR scorecard, workforce analytics
4	Workforce planning: demand forecasting, supply forecasting, gap analysis
5	HR policies and procedures: formulation, implementation, and compliance
Unit 2: Talent Acquisition and On boarding	
1	Job analysis: job description, job specification, competency mapping
2	Recruitment: sources (internal, external), recruitment channels, employer branding
3	Selection process: application screening, psychometric tests, structured interviews, assessment centres
4	Onboarding and socialisation: induction programs, buddy systems, cultural integration
5	Diversity recruitment: inclusive hiring practices, unconscious bias mitigation, affirmative

	action
Unit 3: Training, Development and Performance Management	
1	Training needs analysis (TNA): organisational, task, and person analysis
2	Training methods: OJT, classroom training, simulation, e-learning, coaching, mentoring, action learning
3	Kirkpatrick's four-level training evaluation model
4	Performance management system: goal setting (SMART, OKR), mid-year review, annual appraisal
5	Performance appraisal methods: MBO, 360-degree, BARS, ranking, Bell Curve; managing poor performance
Unit 4: Compensation, Benefits and Employee Relations	
1	Compensation management: objectives, components (CTC structure), equity and competitiveness
2	Job evaluation: methods (ranking, classification, point factor, Hay system); pay structures and bands
3	Employee benefits: statutory benefits (PF, ESI, Gratuity), performance-linked pay, ESOPs
4	Industrial relations: collective bargaining, trade unions, grievance redressal, disciplinary procedures
5	Labour legislation overview: Industrial Disputes Act, Factories Act, Labour Codes 2019–20
Unit 5: Contemporary HRM Issues	
1	Employee engagement: drivers, measurement (Gallup Q12), strategies to enhance engagement
2	Talent retention: high performer retention, attrition analysis, succession planning
3	HR technology: HRMS, HRIS, AI in recruitment, people analytics platforms
4	Workplace wellness: mental health, EAP programs, work-life balance, flexible work arrangements
5	Global HRM: expatriate management, cross-cultural training, global talent mobility, HR in MNCs

Suggested Books & References

Sl.No	Title & Author(s)	Publisher / Edition
1	*Human Resource Management – Gary Dessler & Biju Varkkey*	Pearson, 15th Ed.
2	*Human Resource Management – V.S.P. Rao*	Excel Books, Latest Ed.
3	*Strategic Human Resource Management – Jeffrey A.*	Cengage Learning, 5th Ed.

	Mello	
4	*Managing Human Resources – Luis R. Gomez-Mejia, David B. Balkin & Robert L. Cardy*	Pearson, 8th Ed.
5	*Human Resource Management in Practice – Srinivas R. Kandula*	PHI Learning, Latest Ed.
6	*Industrial Relations & Labour Laws – S.C. Srivastava*	Vikas Publishing, 7th Ed.

MBA 609 VB: Data Analysis for Managers / Digital Skills Lab (VB/SEC)

Course Code	MBA 609	**Credits**	4
NHEQF Level	6	**Semester**	II (Year 1)

Course Objectives

1. Apply statistical and quantitative techniques—descriptive statistics, probability, and inferential methods—to business data for managerial decision-making.
2. Use spreadsheet tools (MS Excel or equivalent) and data analysis functions to organise, analyse, and present business information effectively.
3. Interpret data visualisations, dashboards, and reports to extract actionable insights for strategic and operational decisions.
4. Demonstrate proficiency in digital tools for productivity, collaboration, and business analysis relevant to the modern workplace.
5. Apply basic data analytics and business intelligence concepts to transform raw data into meaningful business knowledge.
6. Develop digital literacy competencies to navigate emerging technologies and data-driven business environments with confidence.

Unit 1: Quantitative Techniques for Management	
1	Descriptive statistics: measures of central tendency, dispersion, skewness, kurtosis
2	Probability theory: basic rules, Bayes' theorem, probability distributions (Normal, Binomial, Poisson)
3	Sampling theory: types of sampling, sampling distributions, Central Limit Theorem
4	Hypothesis testing: Z-test, t-test, Chi-square test, ANOVA – concepts and applications
5	Correlation and regression: simple and multiple linear regression, interpretation, R-squared
Unit 2: Spreadsheet Modelling and Data Visualisation	
1	Advanced Excel for managers: VLOOKUP, INDEX-MATCH, IF nesting, pivot tables and charts
2	Excel for statistical analysis: regression, descriptive statistics, solver, data tables, scenario manager
3	Data visualisation principles: chart selection, story-telling with data, avoiding chartjunk

4	Dashboard creation in Excel/Google Sheets: KPI dashboards, dynamic charts, slicers
5	Google Workspace for collaboration: Sheets, Docs, Drive, Meet; productivity workflows
Unit 3: Business Analytics and Decision Support	
1	Business analytics: descriptive, diagnostic, predictive, and prescriptive analytics
2	Introduction to Power BI / Tableau: connecting data, building reports and dashboards
3	Introduction to Python/R for managers: basic syntax, data frames, plotting (matplotlib/ggplot2)
4	Linear programming: formulation, graphical method, simplex method – managerial applications
5	Decision analysis: decision trees, expected monetary value (EMV), sensitivity analysis
Unit 4: Digital Literacy and Cyber Security Awareness	
1	Digital transformation: cloud computing (SaaS, PaaS, IaaS), APIs, digital platforms
2	Cyber security fundamentals: threats (phishing, ransomware, social engineering), best practices
3	Data privacy regulations: IT Act 2000, Digital Personal Data Protection Act 2023 (DPDPA), GDPR basics
4	Digital payments ecosystem: UPI, NEFT/RTGS, NACH, payment gateways, fintech landscape
5	Productivity and collaboration tools: Microsoft 365, Notion, Slack, Trello, Jira – practical use
Unit 5: AI, Machine Learning and Future Digital Skills	
1	Artificial intelligence: types of AI, machine learning vs. deep learning, NLP basics
2	Generative AI for business: ChatGPT, Claude, Copilot – use cases, prompt engineering, limitations
3	Automation and RPA: business process automation with tools like Power Automate, UiPath
4	Big data ecosystem: Hadoop, Spark – conceptual overview for managers; data lakes and warehouses
5	Responsible AI: bias in AI, explainability, ethical AI frameworks, and AI governance

Suggested Books & References

Sl. NO	Title & Author(s)	Publisher / Edition
1	*Business Analytics: The Art of Modelling with Spreadsheets – S. Powell & K. Baker*	Wiley, 4th Ed.
2	*Statistics for Management – Richard I. Levin & David S. Rubin*	Pearson, 7th Ed.
3	*Data Science for Business – Foster Provost & Tom*	O'Reilly Media

	Fawcett	
4	*Storytelling with Data – Cole Nussbaumer Knaflic*	Wiley
5	*Python for Data Analysis – Wes McKinney*	O'Reilly Media, 3rd Ed.
6	*AI Superpowers – Kai-Fu Lee*	Houghton Mifflin Harcourt

Computer Skill II: Outside Department

TWO-YEAR MBA | YEAR 2 (TRACK A) | — SEMESTER III

MBA 674: Advanced Research Methodology for Managers

Course Code	MBA 674	**Credits**	4
NHEQF Level	6.5	**Semester**	III (Year 2 – Track A)

Course Objectives

1. Explain the philosophy of science, research paradigms, and the principles underlying sound academic and applied business research.
2. Formulate a well-defined research problem, develop hypotheses, and design an appropriate research methodology.
3. Select and apply suitable data collection methods—surveys, interviews, observation, and secondary sources—for business research.
4. Apply advanced statistical techniques including multivariate analysis, structural equation modelling, and regression for data analysis.
5. Critically evaluate existing literature and synthesise research findings to build a coherent theoretical framework.
6. Prepare a research proposal and present research findings adhering to academic writing standards and ethical norms.

Unit 1: Foundations of Business Research	
1	Research: meaning, types (pure, applied, action, exploratory, descriptive, causal), and significance
2	Research process: problem identification, objective setting, hypothesis formulation
3	Review of literature: sources, annotated bibliography, systematic literature review, meta-analysis
4	Research ethics: informed consent, confidentiality, plagiarism, data fabrication and research integrity
5	Research paradigms: positivism, interpretivism, pragmatism, and critical realism
Unit 2: Research Design and Measurement	
1	Research design: exploratory, descriptive, and causal; cross-sectional vs. longitudinal designs
2	Measurement and scaling: nominal, ordinal, interval, ratio; reliability and validity
3	Scaling techniques: Likert scale, Semantic Differential, Thurstone scale, Guttman scale
4	Questionnaire design: types of questions, sequence, pre-testing, validity checks
5	Sampling: probability (SRS, stratified, cluster, systematic) and non-probability methods; sample size

Unit 3: Qualitative Research Methods	
1	Qualitative research philosophy: grounded theory, phenomenology, ethnography, case study
2	Data collection: in-depth interviews, focus groups, observation, netnography
3	Qualitative data analysis: thematic analysis, content analysis, discourse analysis, coding (NVivo)
4	Validity in qualitative research: credibility, transferability, dependability, confirmability
5	Writing qualitative research reports: thick description, reflexivity, member checking
Unit 4: Quantitative Data Analysis	
1	Data preparation: editing, coding, entry, and cleaning; handling missing values and outliers
2	Univariate analysis: frequency distributions, cross-tabulations, goodness-of-fit tests
3	Bivariate analysis: correlation (Pearson, Spearman), t-tests, Chi-square, Mann-Whitney U
4	Multivariate analysis: multiple regression, factor analysis, cluster analysis, discriminant analysis
5	Structural Equation Modelling (SEM): path diagrams, CFA, model fit indices; AMOS/SmartPLS
Unit 5: Report Writing and Research Communication	
1	Structure of a research report: abstract, introduction, methodology, findings, discussion, conclusions
2	Academic writing: APA/MLA citation styles, reference management (Zotero, Mendeley)
3	Data visualisation in research: tables, figures, graphs – guidelines for academic presentation
4	Research proposals: components, feasibility, funding proposals, IRB submission
5	Dissemination: conference papers, journal articles, policy briefs; ABDC and SCOPUS journal listings

Suggested Books & References

Sl. No	Title & Author(s)	Publisher / Edition
1	*Research Methodology: Methods and Techniques – C.R. Kothari & Gaurav Garg*	New Age International, 3rd Ed.
2	*Business Research Methods – Donald R. Cooper & Pamela S. Schindler*	McGraw-Hill, 12th Ed.
3	*Research Methods for Business Students – Mark Saunders, Philip Lewis & Adrian Thornhill*	Pearson, 8th Ed.
4	*Qualitative Research in Business & Management –*	SAGE, 3rd Ed.

	Michael D. Myers	
5	*Multivariate Data Analysis – Joseph F. Hair Jr. et al.*	Pearson, 8th Ed.
6	*Statistics for Research in Psychology – Charles Stangor*	SAGE Publications

MBA 675M: Management Paradigms from Bhagavad Gita

Course Code	MBA 675	**Credits**	4
NHEQF Level	6.5	**Semester**	III (Year 2 – Track A)

Course Objectives

1. Examine the philosophical foundations of the Bhagavad Gita and contextualise its teachings within contemporary management thought.
2. Apply the concept of Nishkama Karma (selfless action) and Svadharma (one's own duty) to ethical decision-making in organisations.
3. Analyse Gita-based leadership models—Sthitaprajna (steady wisdom) and Rajarishi (enlightened leader)—and relate them to transformational leadership.
4. Evaluate the relevance of the Guna theory (Sattva, Rajas, Tamas) to personality, behaviour, and organisational culture.
5. Integrate Yoga as a management paradigm—Karma, Jnana, Bhakti, and Raja Yoga—into models of managerial excellence.
6. Develop a value-centred managerial philosophy by synthesising Gita teachings with modern concepts of ethics, sustainability, and stakeholder management.

Unit 1: Introduction and Context of the Bhagavad Gita	
1	Historical and philosophical context: setting of Kurukshetra, Mahabharata backdrop, Arjuna's Vishada Yoga
2	Structure of the Bhagavad Gita: 18 chapters, major themes, commentators (Shankara, Ramanuja, Sri Aurobindo)
3	Overview of major Yoga paths: Karma Yoga, Jnana Yoga, Bhakti Yoga, Raja Yoga and their relevance to managers
4	Concept of Svadharma: individual duty, role ethics, and the alignment of personal mission with organisational mission
5	Gunas (Tamas, Rajas, Sattva): personality profiles, leadership styles, and organisational culture typology
Unit 2: Leadership and Decision Making through the Gita	
1	Crisis leadership: Arjuna's crisis as a case study in decision paralysis and ethical dilemma
2	Qualities of the ideal leader (Sthitaprajna): equanimity, self-control, clarity of purpose, emotional intelligence
3	Vision and purpose: Nishkama Karma (action without attachment to results) as a leadership philosophy

4	Ethical decision making: Gita's framework for resolving moral conflicts in business
5	Servant leadership in Gita: Krishna as the ultimate servant-leader – humility, empowerment, and purpose
Unit 3: Motivation, Work Ethic and Human Capital	
1	Motivation through Karma Yoga: intrinsic motivation, flow state, and self-actualisation
2	Work as worship (Karmayoga): dignity of labour, excellence in action, craftsmanship
3	Human capital development: education, self-discipline, and continual learning (Jnana Yoga)
4	Managing emotions at work: the role of Viveka (discernment) and Vairagya (detachment) in high-pressure roles
5	Stress and burnout prevention: Yogic practices for managerial well-being; mindfulness at work
Unit 4: Organisational Ethics, Governance and Culture	
1	Dharmic business: ethical governance grounded in truth (Satya), non-violence (Ahimsa), and integrity
2	Trusteeship model of management (Gandhian interpretation of Gita): owners as trustees, not proprietors
3	Corporate social responsibility through Gita's lens: Yajna concept applied to sustainable business
4	Organisational culture building: Sattvik culture characteristics, reducing Tamas (inertia) and Rajas (aggression)
5	Conflict management in Gita: dialogue, empathy, and transcendent vision as tools for resolving organisational disputes
Unit 5: Contemporary Applications and Case Studies	
1	Indian companies inspired by Gita philosophy: Tata Group, ISRO, Amul, Infosys – leadership values analysis
2	Gita-based coaching and mentoring models in corporate settings
3	Gita and change management: impermanence (Anitya), adaptation, and transformation
4	Global relevance: Gita's influence on Peter Drucker, Warren Buffett, and other global management thinkers
5	Capstone reflection: developing a personal leadership philosophy integrating Gita-based insights

Suggested Books & References

Sl.No	Title & Author(s)	Publisher / Edition
1	*The Bhagavad Gita for Leadership – Richard Bhavsar*	Human Value Foundation
2	*Corporate Chanakya on Management – Radhakrishnan*	Jaico Publishing

	Pillai	
3	*Timeless Leadership: 18 Leadership Sutras from the Bhagavad Gita – Debashis Chatterjee*	Wiley-Blackwell
4	*Management Wisdom from the Mahabharata – Kishor Kulkarni*	Penguin Books India
5	*The Complete Works of Swami Vivekananda (Vol. 1–8)*	Advaita Ashrama
6	*Bhagavad Gita As It Is – A.C. Bhaktivedanta Swami Prabhupada*	BBT International

Semester III

Marketing Management Specialisation

MBA 650: Consumer Behaviour

Course Code	MBA 650	**Credits**	4
NHEQF Level	6.5	**Semester**	III (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the psychological, social, and cultural factors that influence consumer decision-making and buying behaviour.
2. Analyse consumer perception, learning, attitude formation, and the role of motivation in shaping purchase decisions.
3. Apply consumer behaviour models—EKB, Howard-Sheth, and Black Box—to understand and predict market responses.
4. Evaluate the influence of reference groups, family, opinion leaders, and social class on consumer choices.
5. Assess the impact of digital media, online communities, and behavioural targeting on contemporary consumer behaviour.
6. Develop marketing strategies and product positioning approaches grounded in consumer insights and behaviour research.

Unit 1	Introduction to Consumer Behaviour
1.1	• Nature, scope and significance of consumer behaviour
2.1	• Consumer behaviour models: Engel-Kollat-Blackwell (EKB), Howard-Sheth, Nicosia model
3.1	• Consumer decision-making process: problem recognition to post-purchase behaviour
4.1	• Types of buying decisions: routine, limited, extensive problem solving
5.1	• Applications of consumer behaviour in marketing strategy

Unit 2	Psychological Influences on Consumer Behaviour
1.2	• Motivation: Maslow's hierarchy, McClelland's theory, hedonic vs utilitarian motivation
2.2	• Perception: selective exposure, attention, distortion, retention
3.2	• Learning: classical conditioning, operant conditioning, observational learning
4.2	• Attitude formation and change: tri-component model, cognitive dissonance
5.2	• Personality, self-concept, and consumer identity
Unit 3	**Social and Cultural Influences**
1.3	• Culture and subculture: values, norms, rituals, symbols
2.3	• Social class and its influence on buying behaviour
3.3	• Reference groups: types, influence mechanisms, opinion leadership
4.3	• Family decision making: roles, lifecycle stages, family buying patterns
5.3	• Social influence in digital spaces: influencers, communities, co-creation
Unit 4	**Situational Factors and Consumer Research**
1.4	• Situational variables: physical surroundings, social surroundings, temporal perspective
2.4	• Impulse buying, variety seeking, and compulsive buying behaviour
3.4	• Consumer involvement: high vs low involvement decision making
4.4	• Consumer research methods: surveys, ethnography, focus groups, netnography
5.4	• Neuromarketing and biometric research tools
Unit 5	**Contemporary Issues and Digital Consumer Behaviour**
1.5	• Online consumer behaviour: e-commerce, m-commerce, social commerce
2.5	• Consumer behaviour in emerging markets: rural and semi-urban India
3.5	• Sustainable consumption and green consumer behaviour
4.5	• Influence of AI, big data, and personalisation on consumer decisions
5.5	• Cross-generational behaviour: Gen Z, Millennials, and Baby Boomers

Suggested Readings

Type	Book / Resource Details

Text	Schiffman, L. G., Kanuk, L. L., & Kumar, S. R. (2015). Consumer Behaviour (11th ed.). Pearson Education.
Text	Solomon, M. R. (2022). Consumer Behavior: Buying, Having, and Being (14th ed.). Pearson.
Reference	Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2006). Consumer Behavior (10th ed.). Thomson South-Western.
Reference	Hawkins, D. I., & Mothersbaugh, D. L. (2012). Consumer Behavior: Building Marketing Strategy (12th ed.). McGraw-Hill.
Supplementary	Paco Underhill (2009). Why We Buy: The Science of Shopping. Simon & Schuster.

MBA 651: Global Marketing

Course Code	MBA 651	**Credits**	4
NHEQF Level	6.5	**Semester**	III (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the nature, scope, and drivers of global marketing and assess the opportunities and challenges of competing in international markets.
2. Analyse the political, economic, socio-cultural, and technological factors that shape global market entry decisions.
3. Evaluate international market entry strategies including exporting, licensing, joint ventures, and wholly-owned subsidiaries.
4. Develop globally adapted and standardised marketing mix strategies for diverse cultural and regulatory environments.
5. Apply global branding and communication strategies to build and sustain brand equity across international markets.
6. Assess emerging trends in global marketing such as digital globalisation, country-of-origin effects, and reverse innovation.

Unit 1	**Introduction to Global Marketing**
1.1	• Nature and scope of global marketing; globalisation drivers
2.1	• Differences between domestic, international, multinational, and global marketing
3.1	• Global marketing environment: PESTLE analysis in international context
4.1	• Theories of international trade: comparative advantage, product life cycle theory
5.1	• WTO, regional trade agreements, and their impact on global marketing
Unit 2	**Global Market Research and Entry Strategies**

1.2	• International market research: secondary data sources, primary research challenges
2.2	• Market selection: screening criteria, market attractiveness, competitive intensity
3.2	• Market entry modes: exporting, licensing, franchising, joint ventures, FDI
4.2	• Standardisation vs adaptation dilemma in global marketing
5.2	• Country-of-origin effect and global brand perception
Unit 3	**Global Product and Pricing Strategies**
1.3	• International product strategy: product design, adaptation, and innovation
2.3	• Global branding strategies: building and managing global brands
3.3	• International pricing: cost-based, competition-based, value-based approaches
4.3	• Transfer pricing, dumping, grey market, and counter-trade
5.3	• New product development for global markets
Unit 4	**Global Distribution and Communication**
1.4	• International distribution channels: direct and indirect channels
2.4	• Logistics and supply chain management in global marketing
3.4	• Global advertising: creating culturally sensitive campaigns
4.4	• Digital marketing in global context: SEO, social media, content localisation
5.4	• International public relations, sponsorships, and event marketing
Unit 5	**Emerging Issues in Global Marketing**
1.5	• Marketing in emerging markets: India, China, Africa, ASEAN
2.5	• Reverse innovation and frugal innovation strategies
3.5	• Global digital platforms: Amazon, Alibaba, Flipkart as marketing channels
4.5	• Sustainability and ethical marketing in global markets
5.5	• Indian multinationals going global: case studies (Tata, Infosys, HUL)

Suggested Readings

Type	Book / Resource Details
Text	Keegan, W. J., & Green, M. C. (2020). Global Marketing (10th ed.).

	Pearson.
Text	Czinkota, M. R., & Ronkainen, I. A. (2013). International Marketing (10th ed.). Cengage Learning.
Reference	Kotabe, M., & Helsen, K. (2020). Global Marketing Management (7th ed.). Wiley.
Reference	Hollensen, S. (2017). Global Marketing (7th ed.). Pearson.
Supplementary	Prahalad, C. K. (2006). The Fortune at the Bottom of the Pyramid. Wharton School Publishing.

MBA 652: Brand Management

Course Code	MBA 651	**Credits**	4
NHEQF Level	6.5	**Semester**	III (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the nature, scope, and drivers of global marketing and assess the opportunities and challenges of competing in international markets.
2. Analyse the political, economic, socio-cultural, and technological factors that shape global market entry decisions.
3. Evaluate international market entry strategies including exporting, licensing, joint ventures, and wholly-owned subsidiaries.
4. Develop globally adapted and standardised marketing mix strategies for diverse cultural and regulatory environments.
5. Apply global branding and communication strategies to build and sustain brand equity across international markets.
6. Assess emerging trends in global marketing such as digital globalisation, country-of-origin effects, and reverse innovation.

Unit 1	Foundations of Brand Management
1.1	• Brand definition: brand vs product vs commodity
2.1	• Brand equity: Keller's Customer-Based Brand Equity (CBBE) model
3.1	• Brand elements: name, logo, tagline, jingle, packaging – criteria and selection
4.1	• Brand knowledge structures: brand awareness and brand image
5.1	• Role of brands for consumers and firms: financial valuation of brands
Unit 2	**Brand Positioning and Identity**
1.2	• Competitive frame of reference and points of parity/difference
2.2	• Positioning maps and perceptual mapping

3.2	• Brand identity: Kapferer's Brand Identity Prism
4.2	• Brand personality: Aaker's brand personality scale
5.2	• Brand repositioning: triggers, strategies, and risks
Unit 3	**Brand Architecture and Portfolio Management**
1.3	• Brand hierarchy: corporate, family, individual brand levels
2.3	• Brand architecture strategies: branded house, house of brands, hybrid
3.3	• Brand extension: line extensions, category extensions – opportunities and risks
4.3	• Managing brand portfolio: brand rationalisation, brand portfolio audit
5.3	• Sub-branding and co-branding strategies
Unit 4	**Brand Building and Communication**
1.4	• Integrated marketing communications (IMC) for brand building
2.4	• Advertising campaigns: storytelling, brand narratives, emotional advertising
3.4	• Social media branding: content strategy, influencer marketing, brand communities
4.4	• Experiential marketing and brand activation
5.4	• Measuring brand equity: brand tracking studies, brand audit
Unit 5	**Contemporary Issues in Brand Management**
1.5	• Building global brands from India: Tata, Infosys, Amul, Patanjali case studies
2.5	• Brand crisis management: reputation management and recovery strategies
3.5	• Luxury brand management: exclusivity, heritage, and premiumisation
4.5	• Sustainable branding and purpose-driven brands
5.5	• Digital-native brands: D2C brands, brand building without traditional media

Suggested Readings

Type	Book / Resource Details
Text	Keller, K. L. (2019). Strategic Brand Management: Building, Measuring, and Managing Brand Equity (5th ed.). Pearson.
Text	Aaker, D. A. (2014). Aaker on Branding: 20 Principles That Drive Success. Morgan James Publishing.

Reference	Kapferer, J. N. (2012). The New Strategic Brand Management (5th ed.). Kogan Page.
Reference	Kotler, P., & Pfoertsch, W. (2010). Ingredient Branding: Making the Invisible Visible. Springer.
Supplementary	Healey, M. (2008). What is Branding? RotoVision.

Human Resource Management Specialisation

MBA 656: Cross-Cultural Management

Course Code	MBA 656	**Credits**	4
NHEQF Level	6.5	**Semester**	III (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the concept of culture and its dimensions using frameworks such as Hofstede's, Trompenaars', and the GLOBE study.
2. Analyse how cultural differences affect communication, negotiation, leadership, and management practices across nations.
3. Develop strategies to manage multicultural teams, resolve cross-cultural conflicts, and foster inclusive organisational environments.
4. Evaluate cultural intelligence (CQ) as a managerial competency and assess its impact on global business effectiveness.
5. Apply cross-cultural management principles to international business operations, mergers, acquisitions, and global expansion.
6. Design culturally sensitive HR, marketing, and organisational policies that balance global integration with local responsiveness.

Unit 1	Foundations of Cross-Cultural Management
1.1	• Concept of culture: definitions, layers, and dimensions of culture
2.1	• Hofstede's cultural dimensions: power distance, individualism, uncertainty avoidance, masculinity, LTO
3.1	• Trompenaars' and Hampden-Turner's cultural dimensions model
4.1	• GLOBE study: cultural clusters and managerial implications
5.1	• Ethnocentrism, cultural relativism, and cultural intelligence (CQ)
Unit 2	**Cross-Cultural Communication**
1.2	• High-context vs low-context communication cultures (Hall's framework)
2.2	• Verbal and non-verbal communication across cultures
3.2	• Language barriers and the role of interpreters in business

4.2	• Cross-cultural business etiquette and protocols
5.2	• Digital communication challenges in multicultural virtual teams
Unit 3	**Leadership and Motivation Across Cultures**
1.3	• Culture and leadership styles: directive, participative, transformational
2.3	• Motivation theories in cross-cultural context: applicability of Maslow, Herzberg
3.3	• Managing diverse and multicultural teams
4.3	• Expatriate management: selection, preparation, adjustment, repatriation
5.3	• Women in global leadership: cultural barriers and opportunities
Unit 4	**Cross-Cultural Negotiation and Decision Making**
1.4	• Cultural influences on negotiation styles and strategies
2.4	• Key negotiation approaches: integrative vs distributive across cultures
3.4	• Decision-making processes in different cultural contexts
4.4	• Conflict resolution in cross-cultural settings
5.4	• Ethics in international business: bribery, gift-giving, and cultural norms
Unit 5	**Managing in Global Organisations**
1.5	• Multinational, transnational, and global organisational structures
2.5	• Cultural challenges in mergers, acquisitions, and joint ventures
3.5	• Organisational culture vs national culture: conflicts and alignment
4.5	• Cross-cultural HRM practices: recruitment, training, performance
5.5	• India in the global context: cultural strengths and management style

Suggested Readings

Type	Book / Resource Details
Text	Deresky, H. (2017). International Management: Managing Across Borders and Cultures (9th ed.). Pearson.
Text	Luthans, F., & Doh, J. P. (2021). International Management: Culture, Strategy and Behavior (11th ed.). McGraw-Hill.
Reference	Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). Cultures and Organizations: Software of the Mind (3rd ed.). McGraw-Hill.
Reference	Trompenaars, F., & Hampden-Turner, C. (2012). Riding the Waves of Culture (3rd ed.). Nicholas Brealey Publishing.
Supplementary	Meyer, E. (2014). The Culture Map: Breaking Through the Invisible

	Boundaries of Global Business. PublicAffairs.

MBA 657: Change Management & Agile HR

Course Code	MBA 657	**Credits**	4
NHEQF Level	6.5	**Semester**	III (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the nature, types, and drivers of organisational change and evaluate models of planned and emergent change.
2. Apply change management frameworks—Kotter's 8-step model, ADKAR, and Lewin's Force Field Analysis—to real organisational transitions.
3. Analyse resistance to change, political dynamics, and stakeholder management strategies in the change process.
4. Define the principles of Agile HR and evaluate how agile methodologies transform talent acquisition, performance, and learning practices.
5. Design change communication and culture transformation strategies that sustain employee engagement and commitment.
6. Assess the role of leadership in navigating change, building organisational resilience, and embedding a change-ready culture.

Unit 1	**Foundations of Organisational Change**
1.1	• Nature and types of organisational change: planned vs emergent, incremental vs. transformational
2.1	• Drivers of change: technological, competitive, regulatory, cultural
3.1	• Change management models: Lewin's 3-step, Kotter's 8-step, McKinsey 7-S
4.1	• Diagnosing organisational readiness for change
5.1	• Change fatigue and how to manage multiple change initiatives
Unit 2	**Leading and Managing Change**
1.2	• Role of leadership in change management: transformational vs transactional leaders
2.2	• Managing resistance to change: sources, strategies, and overcoming resistance
3.2	• Communication strategies during change: transparency and stakeholder management
4.2	• Building a change coalition and change champions network
5.2	• Emotional intelligence and resilience in change leadership
Unit 3	**Agile Principles and HR Transformation**

1.3	• Agile manifesto and its application in HR: from HR business partner to agile HR
2.3	• Design thinking in HR: employee journey mapping and experience design
3.3	• Agile HR practices: squads, tribes, chapters in HR context (Spotify model)
4.3	• Continuous feedback and performance conversations replacing annual appraisals
5.3	• HR's role in building learning organisations and psychological safety
Unit 4	**Agile Talent Acquisition and Development**
1.4	• Agile recruitment: iterative hiring, employer branding, and candidate experience
2.4	• Competency frameworks in agile organisations: T-shaped and π-shaped professionals
3.4	• Learning and development in agile: micro-learning, just-in-time training
4.4	• Career lattices vs. career ladders in agile organisations
5.4	• Succession planning and talent pipelines in dynamic environments
Unit 5	**Culture, Wellbeing, and Future of Work**
1.5	• Organisational culture and its role in change success or failure
2.5	• Building a culture of innovation, experimentation, and psychological safety
3.5	• Employee wellbeing frameworks: mental health, work-life integration
4.5	• Future of work: remote, hybrid, and gig economy implications for HR
5.5	• HR analytics in change management: measuring change impact and workforce metrics

Suggested Readings

Type	Book / Resource Details
Text	Kotter, J. P. (2012). Leading Change. Harvard Business Review Press.
Text	Rigby, D. K., Sutherland, J., & Takeuchi, H. (2016). Embracing Agile. Harvard Business Review.
Reference	Hayes, J. (2018). The Theory and Practice of Change Management (5th ed.). Palgrave Macmillan.
Reference	Roper, I., Prouska, R., & Ayudhya, U. (2019). Critical Issues in Human Resource Management (2nd ed.). CIPD.

Supplementary	Laloux, F. (2014). Reinventing Organizations. Nelson Parker.

MBA 658: Extreme Leadership

Course Code	MBA 658	**Credits**	4
NHEQF Level	6.5	**Semester**	III (Year 2 – Track A, Specialisation)

Course Objectives

1. Define extreme leadership and distinguish it from conventional leadership by examining high-stakes, ambiguous, and complex environments.
2. Apply leadership principles from extreme contexts—military, crisis management, and entrepreneurship—to corporate leadership challenges.
3. Evaluate personal leadership philosophy, values, and purpose as foundations for authentic and effective extreme leadership.
4. Develop resilience, mental toughness, and decision-making capabilities required to lead in conditions of uncertainty and adversity.
5. Analyse the role of team cohesion, trust, and shared mission in sustaining performance under extreme conditions.
6. Design a personal leadership development plan that integrates extreme leadership principles with contemporary management competencies.

Unit 1	**Foundations of Extreme Leadership**
1.1	• What is extreme leadership? Contexts: military, emergency services, startups, turnarounds
2.1	• Traditional vs. extreme leadership: comparing competency requirements
3.1	• Psychological foundations: stress, cognitive load, and decision quality
4.1	• Mental models, pattern recognition, and naturalistic decision making (NDM)
5.1	• Lessons from extreme environments: mountaineering, special forces, disaster response
Unit 2	**Decision Making Under Pressure**
1.2	• Types of decisions under uncertainty: time pressure, incomplete information
2.2	• Recognition-Primed Decision (RPD) model and intuitive decision making
3.2	• Cognitive biases in high-stakes decisions: overconfidence, anchoring, groupthink
4.2	• Pre-mortem analysis and scenario planning for extreme situations
5.2	• Ethical decision making in crisis: triage decisions, resource allocation

	under scarcity
Unit 3	**Building and Leading Resilient Teams**
1.3	• Team cohesion under extreme conditions: trust, reliability, and communication
2.3	• Shared mental models and situation awareness in teams
3.3	• After-action reviews (AARs): learning from both success and failure
4.3	• Psychological safety in high-performance teams
5.3	• Managing team stress, burnout, and recovery cycles
Unit 4	**Leading Crisis and Turnaround**
1.4	• Crisis typology: sudden vs smouldering crises
2.4	• Crisis leadership: communication, command, coordination, control (4Cs)
3.4	• Corporate turnaround leadership: diagnosing organisational decline, triage management
4.4	• Stakeholder management in crisis: media, regulators, employees, customers
5.4	• Case studies: corporate and national crisis leadership (Tata's acquisition of Jaguar-Land Rover, COVID-19 response)
Unit 5	**Extreme Leadership for Innovation and Growth**
1.5	• Entrepreneurial leadership: vision, risk appetite, and unconventional resource mobilisation
2.5	• Leading innovation under resource constraints: jugaad leadership
3.5	• Managing ambiguity and VUCA: volatility, uncertainty, complexity, ambiguity
4.5	• Building personal resilience: mindfulness, grit, and anti-fragility
5.5	• Leadership legacies: sustainable impact beyond the crisis

Suggested Readings

Type	Book / Resource Details
Text	Willink, J., & Babin, L. (2015). Extreme Ownership: How U.S. Navy SEALs Lead and Win. St. Martin's Press.
Text	Klein, G. (1999). Sources of Power: How People Make Decisions. MIT Press.
Reference	Loehr, J., & Schwartz, T. (2003). The Power of Full Engagement. Free Press.

Reference	Flin, R., O'Connor, P., & Crichton, M. (2008). Safety at the Sharp End: A Guide to Non-Technical Skills. Ashgate.
Supplementary	Taleb, N. N. (2012). Antifragile: Things That Gain from Disorder. Random House.

Financial Management Specialisation

MBA 662: Global Securities Market

Course Code	MBA 662	**Credits**	4
NHEQF Level	6.5	**Semester**	III (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the structure, instruments, and regulatory framework of global securities markets and assess their role in capital allocation.
2. Analyse equity and fixed income securities—valuation, trading mechanisms, and price discovery processes—in global markets.
3. Evaluate the functioning of derivative markets including futures, options, swaps, and their applications in hedging and speculation.
4. Apply portfolio theory, CAPM, and factor models to construct and manage diversified investment portfolios.
5. Assess international investment opportunities, currency risk, sovereign risk, and cross-border regulatory considerations.
6. Interpret market data, financial indices, and global economic indicators to inform investment strategy and portfolio decisions.

Unit 1	Overview of Global Securities Markets
1.1	• Structure and functions of global financial markets
2.1	• Major global stock exchanges: NYSE, NASDAQ, LSE, BSE, NSE, TSE
3.1	• Primary and secondary markets: IPO, FPO, rights issue processes
4.1	• Market participants: investors, brokers, dealers, market makers, regulators
5.1	• SEBI regulations, SEC (USA), FCA (UK) and global regulatory bodies
Unit 2	**Equity and Debt Securities**
1.2	• Equity instruments: common stock, preference shares, ADRs, GDRs
2.2	• Debt instruments: government bonds, corporate bonds, Eurobonds, sukuk
3.2	• Valuation of equity: dividend discount model, P/E approach, DCF analysis

4.2	• Bond valuation: yield to maturity, duration, convexity
5.2	• Credit ratings and their impact on securities pricing
Unit 3	**Derivatives and Alternative Investments**
1.3	• Futures and forwards: mechanics, pricing, and hedging strategies
2.3	• Options: call, put, Black-Scholes model, Greeks (delta, gamma, vega, theta)
3.3	• Swaps: interest rate swaps, currency swaps, credit default swaps
4.3	• Alternative investments: private equity, hedge funds, REITs, commodities
5.3	• Exchange Traded Funds (ETFs) and structured products
Unit 4	**International Portfolio Management**
1.4	• Benefits and risks of international diversification
2.4	• International asset allocation: strategic vs tactical
3.4	• Currency risk and management: hedging techniques
4.4	• Emerging market investing: risks, returns, and challenges
5.4	• Performance measurement: Sharpe ratio, Jensen's alpha, information ratio
Unit 5	**Contemporary Issues in Global Securities Markets**
1.5	• Impact of global events on securities markets: COVID-19, geopolitical risks
2.5	• FinTech and algorithmic trading in global securities markets
3.5	• Sustainable and ESG investing: green bonds, social impact bonds
4.5	• Cryptocurrency and digital assets as securities
5.5	• Regulatory challenges: insider trading, market manipulation, cross-border regulation

Suggested Readings

Type	Book / Resource Details
Text	Madura, J. (2020). Financial Markets and Institutions (13th ed.). Cengage Learning.
Text	Fabozzi, F. J., & Modigliani, F. (2009). Capital Markets: Institutions and

	Instruments (4th ed.). Pearson.
Reference	Hull, J. C. (2021). Options, Futures, and Other Derivatives (11th ed.). Pearson.
Reference	Reilly, F. K., & Brown, K. C. (2012). Investment Analysis and Portfolio Management (10th ed.). Cengage.
Supplementary	Solnik, B., & McLeavey, D. (2009). Global Investments (6th ed.). Pearson Education.

MBA 663: Management of Banks & Financial Institutions

Course Code	MBA 663	**Credits**	4
NHEQF Level	6.5	**Semester**	III (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the structure, functions, and regulatory environment of banks and financial institutions in India and globally.
2. Analyse the balance sheet, income statement, and performance metrics of commercial banks and non-banking financial companies.
3. Evaluate credit risk, market risk, liquidity risk, and operational risk in banking using Basel III and RBI norms.
4. Apply asset-liability management (ALM) techniques to balance the risk and return profile of financial institutions.
5. Assess the functioning of development financial institutions, microfinance institutions, and insurance companies in the financial ecosystem.
6. Examine current issues and reforms in banking—digital banking, financial inclusion, NPA management, and fintech disruption.

Unit 1	Overview of Banking and Financial System
1.1	• Structure of the Indian financial system: RBI, commercial banks, NBFCs, DFIs
2.1	• Types of banks: commercial, cooperative, regional rural, payment banks, small finance banks
3.1	• Functions of commercial banks: credit creation, money multiplier
4.1	• Balance sheet of a bank: assets, liabilities, off-balance sheet items
5.1	• Non-banking financial companies (NBFCs): types, regulation, and role
Unit 2	**Banking Operations and Credit Management**
1.2	• Deposit mobilisation: CASA, term deposits, NRI deposits
2.2	• Lending decisions: credit appraisal, 5Cs of credit, credit scoring models
3.2	• Working capital finance, term loans, project finance

4.2	• Priority sector lending norms and financial inclusion
5.2	• NPA management: classification, provisioning, recovery mechanisms, IBC 2016
Unit 3	**Risk Management in Banking**
1.3	• Types of banking risks: credit risk, market risk, liquidity risk, operational risk
2.3	• Basel accords: Basel I, II, III – capital adequacy norms and implications
3.3	• Asset-liability management (ALM): gap analysis, duration analysis
4.3	• Stress testing and scenario analysis in banks
5.3	• Enterprise Risk Management (ERM) framework for banks
Unit 4	**Regulatory Framework and Banking Reforms**
1.4	• RBI's regulatory and supervisory role: monetary policy, CRR, SLR, repo rate
2.4	• Banking Regulation Act 1949 and key amendments
3.4	• SEBI, IRDAI, PFRDA: roles and interface with banking sector
4.4	• Financial sector reforms: Narasimham Committee, Nachiket Mor Committee
5.4	• Prompt Corrective Action (PCA) framework and banking sector health
Unit 5	**Contemporary Issues in Banking**
1.5	• Digital banking: mobile banking, internet banking, UPI ecosystem
2.5	• FinTech disruption: neobanks, lending platforms, InsurTech
3.5	• Green finance: climate risk in banking, sustainable lending practices
4.5	• Consolidation in banking: mergers, privatisation debates in India
5.5	• Cybersecurity risks and data governance in banking

Suggested Readings

Type	Book / Resource Details
Text	Saunders, A., & Cornett, M. M. (2018). Financial Institutions Management: A Risk Management Approach (9th ed.). McGraw-Hill.
Text	Thakor, A., & Boot, A. (Eds.). (2008). Handbook of Financial Intermediation and Banking. Elsevier.
Reference	Mishkin, F. S., & Eakins, S. G. (2019). Financial Markets and Institutions (9th ed.). Pearson.
Reference	Indian Institute of Banking and Finance. (2020). Principles and Practices of

	Banking (5th ed.). Macmillan.
Supplementary	RBI Annual Report and Financial Stability Reports (latest editions). Reserve Bank of India.

MBA 664: Investment Banking & Capital Markets

Course Code	MBA 664	**Credits**	4
NHEQF Level	6.5	**Semester**	III (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the role and functions of investment banks in capital markets, M&A transactions, and corporate advisory services.
2. Analyse the processes of initial public offerings (IPOs), follow-on offerings, debt issuances, and private placements.
3. Evaluate mergers, acquisitions, leveraged buyouts, and restructuring transactions from strategic and financial perspectives.
4. Apply valuation methodologies—DCF, comparable company analysis, and precedent transactions—used in investment banking practice.
5. Assess the functioning of primary and secondary capital markets, including regulatory frameworks and market microstructure.
6. Examine contemporary developments in investment banking including ESG finance, SPACs, digital securities, and global deal-making trends.

Unit 1	**Overview of Investment Banking**
1.1	• Structure and functions of investment banks: bulge bracket, boutique, middle market
2.1	• Business lines: capital markets, M&A advisory, trading, asset management, research
3.1	• Investment banking in India: SEBI regulations, MERCHANT BANKING
4.1	• Chinese walls: information barriers between banking divisions
5.1	• Career paths in investment banking: analyst to managing director
Unit 2	**Equity Capital Markets (ECM)**
1.2	• IPO process: pre-IPO preparation, book building, allotment, listing
2.2	• DRHP, prospectus, roadshows, and investor relations
3.2	• Follow-on public offerings (FPOs) and rights issues
4.2	• Private placements: QIPs, PIPEs, preferential allotments
5.2	• Valuation for IPO: comparable company analysis, DCF, precedent transactions

Unit 3	Debt Capital Markets (DCM) and Structured Finance
1.3	• Corporate bond issuance: process, pricing, and syndication
2.3	• Leveraged buyouts (LBOs): mechanics, financing structures, LBO modelling
3.3	• Securitisation: ABS, MBS, CDOs – structuring and risks
4.3	• High-yield bonds and syndicated loans
5.3	• Project finance: infrastructure financing, SPVs, risk allocation
Unit 4	**Mergers, Acquisitions, and Corporate Restructuring**
1.4	• M&A process: origination, due diligence, valuation, structuring, and closing
2.4	• Acquisition financing: cash, stock, and debt considerations
3.4	• Hostile takeovers and defence mechanisms: poison pills, white knights, pac-man defence
4.4	• Cross-border M&A: regulatory approvals, cultural integration challenges
5.4	• Corporate restructuring: divestitures, spin-offs, carve-outs, demergers
Unit 5	**Financial Modelling and Contemporary Issues**
1.5	• Financial modelling in investment banking: three-statement models, DCF, LBO
2.5	• Pitch books: structure and presentation in investment banking
3.5	• ESG considerations in investment banking
4.5	• Regulatory reforms: Dodd-Frank, MiFID II, and implications for IB
5.5	• FinTech disruption in capital markets: algorithmic trading, digital IPOs, SPAC

Suggested Readings

Type	Book / Resource Details
Text	Rosenbaum, J., & Pearl, J. (2020). Investment Banking: Valuation, LBOs, M&A, and IPOs (3rd ed.). Wiley.
Text	Iannotta, G. (2010). Investment Banking: A Guide to Underwriting and Advisory Services. Springer.
Reference	Liaw, K. T. (2012). The Business of Investment Banking: A Comprehensive Overview (3rd ed.). Wiley.
Reference	SEBI Handbook on Investment Banking and Capital Markets. SEBI India (latest edition).

Supplementary	Pignataro, P. (2013). Financial Modeling and Valuation. Wiley Finance.

Systems Management Specialisation

MBA 668: Developing & Managing Digital Products

Course Code	MBA 668	**Credits**	4
NHEQF Level	6.5	**Semester**	III (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the product development lifecycle and apply frameworks such as Design Thinking and Lean Startup to digital product creation.
2. Develop a product vision, roadmap, and backlog that aligns user needs with business objectives and technical feasibility.
3. Apply Agile and Scrum methodologies to manage iterative digital product development and cross-functional teams effectively.
4. Define and measure product success using key metrics—DAU, retention, NPS, LTV—and interpret analytics for product decisions.
5. Evaluate digital product monetisation strategies including freemium, subscription, marketplace, and platform business models.
6. Manage the post-launch product lifecycle including feature prioritisation, A/B testing, scaling, and sunset decisions.

Unit 1	**Foundations of Digital Product Management**
1.1	• What is a digital product? Types: SaaS, mobile apps, platforms, APIs
2.1	• Role of a Product Manager: responsibilities, skills, and cross-functional collaboration
3.1	• Product thinking vs project thinking
4.1	• Product lifecycle: introduction, growth, maturity, decline in digital context
5.1	• Product strategy frameworks: vision, goals, roadmap, OKRs
Unit 2	**User Research and Product Discovery**
1.2	• User research methods: interviews, surveys, usability testing, contextual inquiry
2.2	• Jobs-to-be-done (JTBD) framework for understanding user needs
3.2	• Creating personas and user journey maps
4.2	• Hypothesis-driven product development and validation
5.2	• Minimum Viable Product (MVP): design, build, and learn loop
Unit 3	**Product Design and UX Principles**

1.3	• Principles of UX design: usability, accessibility, desirability
2.3	• Information architecture, wireframing, and prototyping
3.3	• Design thinking process: empathise, define, ideate, prototype, test
4.3	• Design systems and UI component libraries
5.3	• Inclusive and accessible design (WCAG guidelines)
Unit 4	**Agile Product Development and Delivery**
1.4	• Agile manifesto and principles in product development
2.4	• Scrum framework: sprints, backlog, ceremonies, and artefacts
3.4	• Kanban for product teams: visualising workflow and managing WIP
4.4	• Prioritisation frameworks: MoSCoW, RICE, Kano model
5.4	• Cross-functional team collaboration: engineering, design, data, marketing
Unit 5	**Product Analytics, Growth, and Monetisation**
1.5	• Key product metrics: DAU/MAU, retention, churn, NPS, CSAT
2.5	• Funnel analysis and conversion optimisation
3.5	• A/B testing and experimentation in digital products
4.5	• Monetisation models: freemium, subscription, advertising, marketplace
5.5	• Product-led growth (PLG) strategies and viral loops

Suggested Readings

Type	Book / Resource Details
Text	Cagan, M. (2018). Inspired: How to Create Tech Products Customers Love (2nd ed.). Wiley.
Text	Ries, E. (2011). The Lean Startup. Crown Business.
Reference	Torres, T. (2021). Continuous Discovery Habits. Product Talk LLC.
Reference	Knapp, J., Zeratsky, J., & Kowitz, B. (2016). Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days. Simon & Schuster.
Supplementary	Olsen, D. (2015). The Lean Product Playbook. Wiley.

MBA 669: Digital Transformation

Course Code	MBA 669	**Credits**	4
NHEQF Level	6.5	**Semester**	III (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the concept, drivers, and organisational implications of digital transformation across industries.
2. Analyse digital business models, platform strategies, and the role of data as a strategic asset in the digital economy.
3. Evaluate the impact of emerging technologies—AI, cloud computing, IoT, and blockchain—on business processes and value creation.
4. Develop a digital transformation strategy and roadmap that addresses technology, people, process, and culture dimensions.
5. Assess the challenges of digital leadership, change management, and talent development in the context of digital transformation.
6. Examine digital transformation case studies across sectors to extract best practices and design implementation frameworks.

Unit 1	Foundations of Digital Transformation
1.1	• What is digital transformation? Definitions, myths, and business realities
2.1	• Drivers of digital transformation: customer expectations, competition, technology
3.1	• Digital transformation vs. digitalisation vs. digitisation
4.1	• Digital transformation frameworks: MIT CISR, McKinsey digital, Gartner maturity model
5.1	• Digital transformation in Indian context: IndiaStack, Digital India Mission
Unit 2	**Core Technologies Enabling Transformation**
1.2	• Cloud computing: IaaS, PaaS, SaaS – business implications
2.2	• Artificial Intelligence and Machine Learning: business applications
3.2	• Internet of Things (IoT): industrial IoT, smart manufacturing, connected products
4.2	• Big Data and analytics: data architecture, data lakes, real-time analytics
5.2	• Blockchain: applications in supply chain, finance, and identity management
Unit 3	**Digital Business Models and Strategy**
1.3	• Platform business models: network effects, ecosystem thinking
2.3	• Data as a strategic asset: monetisation and competitive advantage
3.3	• Digital strategy formulation: digital vision, ambition, and roadmap
4.3	• Omni-channel and customer experience transformation

5.3	• Build-buy-partner decisions in digital strategy
Unit 4	**Organisational and Cultural Change for Digital Transformation**
1.4	• Digital leadership: skills, mindset, and behaviours of digital leaders
2.4	• Building a digital culture: experimentation, agility, data-driven decision making
3.4	• Digital talent strategy: attracting, developing, and retaining digital talent
4.4	• Change management challenges in digital transformation programmes
5.4	• Measuring digital transformation: KPIs, digital maturity indices
Unit 5	**Industry-Specific Digital Transformation and Ethics**
1.5	• Digital transformation in BFSI, healthcare, retail, manufacturing, and education
2.5	• Cybersecurity and data privacy in digital transformation
3.5	• Ethical AI: bias, fairness, transparency, and accountability
4.5	• Regulatory landscape: GDPR, India PDPB, and digital compliance
5.5	• Future trends: Metaverse, Web3, Generative AI, and quantum computing

Suggested Readings

Type	Book / Resource Details
Text	Rogers, D. L. (2016). The Digital Transformation Playbook. Columbia Business School Publishing.
Text	Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading Digital: Turning Technology into Business Transformation. HBR Press.
Reference	Bharadwaj, A., El Sawy, O., Pavlou, P., & Venkatraman, N. (2013). Digital Business Strategy. MIS Quarterly, 37(2).
Reference	Kane, G. C. et al. (2019). The Technology Fallacy: How People Are the Real Key to Digital Transformation. MIT Press.
Supplementary	Schwab, K. (2016). The Fourth Industrial Revolution. World Economic Forum.

MBA 670: Enterprise Systems & ERP

Course Code	MBA 670	**Credits**	4
NHEQF Level	6.5	**Semester**	III (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the concept, architecture, and business value of Enterprise Resource Planning (ERP) systems in integrated business management.
2. Analyse the key functional modules of ERP systems—finance, HR, procurement, production, and sales—and their interdependencies.
3. Evaluate ERP implementation methodologies, critical success factors, and common pitfalls in enterprise system projects.
4. Assess the role of ERP in enabling data-driven decision-making, process standardisation, and organisational efficiency.
5. Compare leading ERP platforms (SAP, Oracle, Microsoft Dynamics) and evaluate selection criteria for enterprise deployments.
6. Examine emerging trends in enterprise systems including cloud ERP, AI integration, and Industry 4.0 connectivity.

Unit 1	Introduction to Enterprise Systems
1.1	• Evolution of business information systems: TPS, MIS, DSS, EIS to ERP
2.1	• Enterprise Resource Planning (ERP): definition, scope, and characteristics
3.1	• ERP functional modules: finance, HR, manufacturing, procurement, sales
4.1	• Leading ERP vendors: SAP S/4HANA, Oracle ERP Cloud, Microsoft Dynamics
5.1	• Total Cost of Ownership (TCO) and ROI of ERP implementations
Unit 2	**Business Process Reengineering and ERP**
1.2	• Business Process Reengineering (BPR): principles and methodology
2.2	• Process mapping and as-is vs. to-be process analysis
3.2	• Aligning business processes with ERP best practices
4.2	• Change management in ERP implementations
5.2	• Process standardisation vs customisation trade-offs
Unit 3	**ERP Implementation Lifecycle**
1.3	• ERP implementation approaches: big bang, phased, pilot rollout
2.3	• Implementation phases: project preparation, business blueprint, realisation, go-live
3.3	• ERP project team structure: project management, functional and technical consultants
4.3	• Data migration: data cleansing, mapping, and validation
5.3	• Testing in ERP: unit, integration, user acceptance testing (UAT)

Unit 4	ERP in Specific Business Functions
1.4	• ERP for supply chain management: procurement, inventory, warehouse management
2.4	• ERP for financial management: GL, AR, AP, fixed assets, consolidation
3.4	• ERP for HR and payroll management
4.4	• ERP for manufacturing: production planning, MRP, capacity planning
5.4	• ERP analytics and reporting: standard reports, customised dashboards
Unit 5	**Cloud ERP and Emerging Trends**
1.5	• Cloud vs on-premise ERP: comparison, migration strategies
2.5	• SaaS ERP solutions: NetSuite, Zoho ERP, Odoo for SMEs
3.5	• Integration with emerging technologies: AI, IoT, blockchain in ERP
4.5	• ERP security: access control, data encryption, audit trails
5.5	• Future of enterprise systems: intelligent enterprise, autonomous ERP

Suggested Readings

Type	Book / Resource Details
Text	Leon, A. (2020). Enterprise Resource Planning (3rd ed.). McGraw-Hill Education.
Text	Monk, E., & Wagner, B. (2012). Concepts in Enterprise Resource Planning (4th ed.). Cengage Learning.
Reference	Kumar, K., & Van Hillegersberg, J. (2000). ERP Experiences and Evolution. Communications of the ACM, 43(4), 22–26.
Reference	Shanks, G., Seddon, P. B., & Willcocks, L. P. (Eds.). (2003). Second-Wave Enterprise Resource Planning Systems. Cambridge University Press.
Supplementary	SAP Learning Hub and SAP Certification Study Guides (latest editions). SAP SE.

TWO-YEAR MBA | YEAR 2 | TRACK A — SEMESTER IV

Marketing Management Specialisation

MBA 653: Omni-Channel Marketing

Course Code	MBA 653	**Credits**	4
NHEQF Level	6.5	**Semester**	IV (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the concept of omni-channel marketing and assess its importance in delivering seamless customer experiences across touchpoints.
2. Analyse customer journey mapping techniques to identify pain points and opportunities across online and offline channels.
3. Design integrated marketing communication strategies that ensure consistency of brand messaging across all customer touchpoints.
4. Evaluate digital and physical channel integration challenges including inventory, fulfilment, and customer data management.
5. Apply data analytics and customer segmentation techniques to personalise omni-channel marketing campaigns.
6. Assess emerging technologies—AI, AR, and mobile commerce—and their role in advancing omni-channel retail and service delivery.

Unit 1	Evolution and Foundations of Omni-Channel Marketing
1.1	• From single-channel to multi-channel to omni-channel: evolution and distinctions
2.1	• Customer journey in the omni-channel era: touch points, moments of truth
3.1	• Omni-channel vs multi-channel: key differences in strategy and execution
4.1	• Customer expectations in the digital age: seamlessness, personalisation, speed
5.1	• Omni-channel leaders and laggards: global and Indian case studies
Unit 2	**Omni-Channel Customer Experience Design**
1.2	• Customer experience (CX) strategy: defining CX vision and principles
2.2	• Mapping and optimising omni-channel customer journeys
3.2	• Personalisation at scale: data-driven CX across channels
4.2	• Voice of the customer: feedback mechanisms, NPS, CSAT, CES across channels
5.2	• Service recovery and complaint management in omni-channel settings
Unit 3	**Digital Channels and Integration**
1.3	• E-commerce platforms: marketplaces, D2C, social commerce, quick commerce
2.3	• Mobile marketing: app marketing, push notifications, in-app messaging
3.3	• Social media as a marketing and commerce channel: Instagram, WhatsApp Commerce
4.3	• SEO, SEM, and digital advertising in omni-channel context
5.3	• Email marketing and CRM integration in omni-channel strategy

Unit 4	Physical Channels and Offline-Online Integration
1.4	• Retail store transformation: phygital experiences, experiential retail
2.4	• Click-and-collect, BOPIS (Buy Online, Pick Up In-Store), and returns management
3.4	• Role of field sales and distribution in omni-channel strategy
4.4	• Rural retail and omni-channel opportunities in India
5.4	• Technology enablers: POS systems, inventory visibility, RFID
Unit 5	**Measurement, Technology, and Future of Omni-Channel**
1.5	• Omni-channel analytics: attribution modelling, cross-channel measurement
2.5	• Marketing technology (MarTech) stack for omni-channel: CDPs, DMPs, CRM
3.5	• AI and machine learning in personalised omni-channel marketing
4.5	• Data privacy and consent management in omni-channel marketing
5.5	• Future trends: voice commerce, AR/VR retail, conversational commerce

Suggested Readings

Type	Book / Resource Details
Text	Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From Multi-Channel Retailing to Omni-Channel Retailing. Journal of Retailing, 91(2), 174–181.
Text	Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 5.0: Technology for Humanity. Wiley.
Reference	Rigby, D. (2011). The Future of Shopping. Harvard Business Review, 89(12), 65–76.
Reference	Chaffey, D., & Ellis-Chadwick, F. (2022). Digital Marketing (8th ed.). Pearson.
Supplementary	Google and Deloitte. (Latest edition). Omnichannel Maturity Assessment. Available at: thinkwithgoogle.com.

MBA 654: Product Strategy & Management

Course Code	MBA 654	**Credits**	4
NHEQF Level	6.5	**Semester**	IV (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the strategic role of product management and its interface with marketing, technology, and business strategy.
2. Apply market research, voice-of-customer techniques, and competitive analysis to identify product opportunities and gaps.
3. Develop product strategy, positioning, and go-to-market plans that align with target segment needs and organisational goals.
4. Manage the product lifecycle from ideation to launch, growth, maturity, and decline using appropriate strategic tools.
5. Evaluate pricing strategies, product portfolio decisions, and platform/ecosystem approaches for sustained product success.
6. Assess product performance using metrics, customer feedback, and analytics to drive evidence-based product iterations.

Unit 1	Product Strategy Fundamentals
1.1	• What is product strategy? Linking corporate strategy to product strategy
2.1	• Vision, mission, and strategic intent for products
3.1	• Market analysis for products: TAM, SAM, SOM estimation
4.1	• Competitive analysis: Porter's 5 Forces, competitor mapping, blue ocean strategy
5.1	• Strategic product decisions: build, buy, or partner
Unit 2	**Product Portfolio and Lifecycle Management**
1.2	• Product portfolio management: BCG matrix, GE-McKinsey matrix
2.2	• Product lifecycle management: introduction, growth, maturity, decline strategies
3.2	• Portfolio rationalisation: killing products and managing end-of-life
4.2	• Platform strategy: managing ecosystems and complementors
5.2	• Managing product lines and product mix decisions
Unit 3	**Go-to-Market Strategy and Pricing**
1.3	• Segmentation, targeting, and positioning (STP) for product launch
2.3	• Go-to-market strategy: channels, partnerships, launch sequencing
3.3	• Pricing strategy for products: cost-plus, value-based, competitive, freemium
4.3	• Launch planning: pre-launch, launch day, post-launch activities
5.3	• Sales enablement: training, collateral, and sales tools for new products
Unit 4	**Product-Led Growth and Metrics**
1.4	• Product-led growth (PLG): definition, mechanics, and case studies

2.4	• North star metric: identifying and aligning the team around one key metric
3.4	• Product analytics: activation, retention, referral, revenue (AARRR pirate metrics)
4.4	• Cohort analysis and lifecycle metrics for product health
5.4	• Experimentation culture: A/B testing, feature flags, gradual rollouts
Unit 5	**Scaling Products and Future Trends**
1.5	• Scaling products: internationalisation, localisation, and market expansion
2.5	• Managing technical debt while scaling product
3.5	• Sustainability in product strategy: circular economy, eco-design
4.5	• AI-first products: strategy and management challenges
5.5	• Product leadership: building and managing high-performing product teams

Suggested Readings

Type	Book / Resource Details
Text	Cagan, M. (2018). Inspired: How to Create Tech Products Customers Love (2nd ed.). Wiley.
Text	Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation. Wiley.
Reference	Moorman, C., & Day, G. S. (2016). Organizing for Marketing Excellence. Journal of Marketing, 80(6), 6–35.
Reference	Moore, G. A. (2014). Crossing the Chasm (3rd ed.). HarperBusiness.
Supplementary	Olsen, D. (2015). The Lean Product Playbook. Wiley.

MBA 655: New Age Technology & Marketing

Course Code	MBA 655	**Credits**	4
NHEQF Level	6.5	**Semester**	IV (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the impact of emerging technologies—AI, AR/VR, voice search, blockchain, and IoT—on contemporary marketing practices.
2. Analyse how marketing automation, CRM systems, and martech stacks are transforming customer acquisition and retention.
3. Apply data-driven marketing techniques including programmatic advertising, predictive analytics, and hyper-personalisation.

4. Evaluate the role of conversational marketing, chatbots, and AI-driven content in enhancing customer engagement.
5. Develop technology-enabled marketing strategies that integrate innovative tools with customer insight and brand strategy.
6. Assess the ethical, privacy, and regulatory dimensions of technology-driven marketing and develop responsible practices.

Unit 1	Technology-Driven Marketing Landscape
1.1	• Evolution of marketing technology: from CRM to MarTech stack
2.1	• Marketing Technology (MarTech) ecosystem: 10,000+ tools categorised
3.1	• Digital marketing funnel transformation: from awareness to advocacy
4.1	• Data-driven marketing: first-party, second-party, and third-party data
5.1	• Privacy-first marketing: cookieless future, consent management
Unit 2	**Artificial Intelligence in Marketing**
1.2	• AI applications in marketing: personalisation, chatbots, predictive analytics
2.2	• Machine learning for customer segmentation and targeting
3.2	• Natural language processing (NLP) for sentiment analysis and social listening
4.2	• AI-generated content (AIGC): ChatGPT, Midjourney, and generative AI in marketing
5.2	• Programmatic advertising: real-time bidding, demand-side platforms (DSPs)
Unit 3	**Immersive and Experiential Technologies**
1.3	• Augmented Reality (AR) in marketing: try-before-you-buy, AR filters
2.3	• Virtual Reality (VR) in brand storytelling and immersive experiences
3.3	• Extended Reality (XR) and the Metaverse as marketing platforms
4.3	• Gamification and interactive marketing: virtual showrooms, branded games
5.3	• Spatial computing and marketing in the post-smartphone era
Unit 4	**Voice, IoT, and Conversational Marketing**
1.4	• Voice search and voice commerce: Alexa, Google Assistant, Siri
2.4	• SEO for voice search: conversational queries, featured snippets, local voice search
3.4	• IoT in marketing: connected devices, smart packaging, sensor-driven

	marketing
4.4	• Conversational marketing: chatbots, live chat, messaging apps (WhatsApp, Telegram)
5.4	• Hyper-personalisation with IoT data and AI
Unit 5	**Blockchain, NFTs, and Future Marketing Technologies**
1.5	• Blockchain in marketing: transparent supply chains, ad fraud prevention
2.5	• NFTs and digital ownership in brand marketing
3.5	• Web3 marketing: decentralised communities, DAOs, token gating
4.5	• Marketing measurement in a privacy-first world: MMM, incrementality testing
5.5	• Future marketing technologies: brain-computer interfaces, quantum computing implications

Suggested Readings

Type	Book / Resource Details
Text	Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 5.0: Technology for Humanity. Wiley.
Text	Chaffey, D., & Ellis-Chadwick, F. (2022). Digital Marketing (8th ed.). Pearson.
Reference	Scott, D. M. (2022). The New Rules of Marketing & PR (8th ed.). Wiley.
Reference	Gartner. (Latest edition). Hype Cycle for Digital Marketing. Available at: gartner.com.
Supplementary	Brinker, S. (Latest edition). Marketing Technology Landscape. Available at: chiefmartec.com.

Human Resource Management Specialisation

MBA 659: Managing Career Success & Transition

Course Code	MBA 659	**Credits**	4
NHEQF Level	6.5	**Semester**	IV (Year 2 – Track A, Specialisation)

Course Objectives

1. Develop self-awareness of personal strengths, values, and career aspirations as a foundation for effective career planning.
2. Apply career planning frameworks and tools—including SWOT, career anchors, and networking strategies—to manage career transitions.
3. Demonstrate professional skills in resume writing, LinkedIn optimisation, and personal branding for career advancement.

4. Prepare for job search, interview processes, and salary negotiations using evidence-based strategies and techniques.
5. Evaluate the dynamics of workplace transitions—career change, promotion, entrepreneurship—and develop adaptive strategies.
6. Design a personalised career development plan that integrates professional goals with continuous learning and well-being.

Unit 1	Career Development Theories and Self-Assessment
1.1	• Career development theories: Holland's RIASEC, Super's life-span theory, Schein's career anchors
2.1	• Self-assessment tools: MBTI, DISC, StrengthsFinder, skills inventory
3.1	• Values clarification and their alignment with career choices
4.1	• Emotional intelligence (EQ) and its role in career success
5.1	• Growth mindset vs fixed mindset in career development
Unit 2	**Career Planning and Goal Setting**
1.2	• Career planning frameworks: long-term vision, medium-term goals, short-term actions
2.2	• SMART and OKR goal frameworks for career development
3.2	• Career paths in management: functional, general management, entrepreneurship
4.2	• Specialism vs. Generalism: T-shaped and π-shaped career trajectories
5.2	• Building a personal development plan (IDP)
Unit 3	**Job Search, Personal Branding, and Networking**
1.3	• Personal branding: building and managing your professional reputation
2.3	• LinkedIn profile optimisation: headline, about section, experience, recommendations
3.3	• Job search strategies: targeting employers, hidden job market, referrals
4.3	• Networking: building genuine professional relationships, informational interviews
5.3	• Resume writing, cover letters, and application strategy
Unit 4	**Interviews, Negotiation, and Onboarding**
1.4	• Interview preparation: behavioural, situational, case, and competency-based interviews
2.4	• STAR method for answering competency-based questions
3.4	• Salary negotiation: research, strategies, and confidence

4.4	• Managing job offers: evaluation criteria, negotiation, and acceptance
5.4	• First 90 days: onboarding, building relationships, and delivering early wins

Unit 5	Career Transitions and Long-Term Success
1.5	• Managing career transitions: industry change, function change, sector change
2.5	• Entrepreneurship as a career option: readiness assessment, ecosystem support
3.5	• Managing setbacks: job loss, rejection, and building career resilience
4.5	• Work-life integration: sustainable career practices and preventing burnout
5.5	• Future of careers: gig economy, portfolio careers, and lifelong learning

Suggested Readings

Type	Book / Resource Details
Text	Bolles, R. N. (2023). What Color Is Your Parachute? Ten Speed Press (latest edition).
Text	Ibarra, H. (2003). Working Identity: Unconventional Strategies for Reinventing Your Career. Harvard Business School Press.
Reference	Schein, E. H., & Schein, P. A. (2017). Career Anchors: The Changing Nature of Careers (4th ed.). Wiley.
Reference	Drucker, P. F. (1999). Managing Oneself. Harvard Business Review, 77(2), 64–74.
Supplementary	Newport, C. (2012). So Good They Can't Ignore You. Business Plus.

MBA 660: Digital HR Transformation

Course Code	MBA 660	**Credits**	4
NHEQF Level	6.5	**Semester**	IV (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the strategic imperatives of digital HR transformation and assess its impact on HR roles, processes, and value delivery.
2. Evaluate HR technology ecosystems including HRMS, ATS, LMS, and people analytics platforms for organisational deployment.
3. Apply digital tools and data analytics to enhance talent acquisition, onboarding, performance management, and employee experience.
4. Design digital learning and development strategies using e-learning, gamification, and AI-driven personalised learning paths.

5. Assess the role of HR chatbots, automation, and AI in streamlining HR operations and freeing strategic HR capacity.
6. Develop a digital HR transformation roadmap that balances technological innovation with employee trust and ethical data use.

Unit 1	Digital Transformation in HR
1.1	• HR transformation: from transactional to strategic to digital HR
2.1	• HR technology landscape: HRIS, HRMS, HCM systems overview
3.1	• Digital HR maturity model: stages from basic automation to AI-driven HR
4.1	• Key digital HR trends: people analytics, AI in HR, digital employee experience
5.1	• HR technology implementation: change management and user adoption
Unit 2	**Digital Talent Acquisition**
1.2	• AI-powered recruitment: applicant tracking systems (ATS), resume parsing
2.2	• Programmatic job advertising and recruitment marketing
3.2	• Video interviews: AI proctoring, asynchronous video platforms
4.2	• Gamified assessments and psychometric tools in digital hiring
5.2	• Employer branding in digital channels: Glassdoor, LinkedIn, Instagram
Unit 3	**People Analytics and HR Data Strategy**
1.3	• People analytics: definition, maturity levels, and business applications
2.3	• HR metrics and KPIs: cost-per-hire, time-to-fill, turnover rate, engagement
3.3	• Predictive analytics in HR: attrition prediction, performance prediction
4.3	• HR data governance: data quality, privacy, GDPR, and India PDPB
5.3	• Building people analytics capability: tools, teams, and culture
Unit 4	**Digital Learning, Performance, and Employee Experience**
1.4	• Learning Management Systems (LMS) and Learning Experience Platforms (LXP)
2.4	• Micro-learning, MOOCs, and gamified learning in organisations
3.4	• Continuous performance management: OKRs, real-time feedback platforms
4.4	• Employee experience (EX) platforms: journey mapping, pulse surveys
5.4	• Digital onboarding: virtual induction, chatbot-based FAQs, buddy

	systems
Unit 5	**Future of Work and Ethical Considerations in Digital HR**
1.5	• Remote and hybrid work: tools, policies, and productivity measurement
2.5	• Workforce planning in the gig economy: platforms, contractors, and talent clouds
3.5	• AI ethics in HR: bias in algorithms, explainability, fairness in hiring
4.5	• Wellbeing technology: mental health apps, digital wellness programmes
5.5	• Future of HR function: HR Business Partner 3.0, role of CHROs in digital era

Suggested Readings

Type	Book / Resource Details
Text	Bersin, J. (2022). Irresistible: The Seven Secrets of the World's Most Enduring Employee-Focused Organizations. Ideapress Publishing.
Text	Tursunbayeva, A., Di Lauro, S., & Pagliari, C. (2018). People analytics – A scoping review of conceptual boundaries and value propositions. International Journal of Information Management.
Reference	Green, D. (2021). Effective People Analytics. Kogan Page.
Reference	Dulebohn, J. H., & Johnson, R. D. (2013). Human resource metrics and decision support: A classification framework. Human Resource Management Review.
Supplementary	Josh Bersin Academy Reports on HR Technology (latest editions). Available at: joshbersin.com.

MBA 661: Managing People Skills

Course Code	MBA 661	**Credits**	4
NHEQF Level	6.5	**Semester**	IV (Year 2 – Track A, Specialisation)

Course Objectives

1. Identify and assess core managerial people skills including communication, empathy, active listening, and interpersonal effectiveness.
2. Develop emotional intelligence competencies—self-awareness, self-regulation, motivation, empathy, and social skills—for managerial success.
3. Apply coaching and mentoring techniques to support employee development, feedback conversations, and performance improvement.
4. Manage interpersonal conflict, difficult conversations, and team dynamics using evidence-based intervention strategies.

5. Demonstrate collaborative and inclusive leadership behaviours that build trust, psychological safety, and team engagement.
6. Design personal development plans for continuous growth in people skills aligned with leadership and organisational demands.

Unit 1	Foundations of Effective People Management
1.1	• Manager vs leader: roles, responsibilities, and competencies
2.1	• Situational leadership: Hersey-Blanchard model – directing, coaching, supporting, delegating
3.1	• Management styles and their appropriateness: autocratic, democratic, laissez-faire, coaching
4.1	• Building trust as a manager: vulnerability, consistency, reliability, and empathy
5.1	• Managerial self-awareness: Johari window, 360-degree feedback
Unit 2	**Communication and Feedback Skills**
1.2	• Active listening: techniques, barriers, and practice
2.2	• Constructive feedback: SBI (Situation-Behaviour-Impact) model
3.2	• Difficult conversations: delivering bad news, addressing performance issues
4.2	• Assertive communication: rights, techniques, and assertiveness in management
5.2	• Digital communication skills: managing remote teams, virtual meeting etiquette
Unit 3	**Delegation, Coaching, and Mentoring**
1.3	• Delegation: what, when, and how to delegate effectively
2.3	• Coaching skills for managers: GROW model, powerful questions
3.3	• Mentoring vs coaching vs counselling: distinctions and applications
4.3	• Managing high performers: stretch assignments, recognition, retention strategies
5.3	• Managing underperformers: performance improvement plans (PIPs), supportive management
Unit 4	**Team Dynamics and Conflict Management**
1.4	• Team development models: Tuckman's forming, storming, norming, performing, adjourning
2.4	• Building high-performing teams: roles (Belbin), norms, and accountability

3.4	• Conflict management styles: Thomas-Kilmann model – competing, collaborating, compromising
4.4	• Mediation and negotiation skills for managers
5.4	• Managing diversity in teams: inclusion, unconscious bias, and equitable practices
Unit 5	**Employee Motivation, Wellbeing, and Engagement**
1.5	• Motivation in practice: applying Herzberg, Vroom, and Hackman-Oldham in management
2.5	• Employee engagement drivers: recognition, purpose, growth, relationships
3.5	• Mental health and wellbeing: manager's role, psychological safety, reasonable adjustments
4.5	• Managing across generations: Baby Boomers, Gen X, Millennials, and Gen Z
5.5	• Measuring management effectiveness: team performance, engagement scores, retention

Suggested Readings

Type	Book / Resource Details
Text	Armstrong, M. (2021). How to Manage People (4th ed.). Kogan Page.
Text	Robbins, S. P., & Judge, T. A. (2022). Organizational Behavior (18th ed.). Pearson.
Reference	Blanchard, K., & Johnson, S. (2015). The New One Minute Manager. William Morrow.
Reference	Katzenbach, J. R., & Smith, D. K. (1993). The Wisdom of Teams. Harvard Business School Press.
Supplementary	Scott, K. (2017). Radical Candor: Be a Kickass Boss Without Losing Your Humanity. St. Martin's Press.

Financial Management Specialisation

MBA 665: Financial Modelling

Course Code	MBA 665	**Credits**	4
NHEQF Level	6.5	**Semester**	IV (Year 2 – Track A, Specialisation)

Course Objectives

1. Build and structure financial models in Excel using best practices of design, layout, documentation, and error-checking.
2. Apply discounted cash flow (DCF) modelling techniques to value companies, projects, and investment opportunities.

3. Construct integrated three-statement financial models linking the income statement, balance sheet, and cash flow statement.
4. Develop sensitivity analysis, scenario analysis, and Monte Carlo simulation to assess risk and uncertainty in financial projections.
5. Apply financial modelling to mergers and acquisitions, LBO, and project finance transactions.
6. Interpret model outputs and present financial analysis findings clearly to support strategic and investment decision-making.

Unit 1	Foundations of Financial Modelling
1.1	• Purpose and types of financial models: valuation, forecasting, operational, M&A
2.1	• Best practices in financial model design: structure, labelling, error-proofing
3.1	• Excel skills for modelling: advanced functions (INDEX-MATCH, OFFSET, SUMPRODUCT)
4.1	• Three-statement model: income statement, balance sheet, cash flow statement linkages
5.1	• Assumptions sheet design: drivers, historical analysis, projection methodology
Unit 2	**Revenue and Cost Modelling**
1.2	• Revenue forecasting methods: top-down, bottom-up, driver-based
2.2	• Operating cost modelling: fixed vs variable costs, COGS, SG&A
3.2	• Working capital modelling: days receivable, days payable, days inventory
4.2	• Capital expenditure modelling: maintenance vs growth capex, depreciation schedules
5.2	• Debt and interest modelling: revolving credit facility, term loans, interest calculations
Unit 3	**Discounted Cash Flow (DCF) Valuation**
1.3	• Free cash flow to firm (FCFF) and free cash flow to equity (FCFE) computation
2.3	• Weighted Average Cost of Capital (WACC) computation
3.3	• Terminal value calculation: Gordon Growth Model, exit multiple method
4.3	• DCF model construction: step-by-step Excel modelling
5.3	• Sensitivity analysis: one-way and two-way data tables for DCF
Unit 4	**Comparable Company and Precedent Transaction Analysis**

1.4	• Comparable company analysis (Comps): selecting comparables, computing multiples
2.4	• Key valuation multiples: EV/EBITDA, EV/Revenue, P/E, P/B
3.4	• Precedent transaction analysis: deal database, control premium
4.4	• Football field valuation: combining valuation methodologies
5.4	• Adjustments for non-recurring items, minority interest, and net debt
Unit 5	**Scenario Analysis, Stress Testing, and Advanced Modelling**
1.5	• Scenario analysis: base, bull, and bear case modelling
2.5	• Monte Carlo simulation for financial risk modelling
3.5	• Leveraged Buyout (LBO) model: mechanics, returns analysis (IRR, MOIC)
4.5	• Merger model (accretion/dilution analysis)
5.5	• Presenting financial models: board decks, investment committee memos

Suggested Readings

Type	Book / Resource Details
Text	Pignataro, P. (2013). Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity. Wiley Finance.
Text	Tjia, J. S. (2009). Building Financial Models (2nd ed.). McGraw-Hill.
Reference	Rosenbaum, J., & Pearl, J. (2020). Investment Banking: Valuation, LBOs, M&A, and IPOs (3rd ed.). Wiley.
Reference	Damodaran, A. (2012). Investment Valuation: Tools and Techniques for Determining the Value of Any Asset (3rd ed.). Wiley Finance.
Supplementary	Wall Street Prep (2023). Financial Modelling Self-Study Program. wallstreetprep.com.

MBA 666: Advanced Corporate Finance

Course Code	MBA 666	**Credits**	4
NHEQF Level	6.5	**Semester**	IV (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain advanced theories of capital structure—trade-off theory, pecking order theory, and agency cost theory—and their practical implications.
2. Evaluate corporate valuation methodologies including DCF, relative valuation, and real options approaches for strategic decisions.

3. Analyse mergers, acquisitions, divestitures, and corporate restructuring transactions from a financial and strategic perspective.
4. Apply risk management techniques—hedging with derivatives, currency risk management—in the context of advanced corporate finance.
5. Assess dividend policy, share repurchases, and recapitalisation strategies in the light of signalling theory and market efficiency.
6. Examine corporate governance, financial ethics, and the alignment of financial strategy with long-term shareholder and stakeholder value.

Unit 1	Capital Structure Theory and Policy
1.1	• Modigliani-Miller theorem: irrelevance of capital structure under perfect markets
2.1	• Impact of taxes and distress costs on capital structure: trade-off theory
3.1	• Pecking order theory and market timing theory of capital structure
4.1	• Agency costs, information asymmetry, and signalling in capital structure
5.1	• Optimal capital structure: empirical evidence and determinants
Unit 2	**Advanced Valuation Techniques**
1.2	• Adjusted Present Value (APV) method of valuation
2.2	• Equity valuation: residual income model, abnormal earnings growth model
3.2	• Real options analysis: NPV limitations and real options framework
4.2	• Valuation of private firms: illiquidity discount, control premium
5.2	• Intangibles valuation: brand, IP, customer relationships, human capital
Unit 3	**Dividend Policy and Share Repurchases**
1.3	• Dividend theories: relevance vs irrelevance, signalling theory of dividends
2.3	• Dividend policy determinants: profitability, cash flow, growth opportunities
3.3	• Share buybacks: open market, tender offer, Dutch auction – mechanics and implications
4.3	• Tax considerations in dividends vs buybacks
5.3	• Indian context: dividend distribution tax history, buyback trends in BSE 500 companies
Unit 4	**Corporate Governance and Financial Distress**
1.4	• Corporate governance frameworks: OECD principles, Clause 49, SEBI LODR

2.4	• Agency problem: principal-agent conflicts between managers, shareholders, creditors
3.4	• Board composition, executive compensation, and financial performance
4.4	• Financial distress prediction: Altman Z-score, Springate model
5.4	• Corporate restructuring and turnaround: operational and financial restructuring
Unit 5	**International Corporate Finance**
1.5	• Foreign exchange risk: transaction, translation, and economic exposure
2.5	• Hedging currency risk: forwards, options, swaps, natural hedges
3.5	• Cost of capital for multinational firms
4.5	• International capital budgeting: APV for cross-border investments
5.5	• Country risk analysis and political risk in international finance

Suggested Readings

Type	Book / Resource Details
Text	Brealey, R. A., Myers, S. C., & Allen, F. (2022). Principles of Corporate Finance (14th ed.). McGraw-Hill.
Text	Ross, S. A., Westerfield, R., & Jordan, B. D. (2022). Corporate Finance (13th ed.). McGraw-Hill.
Reference	Damodaran, A. (2015). Applied Corporate Finance (4th ed.). Wiley.
Reference	Tirole, J. (2006). The Theory of Corporate Finance. Princeton University Press.
Supplementary	Pandey, I. M. (2021). Financial Management (12th ed.). Vikas Publishing House.

MBA 667: Wealth Management & Personal Financial Planning

Course Code	MBA 667	**Credits**	4
NHEQF Level	6.5	**Semester**	IV (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the principles of personal financial planning and assess the role of financial advisors in wealth management.
2. Apply asset allocation strategies and investment planning frameworks to build diversified wealth portfolios for different risk profiles.
3. Evaluate retirement planning, insurance planning, and tax planning tools to create comprehensive personal financial plans.

4. Analyse mutual funds, portfolio management services, and alternative investments for wealth creation and preservation.
5. Assess estate planning, succession planning, and trusts as tools for intergenerational wealth transfer.
6. Develop a holistic wealth management plan that integrates investment, insurance, tax, and retirement objectives for clients.

Unit 1	Foundations of Personal Financial Planning
1.1	• Personal financial planning process: goal setting, data gathering, analysis, implementation, review
2.1	• Time value of money: present value, future value, annuities, EMI calculations
3.1	• Personal financial statements: personal balance sheet, income and expenditure statement
4.1	• Budgeting and cash flow management: zero-based budgeting, 50-30-20 rule
5.1	• Emergency fund, debt management, and financial life cycle
Unit 2	**Investment Planning and Asset Allocation**
1.2	• Investment vehicles: equities, mutual funds, bonds, gold, real estate, alternatives
2.2	• Asset allocation strategies: strategic, tactical, dynamic allocation
3.2	• Risk profiling: risk tolerance, risk capacity, and risk-return trade-off
4.2	• Portfolio construction for retail investors: core-satellite approach
5.2	• Mutual fund analysis: types, NAV, expense ratio, performance metrics (alpha, beta, Sharpe)
Unit 3	**Insurance Planning and Risk Management**
1.3	• Personal risk management: identification, assessment, and mitigation
2.3	• Life insurance: term, endowment, ULIP – need analysis and selection criteria
3.3	• Health insurance: types, coverage, critical illness, top-up plans
4.3	• General insurance: motor, home, travel insurance
5.3	• IRDAI regulations and guidelines for consumers
Unit 4	**Tax Planning and Retirement Planning**
1.4	• Personal income tax: slabs, deductions (80C, 80D, 80G), exemptions (HRA, LTA)
2.4	• Tax-efficient investments: ELSS, PPF, NPS, tax-free bonds
3.4	• Capital gains tax: short-term and long-term capital gains on various

	asset classes
4.4	• Retirement planning: EPF, NPS, annuities, Senior Citizens Savings Scheme
5.4	• Retirement corpus estimation: inflation adjustment, withdrawal strategies
Unit 5	**Wealth Management and Estate Planning**
1.5	• Wealth management process: client segmentation (HNI, UHNI, mass affluent)
2.5	• Estate planning tools: will, trust, nomination, joint ownership
3.5	• Succession planning for family businesses and self-employed
4.5	• Behavioural finance in wealth management: biases, nudges, and client psychology
5.5	• FinTech in personal finance: robo-advisors, WealthTech platforms, digital gold

Suggested Readings

Type	Book / Resource Details
Text	Gitman, L. J., & Joehnk, M. D. (2014). Personal Financial Planning (13th ed.). Cengage Learning.
Text	FPSB India. (Latest edition). CFP Certification Study Material (Modules 1–5). Financial Planning Standards Board India.
Reference	Prasanna Chandra (2020). Financial Management: Theory and Practice (10th ed.). McGraw-Hill.
Reference	SEBI Investor Education Resources (latest edition). Available at: investor.sebi.gov.in.
Supplementary	Thaler, R. H., & Sunstein, C. R. (2009). Nudge: Improving Decisions About Health, Wealth, and Happiness. Penguin Books.

Systems Management Specialisation

MBA 671: Big Data Analytics

Course Code	MBA 671	**Credits**	4
NHEQF Level	6.5	**Semester**	IV (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the landscape of big data—volume, velocity, variety, veracity—and its transformative impact on business intelligence.

2. Apply Hadoop ecosystem tools, NoSQL databases, and distributed computing frameworks to manage and process large datasets.
3. Use data analytics techniques—descriptive, diagnostic, predictive, and prescriptive—to extract actionable business insights.
4. Develop machine learning models for classification, regression, clustering, and recommendation applicable to business problems.
5. Evaluate big data platforms and cloud-based analytics services for enterprise deployment and scalability.
6. Apply big data analytics in domain-specific contexts including marketing, finance, supply chain, and customer intelligence.

Unit 1	Introduction to Big Data and Analytics
1.1	• What is Big Data? The 5Vs: Volume, Velocity, Variety, Veracity, Value
2.1	• Evolution of analytics: descriptive, diagnostic, predictive, prescriptive
3.1	• Big data ecosystem: Hadoop, HDFS, MapReduce, YARN
4.1	• Data sources in business: structured, semi-structured, unstructured data
5.1	• Business value of big data: use cases across industries
Unit 2	**Data Storage, Processing, and Management**
1.2	• Data warehouse vs data lake vs data lakehouse
2.2	• Apache Spark: resilient distributed datasets, Spark SQL, Spark Streaming
3.2	• NoSQL databases: MongoDB, Cassandra, HBase – use cases and comparisons
4.2	• Cloud data platforms: AWS Redshift, Google BigQuery, Azure Synapse
5.2	• Data quality management: cleansing, deduplication, enrichment
Unit 3	**Data Analytics and Statistical Methods**
1.3	• Exploratory Data Analysis (EDA): summary statistics, distributions, outliers
2.3	• Regression analysis: linear, multiple, logistic regression for business
3.3	• Clustering techniques: K-means, hierarchical clustering for customer segmentation
4.3	• Classification algorithms: decision trees, random forests, naive Bayes
5.3	• Text analytics: sentiment analysis, topic modelling, named entity recognition
Unit 4	**Business Intelligence and Data Visualisation**
1.4	• Business intelligence tools: Power BI, Tableau, Qlik Sense

2.4	• Designing effective dashboards: principles of data visualisation
3.4	• Real-time analytics and operational dashboards
4.4	• Self-service analytics: empowering business users
5.4	• Storytelling with data: communicating insights to non-technical audiences
Unit 5	**Predictive Analytics, AI, and Ethics**
1.5	• Machine learning in business: supervised and unsupervised learning applications
2.5	• Recommendation systems: collaborative filtering, content-based filtering
3.5	• Predictive analytics applications: churn prediction, demand forecasting, credit scoring
4.5	• Ethical issues in big data: privacy, surveillance, algorithmic bias
5.5	• Big data strategy and governance: data ownership, data democratisation

Suggested Readings

Type	Book / Resource Details
Text	Provost, F., & Fawcett, T. (2013). Data Science for Business. O'Reilly Media.
Text	Siegel, E. (2016). Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. Wiley.
Reference	Mayer-Schönberger, V., & Cukier, K. (2013). Big Data: A Revolution That Will Transform How We Live, Work, and Think. Houghton Mifflin Harcourt.
Reference	Zikopoulos, P., & Eaton, C. (2011). Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data. McGraw-Hill.
Supplementary	Tableau and Microsoft Power BI Official Learning Resources (latest editions). Available at: learning.tableau.com and learn.microsoft.com.

MBA 672: Gamification for Managers and Business

Course Code	MBA 672	**Credits**	4
NHEQF Level	6.5	**Semester**	IV (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the theoretical foundations of gamification including motivation theory, game mechanics, and behavioural science principles.
2. Apply gamification design frameworks—PBL (Points, Badges, Leaderboards), MDA, and Octalysis—to business and management contexts.
3. Design gamification strategies for employee engagement, training, performance management, and organisational culture.
4. Evaluate gamified customer loyalty programmes, marketing campaigns, and digital platforms for business value.
5. Assess the ethical dimensions and potential risks of gamification including manipulation, addiction, and exclusion.
6. Develop a gamification project proposal for a real business challenge, integrating design principles with measurable outcomes.

Unit 1	Foundations of Gamification
1.1	• Definition and scope of gamification: game elements vs gamification vs serious games
2.1	• Psychology of motivation: Self-Determination Theory (SDT), Flow theory, Octalysis framework
3.1	• Player types: Bartle's taxonomy – achievers, explorers, socialisers, killers
4.1	• Gamification vs game thinking vs game-based learning
5.1	• History and evolution of gamification in business: early examples to current practice
Unit 2	**Game Mechanics and Design Principles**
1.2	• Core game mechanics: points, badges, leaderboards (PBL) and their limitations
2.2	• Advanced mechanics: quests, challenges, levels, avatars, virtual goods
3.2	• Feedback loops: positive and negative loops in gamification design
4.2	• Narrative and storytelling in gamification: creating meaning and engagement
5.2	• Design thinking for gamification: empathy, ideation, prototyping, testing

Unit 3	Gamification in HR and Employee Engagement
1.3	• Gamification in recruitment: gamified assessments, virtual job simulations
2.3	• Gamified onboarding: interactive learning paths, buddy systems with game elements
3.3	• Gamification in training and development: simulations, leaderboards, badges
4.3	• Performance management gamification: goal-setting, progress tracking, recognition
5.3	• Employee wellness programmes: fitness challenges, mental health apps with

	gamification
Unit 4	**Gamification in Marketing and Customer Engagement**
1.4	• Loyalty programmes with gamification: points, tiers, rewards, challenges
2.4	• Gamified e-commerce experiences: spin-to-win, flash deals, treasure hunts
3.4	• Social gamification: referral programmes, community challenges, user-generated content
4.4	• Gamification in financial services: savings goals, investment challenges (e.g. Acorns, Zerodha Streak)
5.4	• Measuring gamification ROI in marketing: engagement metrics, NPS impact, revenue uplift
Unit 5	**Gamification Strategy, Ethics, and Future Trends**
1.5	• Developing a gamification strategy: business objectives, user research, mechanics design
2.5	• Gamification implementation roadmap: platform selection, integration, testing
3.5	• Ethical concerns: manipulation, addiction, dark patterns in gamification
4.5	• Measuring gamification effectiveness: A/B testing, engagement analytics
5.5	• Future of gamification: AR/VR gamification, AI-personalised game experiences, the Metaverse

Suggested Readings

Type	Book / Resource Details
Text	Werbach, K., & Hunter, D. (2012). For the Win: How Game Thinking Can Revolutionize Your Business. Wharton Digital Press.
Text	Zichermann, G., & Cunningham, C. (2011). Gamification by Design. O'Reilly Media.
Reference	Chou, Y. K. (2016). Actionable Gamification: Beyond Points, Badges, and Leaderboards. Octalysis Media.
Reference	McGonigal, J. (2011). Reality is Broken: Why Games Make Us Better and How They Can Change the World. Penguin Press.
Supplementary	Kim, A. J. (2012). Smart Gamification. Slideshare. Available at: slideshare.net.

MBA 673: Strategies in the Internet Economy

Course Code	MBA 673	Credits	4
NHEQF Level	6.5	Semester	IV (Year 2 – Track A, Specialisation)

Course Objectives

1. Explain the evolution and economic foundations of the internet economy and assess the disruptive impact of digital platforms on traditional industries.
2. Analyse business models of digital platforms—marketplaces, aggregators, SaaS, and ecosystems—and their value creation logic.
3. Evaluate competitive dynamics in digital markets including network effects, winner-takes-all tendencies, and platform competition.
4. Develop digital strategy frameworks including data monetisation, platform design, and API-based ecosystem strategies.
5. Assess the regulatory landscape, antitrust challenges, and data governance issues facing internet economy businesses.
6. Apply strategic thinking to identify opportunities and manage risks in the evolving digital economy for incumbent and start-up firms.

Unit 1	The Internet Economy: Structure and Characteristics
1.1	• Characteristics of the internet economy: zero marginal cost, scalability, winner-take-all dynamics
2.1	• Long tail economics and its implications for digital business strategy
3.1	• Attention economy: how platforms compete for user time and engagement
4.1	• Digital infrastructure: cloud, broadband, payments, and logistics as competitive enablers
5.1	• India's internet economy: UPI, ONDC, IndiaStack, and their strategic implications
Unit 2	**Platform Strategy and Network Effects**
1.2	• Platform business models: two-sided and multi-sided platforms
2.2	• Network effects: direct, indirect, local, and global – measuring and managing
3.2	• Platform design: core interaction, participants, value units, filters
4.2	• Chicken-and-egg problem: strategies for platform launch
5.2	• Competitive moats in platforms: switching costs, data advantages, ecosystem lock-in
Unit 3	**Data Strategy and Competitive Advantage**
1.3	• Data as a strategic asset: types, sources, and competitive differentiation

2.3	• Data network effects: how data accumulation creates compounding advantage
3.3	• Data monetisation strategies: direct (data products) and indirect (advertising, personalisation)
4.3	• AI strategy: building AI capabilities and proprietary AI moats
5.3	• Privacy regulations and their impact on data strategy: GDPR, India PDPB
Unit 4	**Disruption, Innovation, and Digital Competition**
1.4	• Disruptive innovation theory: sustaining vs disruptive innovations
2.4	• Digital disruption patterns: unbundling, aggregation, and verticalisation
3.4	• Incumbent response strategies: acquisition, partnership, internal incubation
4.4	• Competing with digital giants: niche strategies, community building, B2B focus
5.4	• Regulatory strategy: navigating antitrust in the digital economy
Unit 5	**Digital Ecosystem Strategy and Future Trends**
1.5	• Ecosystem strategy: from products to services to ecosystems
2.5	• Super-apps and ecosystem expansion: WeChat, Paytm, Tata Neu models
3.5	• Generative AI as a strategic force: impact on industries and competitive dynamics
4.5	• Web3 and decentralised internet: strategic implications for incumbents
5.5	• Sustainability in the internet economy: digital carbon footprint, responsible tech strategy

Suggested Readings

Type	Book / Resource Details
Text	Parker, G., Van Alstyne, M., & Choudary, S. P. (2016). Platform Revolution. W. W. Norton & Company.
Text	Moazed, A., & Johnson, N. L. (2016). Modern Monopolies: What It Takes to Dominate the 21st Century Economy. St. Martin's Press.
Reference	Shapiro, C., & Varian, H. R. (1999). Information Rules: A Strategic Guide to the Network Economy. Harvard Business School Press.
Reference	Evans, D. S., & Schmalensee, R. (2016). Matchmakers: The New Economics of Multisided Platforms. Harvard Business Review Press.
Supplementary	Choudary, S. P. (2015). Platform Scale. Platform Thinking Labs. Available

	at: platformed.info.

MBA 676D: Industry Internship / Capstone Project

Course Code	MBA 676	**Credits**	8
NHEQF Level	6.5	**Semester**	IV (Year 2 – Track A)

Course Objectives

1. Apply theoretical knowledge to real-world managerial challenges through structured industry engagement or project-based learning.
2. Develop professional competencies in project management, stakeholder communication, and problem-solving in organisational settings.
3. Analyse organisational processes, systems, and strategies using management frameworks learnt throughout the MBA programme.
4. Synthesise interdisciplinary knowledge from core and elective courses to address complex, ill-structured business problems.
5. Demonstrate initiative, accountability, and professional conduct in executing an industry internship or capstone project.
6. Present research findings, recommendations, and strategic insights effectively in written and oral formats to professional audiences.

A mandatory applied learning experience where students undertake an industry internship (minimum 8 weeks) or a capstone project, integrating classroom learning with real-world managerial practice.

MBA 677 ST: Interview Skill/Presentation Skill/Data Proficiency/Communication Skill

TWO-YEAR MBA | YEAR 2 | TRACK B — MBA WITH RESEARCH (Semester III)

MBA 700: Advanced Research Methodology for Managers (Track B)

Course Code	MBA 700	**Credits**	4
NHEQF Level	7	**Semester**	III / Sem I (Track B)

Course Objectives

1. Evaluate advanced research paradigms—positivism, interpretivism, constructivism, and critical realism—and select appropriate approaches for management research.
2. Design rigorous research frameworks incorporating mixed-methods, longitudinal, and multi-level analytical approaches.
3. Apply advanced quantitative techniques including multivariate analysis, SEM, and hierarchical regression to business research data.
4. Conduct systematic literature reviews and bibliometric analyses to map research landscapes and identify theoretical gaps.
5. Apply qualitative research methods—ethnography, grounded theory, case study, and phenomenology—to management research problems.
6. Produce a publishable-quality research proposal and manuscript adhering to the norms of leading management journals.

Unit 1: Philosophy of Science and Research Paradigms	
1	Ontology, epistemology, and axiology in management research: positivism, interpretivism, critical realism, constructivism
2	Scientific method: deduction, induction, abduction; theory building and theory testing in management
3	Mixed methods research: rationale, designs (sequential, concurrent, embedded), quality criteria
4	Research ethics: IRB processes, informed consent, data protection, vulnerable populations, publication ethics (COPE)
5	Systematic literature review (SLR) and bibliometric analysis: PRISMA protocol, VOSviewer, Bibliometrix R
Unit 2: Advanced Quantitative Research Design	
1	Experimental and quasi-experimental designs: randomised controlled trials (RCTs), difference-in-differences
2	Survey research at scale: large-n surveys, longitudinal panels, cross-national surveys; survey platform tools (Qualtrics)
3	Advanced sampling: multi-stage cluster sampling, stratified proportional sampling, oversampling rare populations

4	Measurement theory: Classical Test Theory (CTT) vs. Item Response Theory (IRT); scale construction and validation
5	Power analysis and sample size determination: G*Power, effect size, Type I and Type II errors
Unit 3: Advanced Qualitative and Mixed Methods	
1	Grounded theory: Glaserian vs. Straussian approaches; theoretical sampling, constant comparison, memo writing
2	Ethnography in management: organisational ethnography, auto-ethnography, netnography, shadowing
3	Phenomenology: IPA (Interpretative Phenomenological Analysis), descriptive phenomenology
4	Mixed methods quality: integration strategies, meta-inferences, convergent validity
5	Qualitative software: NVivo advanced features – node coding, matrix queries, word frequency
Unit 4: Advanced Statistical Analysis and Econometrics	
1	Panel data analysis: fixed effects, random effects (Hausman test); dynamic panel (GMM – Arellano-Bond)
2	Advanced SEM: second-order CFA, multi-group SEM, mediation, moderation, moderated mediation (Hayes PROCESS)
3	Endogeneity and instrumental variables (IV): 2SLS, natural experiments in management research
4	Machine learning for causal inference: propensity score matching (PSM), Regression Discontinuity Design (RDD)
5	Text analytics and computational social science: sentiment analysis, LDA topic modelling, word embeddings
Unit 5: Academic Writing and Dissemination	
1	Anatomy of a journal article: introduction (hook, gap, contribution), theory section, methodology, results, discussion, conclusion
2	Writing for publication: targeting journals (ABDC A*, ABS 4*), reviewer feedback management, revision strategy
3	Research proposal writing for funding (ICSSR, DST, UGC research grants): structure and evaluation criteria
4	Citation and reference management: Mendeley, Zotero; avoiding predatory journals (Beall's list)
5	Research impact: h-index, citations, altmetrics, knowledge transfer and policy briefs

Suggested Books & References

#	Title & Author(s)	Publisher / Edition

1	*Research Methodology: Methods and Techniques – C.R. Kothari & Gaurav Garg*	New Age International, 3rd Ed.
2	*The Sage Handbook of Qualitative Research – Norman K. Denzin & Yvonna S. Lincoln (Eds.)*	SAGE, 5th Ed.
3	*Multivariate Data Analysis – Joseph F. Hair Jr. et al.*	Cengage, 8th Ed.
4	*Applied Econometrics – Damodar N. Gujarati & Dawn C. Porter*	McGraw-Hill, 5th Ed.
5	*Designing Social Inquiry – Gary King, Robert O. Keohane & Sidney Verba*	Princeton University Press
6	*Publication Manual of the American Psychological Association (APA 7th Edition)*	APA

MBA 701 – 708: Track A: MBA (Coursework Intensive) Semester III

MBA 709: Literature Review & Research Proposal (Track B)

Course Code	MBA 709	**Credits**	8
NHEQF Level	7	**Semester**	III / Sem I (Track B)

Course Objectives

1. Conduct a comprehensive and critical review of literature relevant to a chosen management research domain.
2. Identify research gaps, theoretical contradictions, and opportunities for original scholarly contribution through literature synthesis.
3. Apply systematic review and meta-analysis techniques to evaluate the quality and cumulative findings of existing research.
4. Develop a theoretically grounded and methodologically sound research proposal for the dissertation/thesis.
5. Design a viable research plan with clear timelines, ethical considerations, and feasibility assessment.
6. Present and defend the research proposal to a faculty panel demonstrating scholarly readiness for independent research.

Unit 1: Selecting the Research Domain and Problem	
1	Identifying researchable problems: gap analysis, practical significance, theoretical contribution
2	Choosing a research domain: reviewing major journals, conference proceedings, and industry reports
3	Preliminary scoping review: identifying key authors, seminal papers, and research clusters
4	Research problem statement: from broad area to specific, researchable question; PICO framework

5	Supervisor consultation protocol: initial meeting, alignment of interests, feasibility discussion
Unit 2: Systematic Literature Review	
1	Literature search strategy: database selection (Web of Science, Scopus, EBSCO, ProQuest, JSTOR)
2	PRISMA protocol for systematic reviews: inclusion/exclusion criteria, PRISMA flow diagram
3	Bibliometric analysis: co-citation analysis, keyword co-occurrence, science mapping (VOSviewer)
4	Thematic synthesis: identifying themes, gaps, contradictions, and future research directions
5	Writing the literature review: narrative flow, argument construction, avoiding annotated bibliography style
Unit 3: Theoretical Framework Development	
1	Theory in management research: role of theory, building conceptual models, theoretical lenses
2	Major theoretical frameworks in management: Agency Theory, Resource-Based View, Institutional Theory, Social Capital Theory
3	Developing a conceptual/theoretical framework: constructs, relationships, propositions, hypotheses
4	Operationalising constructs: existing vs. new scales, reflective vs. formative measurement
5	Justifying the theoretical contribution: positioning vis-à-vis existing literature
Unit 4: Research Design and Methodology Planning	
1	Selecting research design: alignment between research question, philosophy, and methodology
2	Data collection plan: respondent identification, sampling strategy, instrument design
3	Ethical clearance application: IRB/Ethics Committee documentation, participant consent forms
4	Pilot study design: rationale, scope, and integration with main study
5	Timeline and Gantt chart for dissertation: milestones, supervisor review schedule, risk mitigation
Unit 5: Research Proposal Writing and Presentation	
1	Research proposal structure: title, abstract, introduction, literature review, methodology, expected outcomes, timeline, bibliography
2	Writing persuasively: crafting a compelling research narrative, anticipating reviewer questions
3	Dissertation Advisory Committee (DAC) presentation: slide deck, handling Q&A, incorporating feedback

4	Pilot data collection and preliminary analysis: presenting early findings to supervisors
5	Revising the proposal based on DAC feedback: version control, track changes, finalisation

Suggested Books & References

#	Title & Author(s)	Publisher / Edition
1	*Doing a Literature Review – Christopher Hart*	SAGE, 3rd Ed.
2	*The Literature Review: Six Steps to Success – Lawrence A. Machi & Brenda T. McEvoy*	Corwin Press, 4th Ed.
3	*Writing the Winning Thesis or Dissertation – Allan A. Glatthorn & Randy L. Joyner*	Corwin Press, 3rd Ed.
4	*Research Design: Qualitative, Quantitative, and Mixed Methods – John W. Creswell & J. David Creswell*	SAGE, 5th Ed.
5	*How to Write a Lot – Paul J. Silvia*	APA LifeTools
6	*They Say / I Say – Gerald Graff & Cathy Birkenstein*	W.W. Norton, 5th Ed.

TWO-YEAR MBA | YEAR 2 | TRACK B — DISSERTATION (Semester IV)

MBA 710: Dissertation / Thesis (Track B)

Course Code	MBA 710	**Credits**	20
NHEQF Level	7	**Semester**	IV / Sem II (Track B)

Course Objectives

1. Conduct original, independent research on a management topic that makes a meaningful contribution to theory or practice.
2. Apply advanced research methodologies—quantitative, qualitative, or mixed-methods—with rigour and scholarly integrity.
3. Analyse and interpret research data systematically, linking findings to the theoretical framework and research objectives.
4. Synthesise research insights into a well-structured dissertation/thesis conforming to academic writing and citation standards.
5. Demonstrate capacity for independent intellectual inquiry, critical analysis, and scholarly argumentation.
6. Defend the dissertation/thesis before an expert committee, responding to academic critique with clarity and evidence.

Unit 1: Data Collection and Field Research	
1	Executing the approved research design: deploying surveys, conducting interviews, accessing secondary databases

2	Data management: coding, transcription, storage, versioning, backup protocols (FAIR data principles)
3	Managing access and non-response: follow-up strategies, response rate enhancement, non-response bias check
4	Qualitative data management: transcription of interviews, audio/video data handling, member-checking
5	Progress review with supervisor: interim report submission, addressing emerging challenges
Unit 2: Data Analysis and Interpretation	
1	Quantitative data analysis: executing SEM/regression/factor analysis using AMOS, SmartPLS, or SPSS
2	Qualitative data analysis: thematic coding in NVivo, constant comparison, narrative analysis
3	Mixed methods integration: joint display, meta-inferences, comparative analysis of qualitative and quantitative strands
4	Interpreting results in light of theory: confirming, extending, or challenging existing theories
5	Addressing limitations: potential threats to validity, reliability, and generalisability
Unit 3: Findings, Discussion and Contribution	
1	Writing the findings chapter: structured presentation of results, tables, figures, narrative interpretation
2	Discussion chapter: relating findings to prior literature, explaining convergences and divergences
3	Theoretical contributions: extending existing theory, proposing new constructs or frameworks
4	Practical implications: managerial recommendations, policy recommendations, practitioner takeaways
5	Writing the conclusion: summary of key findings, limitations, future research directions
Unit 4: Dissertation Submission and Quality Assurance	
1	Formatting the dissertation: chapter structure, referencing (APA/Chicago), appendices, list of abbreviations
2	Plagiarism check: running iThenticate/Turnitin, interpreting similarity report, correcting paraphrasing issues
3	Supervisor certificate of originality: content review, compliance with ethical clearance
4	Binding and submission: soft-bound copies for review, hard-bound after viva; digital repository submission
5	Abstract writing: structured abstract (objective, methodology, findings, implications) under 300 words

Unit 5: Viva Voce Preparation and Post-Viva Revision	
1	Viva voce process: roles of internal and external examiners, open viva format at Tripura University
2	Preparing for the viva: anticipating examiner questions, defending methodology choices, articulating contributions
3	Common viva questions: research philosophy, sampling, validity, alternative explanations, future research
4	Post-viva revisions: understanding major/minor revision categories, responding to examiner comments systematically
5	Converting dissertation to publications: journal article, conference paper, book chapter strategies

Suggested Books & References

#	Title & Author(s)	Publisher / Edition
1	*Writing Your Dissertation in Fifteen Minutes a Day – Joan Bolker*	Henry Holt
2	*Completing Your Qualitative Dissertation – Linda Dale Bloomberg & Marie Volpe*	SAGE, 4th Ed.
3	*The Dissertation Journey – Carol M. Roberts*	Corwin Press, 2nd Ed.
4	*Surviving Your Dissertation – Kjell Erik Rudestam & Rae R. Newton*	SAGE, 4th Ed.
5	*Publication Manual of the American Psychological Association (7th Ed.)*	APA
6	*How to Publish in Academic Journals – Phillip C. Shon*	SAGE

MBA 677 ST: Interview Skill/Presentation Skill/Data Proficiency /Communication Skill

ONE-YEAR MBA | SEMESTER I (After 4-Year UG Hons.)

MBA 680: Advanced Management Concepts

Course Code	MBA 680	**Credits**	4
NHEQF Level	6.5	**Semester**	I (1-Year MBA)

Course Objectives

1. Synthesise advanced management concepts across strategy, innovation, leadership, and organisational behaviour for senior managerial roles.
2. Evaluate contemporary management paradigms including agile management, complexity theory, and ambidextrous organisations.

3. Apply systems thinking to understand interdependencies in organisational environments and develop holistic management solutions.
4. Critically assess the impact of globalisation, digital disruption, and sustainability on management theory and practice.
5. Develop strategic management capabilities by integrating corporate strategy frameworks with dynamic capability perspectives.
6. Reflect on personal leadership philosophy and professional development as a foundation for responsible managerial practice.

Unit 1: Advanced Strategic Management Frameworks	
1	Strategic management process revisited: vision, mission, objectives, strategy formulation and implementation
2	Industry analysis: Porter's Five Forces, Value Chain Analysis, competitor profiling, strategic groups
3	Resource-based view (RBV): VRIN/VRIO framework, dynamic capabilities, core competencies (Prahalad & Hamel)
4	Business-level strategies: cost leadership, differentiation, focus; Blue Ocean Strategy (Kim & Mauborgne)
5	Corporate-level strategies: diversification (related/unrelated), vertical integration, portfolio management (BCG, GE-McKinsey)
Unit 2: Advanced Organisational Theory and Design	
1	Organisational theory: classical, contingency, institutional, and population ecology perspectives
2	Organisational design: mechanistic vs. organic structures; ambidextrous organisations; boundaryless organisations
3	Mintzberg's organisational configurations: simple structure, machine bureaucracy, professional bureaucracy, adhocracy
4	Knowledge management: tacit vs. explicit knowledge, knowledge creation (SECI model – Nonaka & Takeuchi), communities of practice
5	Learning organisations: Senge's five disciplines, double-loop learning (Argyris), organisational routines
Unit 3: Leadership in the 21st Century	
1	Advanced leadership theory: complexity leadership, shared/distributed leadership, ambidextrous leadership
2	Emotionally intelligent leadership: Goleman's 6 leadership styles; EI competency framework
3	Ethical and authentic leadership: authentic leadership development (ALQ), moral leadership, virtue ethics in management
4	Leadership in digital age: leading remote and hybrid teams, digital leadership competencies (DIGCOMP)

5	Global leadership: cultural intelligence (CQ), cross-cultural leadership effectiveness, leading global virtual teams
Unit 4: Innovation, Entrepreneurship and Intrapreneurship	
1	Innovation management: types (radical, incremental, disruptive – Christensen), innovation funnel, stage-gate process
2	Design thinking: human-centred design, empathise-define-ideate-prototype-test; applications in management
3	Business model innovation: Business Model Canvas (Osterwalder), value proposition design, pivot strategies
4	Corporate entrepreneurship (intrapreneurship): ambidexterity, skunkworks, internal venture capital
5	Startup ecosystems: startup India, incubation, accelerators, seed funding, venture capital, unicorns in India
Unit 5: Contemporary and Emerging Management Paradigms	
1	Management in the digital age: digital transformation, AI-augmented decision-making, managing in uncertainty
2	Conscious capitalism: stakeholder capitalism, purpose-driven organisations, B Corp movement
3	Sustainability and ESG in management: carbon neutrality, SDGs, ESG reporting (GRI, BRSR), net-zero strategies
4	Agile management: agile principles beyond software, agile organisations, OKRs, SAFe framework
5	Future of management: post-bureaucratic organisations, decentralised autonomous organisations (DAOs), gig economy management

Suggested Books & References

#	Title & Author(s)	Publisher / Edition
1	*Strategic Management – Fred R. David & Forest R. David*	Pearson, 16th Ed.
2	*Competitive Strategy – Michael E. Porter*	Free Press
3	*Blue Ocean Strategy – W. Chan Kim & Renée Mauborgne*	Harvard Business Review Press, Expanded Ed.
4	*Organisational Theory, Design, and Change – Gareth R. Jones*	Pearson, 7th Ed.
5	*The Innovator's Dilemma – Clayton M. Christensen*	Harvard Business Review Press
6	*Primal Leadership – Daniel Goleman, Richard Boyatzis & Annie McKee*	Harvard Business Review Press

MBA 681: Strategic Management

Course Code	MBA 681	**Credits**	4
NHEQF Level	6.5	**Semester**	I (1-Year MBA)

Course Objectives

1. Explain the nature and process of strategic management and evaluate its role in creating and sustaining competitive advantage.
2. Conduct comprehensive external and internal environmental analyses using PESTLE, Porter's Five Forces, and value chain analysis.
3. Formulate corporate, business, and functional strategies that align organisational capabilities with market opportunities.
4. Evaluate generic competitive strategies—cost leadership, differentiation, and focus—and assess their applicability across industries.
5. Analyse strategic choices in growth, diversification, mergers and acquisitions, and international expansion.
6. Design strategy implementation plans addressing organisational structure, culture, resource allocation, and change management.

Unit 1: Strategic Analysis: External Environment	
1	Macro-environment analysis: PESTLE framework; scenario planning; megatrends affecting Indian and global businesses
2	Industry structure analysis: Porter's Five Forces, dynamics of competition, industry life cycle
3	Strategic group analysis: intra-industry competition, mobility barriers, competitive dynamics
4	Competitor analysis: competitor profiling, predicting competitor behaviour, blue ocean vs. red ocean
5	Stakeholder analysis: stakeholder mapping (power/interest matrix), managing conflicting stakeholder interests
Unit 2: Strategic Analysis: Internal Environment	
1	Internal resource audit: tangible, intangible, and human resources; capabilities identification
2	Value chain analysis (Porter): primary and support activities; linkages; disaggregating the value chain
3	Core competency analysis: VRIO framework; competitive advantage sustainability; strategic fit
4	Financial analysis for strategy: ratio analysis, EVA (Economic Value Added), strategic

	cost analysis
5	SWOT synthesis: matching strengths to opportunities; converting weaknesses to strengths
Unit 3: Strategy Formulation	
1	Business-level strategy: generic strategies (cost leadership, differentiation, focus); stuck-in-the-middle trap
2	Corporate-level strategy: growth strategies (internal development, M&A, alliances); diversification rationale
3	International strategy: multinational, global, transnational, and international strategies; entry modes
4	Cooperative strategies: strategic alliances, joint ventures – formation, governance, and success factors
5	Strategy in the digital economy: platform strategies, ecosystem strategies, data as a strategic asset
Unit 4: Strategy Implementation and Organisational Alignment	
1	Strategy implementation challenges: the execution gap; aligning structure, systems, and culture
2	McKinsey 7S framework: hard and soft elements; strategic alignment analysis
3	Balanced Scorecard (BSC) for strategy implementation: strategy maps, lead and lag indicators
4	Change management in strategy implementation: Kotter's model, managing resistance, building momentum
5	Leadership for strategy: CEO role, top management team (TMT), board oversight, governance
Unit 5: Strategic Evaluation, Control and Contemporary Issues	
1	Strategic control systems: premise control, strategic surveillance, special alert control, implementation control
2	Performance measurement: financial and non-financial metrics; real-time strategy monitoring
3	Corporate governance and strategic leadership: board roles, activist investors, CEO succession
4	Business ethics and CSR strategy: integrating ethics into strategy formulation and implementation
5	Case study workshop: comprehensive strategic analysis of an Indian conglomerate (Tata, Reliance, or Mahindra)

Suggested Books & References

#	Title & Author(s)	Publisher / Edition

1	*Strategic Management: Competitiveness and Globalisation – Michael A. Hitt, R. Duane Ireland & Robert E. Hoskisson*	Cengage, 13th Ed.
2	*Exploring Strategy – Gerry Johnson, Richard Whittington, Patrick Regnér & Kevan Scholes*	Pearson, 12th Ed.
3	*Competitive Advantage – Michael E. Porter*	Free Press
4	*Strategic Management: An Integrated Approach – Charles W.L. Hill & Gareth R. Jones*	Cengage, 12th Ed.
5	*The Balanced Scorecard – Robert S. Kaplan & David P. Norton*	Harvard Business Review Press
6	*Business Policy and Strategic Management – Azhar Kazmi*	Tata McGraw-Hill, 4th Ed.

MBA 682: Research Methodology for Managers

Course Code	MBA 682	**Credits**	4
NHEQF Level	6.5	**Semester**	I (1-Year MBA)

Course Objectives

1. Explain the philosophy of research, types of research, and the scientific method as applied to management problems.
2. Formulate a research problem, develop objectives, hypotheses, and select an appropriate research design.
3. Apply quantitative and qualitative data collection methods—surveys, interviews, observation, and secondary research—in management studies.
4. Use statistical tools—descriptive statistics, correlation, regression, and hypothesis testing—for data analysis and interpretation.
5. Critically evaluate research literature and construct a well-structured literature review with proper citation practices.
6. Prepare a research report or project proposal that meets academic standards of structure, clarity, and ethical compliance.

Unit 1: Business Research Fundamentals	
1	Nature of management research; types (quantitative, qualitative, mixed); research philosophy overview
2	Research process: problem identification, objectives, hypotheses, research design, analysis, reporting
3	Literature review: systematic review, bibliographic databases (Scopus, Web of Science, Google Scholar)
4	Research ethics: plagiarism, data fabrication, informed consent, research integrity
5	Research proposal writing: structure, components, feasibility analysis

Unit 2: Research Design and Measurement	
1	Research designs: exploratory, descriptive, causal; cross-sectional and longitudinal designs
2	Sampling: probability and non-probability methods; sample size determination; sampling bias
3	Measurement scales: Likert, semantic differential; reliability (Cronbach's alpha) and validity (construct, content, criterion)
4	Questionnaire design: question types, sequencing, pre-testing, digital survey tools (Google Forms, SurveyMonkey, Qualtrics)
5	Observation, interview, and focus group methods: design and data recording
Unit 3: Quantitative Data Analysis	
1	Data preparation: editing, coding, entry, cleaning (SPSS/Excel); handling missing data
2	Descriptive statistics: frequency distributions, measures of central tendency and dispersion
3	Hypothesis testing: Z-test, t-test (one-sample, independent, paired), ANOVA, Chi-square
4	Correlation and bivariate regression: assumptions, interpretation, coefficient of determination (R^2)
5	Multiple linear regression: model building, VIF (multicollinearity), standardised coefficients, model diagnostics
Unit 4: Qualitative Data Analysis and Mixed Methods	
1	Qualitative research approaches: case study, grounded theory, phenomenology, ethnography
2	Qualitative data collection: in-depth interview guides, focus group moderation
3	Thematic analysis: familiarisation, coding, theme generation, reviewing, defining and naming themes
4	Content analysis: manifest and latent content; coding reliability; NVivo basics
5	Mixed methods research: rationale, convergent parallel design, sequential explanatory design
Unit 5: Research Reporting and Applied Analytics	
1	Structure of a research report: chapters and their content; academic writing conventions
2	Data visualisation: choosing the right chart, principles of effective academic figures and tables
3	Citation and referencing: APA 7th edition; reference management software (Mendeley, Zotero)
4	Applied research project planning: SMART objectives, Gantt chart, risk identification
5	Introduction to SPSS and R: interface overview, descriptive statistics, basic hypothesis

	testing commands

Suggested Books & References

#	Title & Author(s)	Publisher / Edition
1	*Research Methodology: Methods and Techniques – C.R. Kothari & Gaurav Garg*	New Age International, 3rd Ed.
2	*Business Research Methods – Alan Bryman & Emma Bell*	Oxford University Press, 4th Ed.
3	*Statistics for Management – Richard I. Levin & David S. Rubin*	Pearson, 7th Ed.
4	*Discovering Statistics Using IBM SPSS Statistics – Andy Field*	SAGE, 5th Ed.
5	*Research Methods for Business Students – Mark Saunders, Philip Lewis & Adrian Thornhill*	Pearson, 8th Ed.
6	*Qualitative Research Methods for the Social Sciences – Bruce L. Berg & Howard Lune*	Pearson, 8th Ed.

MBA 683: Experiential Marketing

Course Code	MBA 683	**Credits**	4
NHEQF Level	6.5	**Semester**	I (1-Year MBA)

Course Objectives

1. Explain the concept and dimensions of experiential marketing and assess its role in creating memorable brand encounters.
2. Apply frameworks such as Schmitt's Strategic Experiential Modules and Pine and Gilmore's Experience Economy to marketing strategy.
3. Design sensory, emotional, and participative brand experiences across physical and digital touchpoints.
4. Evaluate event marketing, retail experiential design, and immersive environments as tools for consumer engagement.
5. Integrate experiential marketing with digital storytelling, social media, and influencer collaborations for amplified reach.
6. Measure the effectiveness of experiential marketing campaigns using customer experience metrics and ROI frameworks.

Unit 1	Foundations of Experiential Marketing
1.1	• Evolution of marketing: from transactional to experiential paradigm
2.1	• Defining experiential marketing: Schmitt's strategic experiential modules (SEMs)
3.1	• The experience economy framework: Pine & Gilmore's four realms of

	experience
4.1	• Difference between traditional marketing, event marketing, and experiential marketing
5.1	• Role of sensory stimuli: sight, sound, smell, touch, and taste in brand experience
6.1	• Customer experience (CX) vs brand experience: intersections and distinctions
Unit 2	**Psychology of Customer Experience**
1.2	• Emotional memory and peak-end rule in experience design
2.2	• Hedonic vs. utilitarian experience consumption
3.2	• Flow state and customer immersion in brand experiences
4.2	• Co-creation and participation: customer as experience co-author
5.2	• Authenticity in experiential marketing: perceived vs constructed authenticity
6.2	• Behavioural economics in experience design: priming, anchoring, choice architecture
Unit 3	**Designing and Executing Brand Experiences**
1.3	• Experience design framework: servicescape, touchpoints, and journey orchestration
2.3	• Pop-up stores, brand activations, and guerrilla marketing campaigns
3.3	• Event marketing: conferences, exhibitions, product launches
4.3	• Retail experience design: flagship stores, concept stores, immersive retail
5.3	• Multi-sensory branding: ambient scent, sound design, haptic elements
6.3	• Sponsorships and experiential partnerships: sports, arts, and cultural events
Unit 4	**Digital and Immersive Experience Technologies**
1.4	• Digital experiential marketing: virtual try-ons, interactive websites, live streaming
2.4	• Augmented Reality (AR) and Virtual Reality (VR) in experiential campaigns
3.4	• Metaverse marketing: brand experiences in virtual worlds
4.4	• Gamification as an experiential marketing tool
5.4	• Phygital experiences: integrating physical and digital touchpoints

	seamlessly
6.4	• User-generated content (UGC) as experience amplification
Unit 5	**Measurement, ROI, and Contemporary Cases**
1.5	• Measuring experiential marketing effectiveness: engagement metrics, brand lift studies
2.5	• Net Promoter Score (NPS), Customer Effort Score (CES) in experience evaluation
3.5	• Social amplification metrics: earned media, viral reach, social sentiment
4.5	• Return on Experience (ROX): calculating business impact of brand experiences
5.5	• Indian case studies: Amul, Tanishq, Fevicol, and D2C brand activations
6.5	• Global case studies: Red Bull, Nike, Apple flagship store experiences

Suggested Readings

Type	Book / Resource Details
Text	Schmitt, B. H. (1999). Experiential Marketing: How to Get Customers to Sense, Feel, Think, Act, and Relate to Your Company and Brands. Free Press.
Text	Pine, B. J., & Gilmore, J. H. (2011). The Experience Economy (Updated ed.). Harvard Business Review Press.
Reference	Shaw, C., & Ivens, J. (2005). Building Great Customer Experiences. Palgrave Macmillan.
Reference	Smilansky, S. (2017). Experiential Marketing: A Practical Guide to Interactive Brand Experiences (2nd ed.). Kogan Page.
Supplementary	Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 5.0: Technology for Humanity. Wiley.

MBA 684: Marketing Analytics

Course Code	MBA 684	**Credits**	4
NHEQF Level	6.5	**Semester**	I (1-Year MBA)

Course Objectives

1. Explain the role and importance of marketing analytics in data-driven decision-making and marketing strategy development.
2. Apply descriptive and predictive analytics techniques to marketing data for customer segmentation and behaviour analysis.

3. Use attribution modelling, marketing mix modelling, and customer lifetime value (CLV) analysis to optimise marketing investment.
4. Leverage digital analytics tools—Google Analytics, social media analytics, and CRM dashboards—for campaign performance measurement.
5. Develop data-driven insights for pricing, product, promotion, and channel decisions using advanced analytical methods.
6. Design a marketing analytics framework that integrates data governance, insight generation, and strategic decision support.

Unit 1	Foundations of Marketing Analytics
1.1	• Marketing analytics: scope, importance, and the shift to data-driven marketing
2.1	• Marketing data ecosystem: first-party, second-party, and third-party data sources
3.1	• Marketing metrics framework: awareness, acquisition, engagement, retention, revenue
4.1	• Customer journey analytics: mapping touchpoints and attribution
5.1	• Marketing analytics tools overview: Google Analytics 4, Adobe Analytics, Mixpanel
6.1	• Marketing analytics process: data collection, cleaning, analysis, insight, action
Unit 2	**Customer Analytics and Segmentation**
1.2	• RFM (Recency, Frequency, Monetary) analysis for customer segmentation
2.2	• Customer Lifetime Value (CLV): calculation methods, predictive CLV models
3.2	• Churn prediction models: logistic regression and machine learning approaches
4.2	• Behavioural segmentation using clustering: K-means for customer profiles
5.2	• Persona development from data: quantitative foundations for customer personas
6.2	• Customer profitability analysis: cost-to-serve and segment-level P&L
Unit 3	**Digital Marketing Analytics**
1.3	• Web analytics: sessions, users, bounce rate, conversion rate, funnel analysis
2.3	• SEO analytics: keyword performance, organic traffic, backlink analysis
3.3	• Paid media analytics: CTR, CPC, ROAS, Quality Score, impression

	share
4.3	• Social media analytics: reach, engagement rate, share of voice, sentiment
5.3	• Email marketing analytics: open rate, click-through rate, unsubscribe rate, revenue per email
6.3	• App analytics: DAU/MAU, session length, retention cohorts, app store optimisation
Unit 4	**Marketing Mix Modelling and Attribution**
1.4	• Marketing Mix Modelling (MMM): methodology, data requirements, and output interpretation
2.4	• Multi-touch attribution models: first-touch, last-touch, linear, time-decay, data-driven
3.4	• Incrementality testing: holdout tests, geo experiments
4.4	• Price elasticity modelling: data requirements, estimation, and business application
5.4	• Promotion effectiveness analysis: sales lift, cannibalisation, post-promotion dip
6.4	• Budget optimisation using response curves and diminishing returns
Unit 5	**Predictive Marketing and Emerging Analytics**
1.5	• Recommendation engines: collaborative filtering, content-based, hybrid systems
2.5	• Propensity modelling: next best offer, product affinity, upsell/cross-sell
3.5	• A/B testing and experimentation: design, statistical significance, Bayesian testing
4.5	• AI in marketing analytics: generative AI for content, predictive personalisation
5.5	• Privacy-first analytics: cookieless measurement, first-party data strategy, server-side tagging
6.5	• Marketing analytics case studies: e-commerce, FMCG, and BFSI industry applications

Suggested Readings

Type	Book / Resource Details
Text	Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). Principles of Marketing Engineering and Analytics (3rd ed.). DecisionPro Inc.
Text	Farris, P. W., Bendle, N. T., Pfeifer, P. E., & Reibstein, D. J. (2015).

	Marketing Metrics: The Definitive Guide to Measuring Marketing Performance (3rd ed.). Pearson FT Press.
Reference	Kaushik, A. (2010). Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity. Sybex/Wiley.
Reference	Provost, F., & Fawcett, T. (2013). Data Science for Business. O'Reilly Media.
Supplementary	Google Analytics 4 Help Centre and Measurement Academy (latest editions). Available at: analytics.google.com/analytics/academy.

MBA 685: Neuro Marketing

Course Code	MBA 685	**Credits**	4
NHEQF Level	6.5	**Semester**	I (1-Year MBA)

Course Objectives

1. Explain the neuroscientific foundations of consumer behaviour including brain structure, cognitive systems, and emotional processing.
2. Apply neuromarketing research methods—EEG, fMRI, eye-tracking, and biometrics—to measure subconscious consumer responses.
3. Analyse the role of emotions, memory, attention, and implicit cognition in consumer perception and purchase decisions.
4. Evaluate the application of neuromarketing insights to product design, packaging, pricing, advertising, and in-store experience.
5. Assess the ethical implications of neuromarketing research and develop principles for responsible application.
6. Develop a neuromarketing research plan that integrates neuroscientific tools with traditional marketing research methodologies.

Unit 1	**Foundations of Neuro marketing**
1.1	• What is neuromarketing? Convergence of neuroscience, psychology, and marketing
2.1	• The triune brain model: reptilian, limbic, and neocortex in consumer decisions
3.1	• System 1 vs System 2 thinking (Kahneman): implications for marketing
4.1	• Emotional vs rational decision making: evidence from neuroscience
5.1	• History and evolution of neuromarketing: from academic labs to boardrooms
6.1	• Ethics of neuromarketing: informed consent, manipulation vs insight, regulatory concerns
Unit 2	**Neuromarketing Research Methods**

1.2	• Neuroimaging tools: fMRI — applications, advantages, and limitations in marketing research
2.2	• EEG (Electroencephalography): brainwave measurement, emotion and attention mapping
3.2	• Eye-tracking: fixation, saccades, heat maps, and gaze path analysis
4.2	• Galvanic Skin Response (GSR) and facial coding for emotional response measurement
5.2	• Implicit association tests (IAT) in brand research
6.2	• Biometric research in practice: shelf placement testing, ad pre-testing, web UX research
Unit 3	**Neuromarketing in Advertising and Communication**
1.3	• Brain response to advertising: emotional contagion, narrative transportation, memorability
2.3	• Visual attention in advertising: banner blindness, prime screen placement, clutter
3.3	• Sound and music in marketing: sonic branding, tempo effects, mood congruence
4.3	• Colour psychology in branding and advertising: cultural and neurological dimensions
5.3	• Storytelling and the oxytocin effect: building empathy through narrative advertising
6.3	• Digital advertising neuroinsights: video ads, native ads, and social media engagement
Unit 4	**Neuromarketing in Product Design, Pricing, and Retail**
1.4	• Sensory product design: haptics, aesthetics, and neurological reward mechanisms
2.4	• Packaging design: shape, colour, and texture cues that signal quality and trust
3.4	• Neuroeconomics of pricing: anchoring, charm pricing, pain of paying, and price framing
4.4	• Decoy effect, compromise effect, and scarcity in consumer choice
5.4	• Retail neuromarketing: store layout, lighting, music, and scent in shopper behaviour
6.4	• Online retail neurodesign: UX, colour, CTA placement, and friction reduction
Unit 5	**Applied Neuromarketing and Future Directions**

1.5	• Brand equity and neural brand associations: fMRI studies on brand loyalty
2.5	• Customer experience design using neuromarketing principles
3.5	• Political and social marketing applications of neuromarketing
4.5	• Neuromarketing in digital environments: personalisation, recommendation algorithms
5.5	• Ethical boundaries: dark patterns, neuroethics, and consumer protection
6.5	• Future of neuromarketing: wearable biometrics, AI emotion recognition, brain-computer interfaces

Suggested Readings

Type	Book / Resource Details
Text	Lindstrom, M. (2010). Buyology: Truth and Lies About Why We Buy. Crown Business.
Text	Pradeep, A. K. (2010). The Buying Brain: Secrets for Selling to the Subconscious Mind. Wiley.
Reference	Morin, C., & Renvoisé, P. (2018). The Persuasion Code: How Neuromarketing Can Help You Persuade Anyone, Anywhere, Anytime. Wiley.
Reference	Kahneman, D. (2011). Thinking, Fast and Slow. Farrar, Straus and Giroux.
Supplementary	Cialdini, R. B. (2006). Influence: The Psychology of Persuasion (Revised ed.). Harper Business.

MBA 686: HR Analytics & Data Story telling

Course Code	MBA 686	**Credits**	4
NHEQF Level	6.5	**Semester**	I (1-Year MBA)

Course Objectives

1. Explain the concept and significance of HR analytics in transforming HR from an administrative function to a strategic partner.
2. Apply data collection, cleaning, and processing techniques to HR datasets covering recruitment, engagement, attrition, and performance.
3. Use descriptive, diagnostic, predictive, and prescriptive HR analytics to generate workforce insights and inform talent decisions.
4. Develop data visualisations and HR dashboards using tools such as Power BI, Tableau, or Excel for executive communication.
5. Construct compelling data stories that translate HR metrics into actionable business narratives for leadership audiences.

6. Assess the ethical, legal, and privacy dimensions of HR data use and develop governance frameworks for responsible analytics.

Unit 1	Introduction to HR Analytics
1.1	• HR analytics: definition, scope, and evolution from HR reporting to predictive analytics
2.1	• HR analytics maturity model: descriptive, diagnostic, predictive, prescriptive
3.1	• Key HR metrics and KPIs: headcount, turnover, time-to-hire, cost-per-hire, absenteeism
4.1	• HR data sources: HRIS, payroll, LMS, engagement survey, performance management systems
5.1	• Building the HR analytics function: skills, team structure, technology stack
6.1	• Ethics and privacy in HR analytics: GDPR, India PDPB, fairness in algorithmic HR
Unit 2	**Workforce Analytics and Planning**
1.2	• Strategic workforce planning: demand forecasting, supply analysis, gap identification
2.2	• Workforce segmentation: critical roles, flight risk identification, high-potential mapping
3.2	• Talent flow analysis: internal mobility, succession pipeline health
4.2	• Diversity, equity, and inclusion (DEI) analytics: representation metrics, pay equity analysis
5.2	• Organisational network analysis (ONA): mapping informal networks and collaboration
6.2	• Attrition analytics: cohort analysis, survival analysis, early warning systems
Unit 3	**Predictive Analytics in HR**
1.3	• Foundations of predictive modelling: regression, decision trees, classification
2.3	• Attrition prediction models: feature selection, model building, accuracy metrics
3.3	• Recruitment analytics: candidate quality prediction, sourcing channel effectiveness
4.3	• Performance prediction: identifying predictors of high performance
5.3	• Employee engagement analytics: pulse survey analysis, sentiment analysis from text

6.3	• Ethical considerations in predictive HR: bias, explainability, and employee trust
Unit 4	**HR Data Visualisation and Tools**
1.4	• Data visualisation principles: choosing the right chart type for HR data
2.4	• HR dashboards: building effective people dashboards in Power BI and Tableau
3.4	• Excel for HR analytics: pivot tables, VLOOKUP, advanced charting
4.4	• Introduction to Python/R for HR analytics: basic data manipulation and plotting
5.4	• People analytics platforms: Visier, SAP SuccessFactors Analytics, Workday People Analytics
6.4	• Self-service analytics for HR business partners
Unit 5	**Data Storytelling for HR Professionals**
1.5	• What is data storytelling? Data + narrative + visualisation framework
2.5	• Structuring the HR story: situation, complication, resolution (SCR framework)
3.5	• Audience analysis: presenting analytics to the C-suite, line managers, and employees
4.5	• Persuasive analytics presentations: using evidence to influence HR decisions
5.5	• Common HR analytics mistakes: p-hacking, correlation vs causation, survivorship bias
6.5	• Case studies: data storytelling in talent acquisition, engagement, and retention campaigns

Suggested Readings

Type	Book / Resource Details
Text	Craner, J., & Eastwood, T. (2022). People Analytics for Dummies. Wiley.
Text	Green, D. (2021). Effective People Analytics: A Practical Guide to Data-Driven Human Resource Management. Kogan Page.
Reference	Marr, B. (2018). Data-Driven HR: How to Use Analytics and Metrics to Drive Performance. Kogan Page.
Reference	Knaflic, C. N. (2015). Storytelling with Data: A Data Visualization Guide for Business Professionals. Wiley.
Supplementary	Bersin, J. (Latest edition). HR Technology Market Reports. Available at: joshbersin.com.

MBA 687: Strategic Talent Acquisition & Employer Branding

Course Code	MBA 687	Credits	4
NHEQF Level	6.5	Semester	I (1-Year MBA)

Course Objectives

1. Explain the strategic importance of talent acquisition and employer branding in attracting and retaining high-quality talent.
2. Design end-to-end recruitment processes including workforce planning, job analysis, sourcing strategies, and candidate assessment.
3. Apply digital recruiting tools—ATS, LinkedIn Recruiter, job portals, and AI screening—to enhance talent acquisition efficiency.
4. Develop employer value propositions (EVP) and employer brand strategies that differentiate the organisation in the talent marketplace.
5. Evaluate diversity, equity, and inclusion (DEI) practices in hiring and develop strategies for building diverse talent pipelines.
6. Measure and improve talent acquisition metrics—time-to-fill, quality-of-hire, cost-per-hire, and offer acceptance rate.

Unit 1	Strategic Talent Acquisition: Foundations
1.1	• Talent acquisition vs recruitment: strategic vs transactional perspectives
2.1	• Workforce planning and talent demand forecasting: linking business strategy to hiring
3.1	• Talent market analysis: labour market trends, talent pools, supply-demand dynamics
4.1	• Recruitment funnel: awareness, consideration, application, selection, offer, onboarding
5.1	• Candidate experience: importance, measurement (CES), and improvement strategies
6.1	• Diversity recruiting: building inclusive hiring pipelines and mitigating bias
Unit 2	**Sourcing Strategies and Digital Recruitment**
1.2	• Multi-channel sourcing: job boards (Naukri, LinkedIn, Indeed), campus, referrals, direct search
2.2	• Programmatic job advertising: automated targeting, budget optimisation, performance analytics
3.2	• Social media recruiting: LinkedIn Recruiter, Instagram, GitHub for technical hiring
4.2	• Passive candidate engagement: InMail strategies, talent pipelining, CRM for recruiters

5.2	• AI-powered sourcing tools: HireEZ, SeekOut, resume parsing and matching
6.2	• Gig platform hiring: Toptal, Upwork, freelancer ecosystems for contingent workforce
Unit 3	**Selection Methods and Assessment Science**
1.3	• Structured interviews: design, competency frameworks, STAR method, scoring rubrics
2.3	• Psychometric assessments: cognitive ability tests, personality inventories, situational judgement
3.3	• Technical and skills assessments: coding tests, case studies, work sample tests
4.3	• Assessment centres: design, observer training, wash-up discussions
5.3	• AI and video interviews: asynchronous platforms, NLP-based screening, ethical concerns
6.3	• Background verification and reference checking: processes and legal considerations
Unit 4	**Employer Branding: Strategy and Execution**
1.4	• Employer brand vs corporate brand: relationship, alignment, and differentiation
2.4	• Employee Value Proposition (EVP): crafting, validating, and articulating the EVP
3.4	• Employer brand audit: perception gap analysis between internal and external audiences
4.4	• Employer brand channels: careers website, Glassdoor, LinkedIn Life, employee advocacy
5.4	• Content strategy for employer branding: employee stories, behind-the-scenes, culture videos
6.4	• Measuring employer brand strength: Glassdoor ratings, LinkedIn Talent Brand Index, employer brand surveys
Unit 5	**Talent Acquisition Analytics and Future Trends**
1.5	• Recruitment analytics: time-to-fill, cost-per-hire, offer acceptance rate, quality of hire
2.5	• Predictive hiring models: predicting candidate success and retention
3.5	• Campus recruitment and management trainee programmes: strategy and execution
4.5	• Internal talent marketplaces: employee mobility, internal hiring

	platforms
5.5	• Future of talent acquisition: skills-based hiring, AI co-pilots, metaverse interviews
6.5	• Case studies: talent acquisition excellence at Infosys, TCS, Unilever, and Google

Suggested Readings

Type	Book / Resource Details
Text	Breaugh, J. A. (2008). Employee Recruitment: Current Knowledge and Important Areas for Future Research. Human Resource Management Review, 18(3), 103–118.
Text	Mosley, R., & Schmidt, L. (2017). Employer Branding For Dummies. Wiley.
Reference	Lievens, F., & Slaughter, J. E. (2016). Employer Image and Employer Branding: What We Know and What We Need to Know. Annual Review of Organizational Psychology.
Reference	Sullivan, J. (2004). Eight Elements of a Successful Employment Brand. ER Daily (available online).
Supplementary	LinkedIn Talent Solutions Blog and Talent Economy Reports (latest editions). Available at: business.linkedin.com/talent-solutions.

MBA 688: Strategic Compensation & Performance Management

Course Code	MBA 684	**Credits**	4
NHEQF Level	6.5	**Semester**	I (1-Year MBA)

Course Objectives

1. Explain the role and importance of marketing analytics in data-driven decision-making and marketing strategy development.
2. Apply descriptive and predictive analytics techniques to marketing data for customer segmentation and behaviour analysis.
3. Use attribution modelling, marketing mix modelling, and customer lifetime value (CLV) analysis to optimise marketing investment.
4. Leverage digital analytics tools—Google Analytics, social media analytics, and CRM dashboards—for campaign performance measurement.
5. Develop data-driven insights for pricing, product, promotion, and channel decisions using advanced analytical methods.
6. Design a marketing analytics framework that integrates data governance, insight generation, and strategic decision support.

Unit 1	Foundations of Compensation and Reward Strategy

1.1	• Total rewards philosophy: compensation, benefits, work-life, recognition, development
2.1	• Compensation strategy: leading, matching, or lagging the market
3.1	• Job evaluation methods: point-factor, ranking, classification, factor comparison
4.1	• Pay structure design: pay grades, pay ranges, broadbanding, and pay progression
5.1	• External competitiveness: compensation surveys, benchmarking, and market positioning
6.1	• Internal equity and pay equity: job worth hierarchy, pay gap analysis
Unit 2	**Variable Pay and Executive Compensation**
1.2	• Short-term incentive plans: individual bonuses, team incentives, profit sharing
2.2	• Long-term incentive plans: ESOPs, RSUs, phantom equity, performance shares
3.2	• Sales compensation design: quota setting, commission structures, accelerators, SPIFFs
4.2	• Executive compensation: pay for performance, golden parachutes, say-on-pay
5.2	• Skill-based pay and competency-based pay: design and implementation
6.2	• Pay transparency trends: gender pay reporting, SEC disclosure rules, India Companies Act
Unit 3	**Benefits, Statutory Compliance, and Total Rewards**
1.3	• Employee benefits in India: statutory (PF, ESI, gratuity) and supplementary benefits
2.3	• Flexible benefit plans (cafeteria plans): design, administration, and tax implications
3.3	• Health and wellness benefits: group health insurance, EAP, wellness allowances
4.3	• Leave policies: types, design principles, unlimited PTO trends
5.3	• Retirement planning benefits: NPS, superannuation, and defined contribution plans
6.3	• Compensation benchmarking in India: using Mercer, Aon, Willis Towers Watson survey data
Unit 4	**Performance Management: Design and Execution**
1.4	• Performance management vs performance appraisal: systems thinking

	approach
2.4	• Goal-setting frameworks: MBO, OKRs, BSC (Balanced Scorecard) in performance management
3.4	• Performance appraisal methods: 360-degree feedback, rating scales, BARs, narrative review
4.4	• Continuous performance management: check-ins, real-time feedback, agile PM cycles
5.4	• Calibration and performance distribution: bell curve debates, stack ranking controversies
6.4	• Linking performance to compensation: merit pay, pay-for-performance systems
Unit 5	**Contemporary Issues and Analytics in Compensation and Performance**
1.5	• Pay equity analytics: conducting pay equity audit, regression-based gap analysis
2.5	• Compensation in the gig economy: platform workers, contractor pay, benefits for freelancers
3.5	• Remote work and compensation: geographic pay adjustments, pay transparency in hybrid teams
4.5	• Performance management in agile organisations: peer reviews, sprint-based reviews
5.5	• HR technology for compensation: SAP SuccessFactors, Workday Compensation modules
6.5	• Future of performance management: AI-assisted reviews, continuous sentiment analysis

Suggested Readings

Type	Book / Resource Details
Text	Milkovich, G. T., Newman, J. M., & Gerhart, B. (2019). Compensation (13th ed.). McGraw-Hill Education.
Text	Armstrong, M., & Murlis, H. (2007). Reward Management: A Handbook of Remuneration Strategy and Practice (5th ed.). Kogan Page.
Reference	Aguinis, H. (2019). Performance Management (4th ed.). Chicago Business Press.
Reference	Henderson, R. I. (2006). Compensation Management in a Knowledge-Based World (10th ed.). Pearson.
Supplementary	Mercer and Aon Compensation Survey Reports (India) — latest editions. Available at: mercer.com and aon.com.

MBA 689: Financial Derivatives

Course Code	MBA 689	Credits	4
NHEQF Level	6.5	Semester	I (1-Year MBA)

Course Objectives

1. Explain the nature, types, and economic functions of financial derivatives including forwards, futures, options, and swaps.
2. Apply derivative pricing models—Black-Scholes, binomial tree, and futures pricing—to value derivative instruments.
3. Use derivatives for risk management purposes including hedging interest rate risk, currency risk, and commodity price risk.
4. Evaluate trading strategies using options combinations—spreads, straddles, strangles, and collars—for speculative and hedging objectives.
5. Analyse the role of derivatives in portfolio management, structured products, and financial engineering.
6. Assess the systemic risks associated with derivatives markets and examine regulatory frameworks governing derivative trading.

Unit 1	Introduction to Derivatives Markets
1.1	• Derivatives: definition, types, and economic functions — hedging, speculation, arbitrage
2.1	• Exchange-traded vs OTC derivatives: structure, participants, and regulation
3.1	• Derivative market participants: hedgers, speculators, arbitrageurs, market makers
4.1	• Overview of Indian derivatives market: NSE F&O segment, SEBI regulations
5.1	• Mechanics of forward contracts: payoff profiles, settlement, and credit risk
6.1	• Global derivatives markets: CME, ICE, and international regulatory frameworks (EMIR, Dodd-Frank)
Unit 2	**Futures Contracts: Pricing and Strategies**
1.2	• Futures contracts: characteristics, standardisation, and margining system
2.2	• Cost of carry model: pricing futures on equity, currency, commodity, and bonds
3.2	• Basis risk and basis trading strategies
4.2	• Hedging with futures: long hedge, short hedge, cross hedge
5.2	• Speculation and arbitrage using futures contracts

6.2	• Rolling hedge strategies and optimal hedge ratio calculation
Unit 3	**Options: Mechanics and Pricing**
1.3	• Options terminology: call, put, premium, strike, expiry, intrinsic vs time value
2.3	• Option payoff diagrams: long call, short call, long put, short put
3.3	• Binomial option pricing model: one-period and multi-period models
4.3	• Black-Scholes-Merton (BSM) model: assumptions, formula, and interpretations
5.3	• Option Greeks: delta, gamma, theta, vega, rho — calculation and interpretation
6.3	• Put-call parity and arbitrage relationships
Unit 4	**Options Trading Strategies**
1.4	• Basic strategies: covered call, protective put, collar
2.4	• Spread strategies: bull spread, bear spread, butterfly spread, calendar spread
3.4	• Volatility strategies: straddle, strangle, condor
4.4	• Exotic options: Asian, barrier, lookback, digital options — overview
5.4	• Delta hedging and dynamic replication in practice
6.4	• Options strategies for corporate treasury: hedging input costs, FX exposure
Unit 5	**Swaps, Credit Derivatives, and Risk Management Applications**
1.5	• Interest rate swaps: plain vanilla swap mechanics, valuation, and applications
2.5	• Currency swaps: structure, pricing, and hedging cross-border cash flows
3.5	• Equity swaps and total return swaps
4.5	• Credit derivatives: credit default swaps (CDS), CLOs, and structured credit
5.5	• Derivatives in corporate risk management: commodity hedging, FX hedging programmes
6.5	• Derivative risk: model risk, liquidity risk, counterparty risk, and regulation post-GFC

Suggested Readings

Type	Book / Resource Details

Text	Hull, J. C. (2021). Options, Futures, and Other Derivatives (11th ed.). Pearson.
Text	McDonald, R. L. (2013). Derivatives Markets (3rd ed.). Pearson.
Reference	Chance, D. M., & Brooks, R. (2015). An Introduction to Derivatives and Risk Management (10th ed.). Cengage Learning.
Reference	Kolb, R. W., & Overdahl, J. A. (2007). Financial Derivatives: Pricing and Risk Management. Wiley Finance.
Supplementary	NSE India. NCFM Derivatives Market (Dealers) Module Study Material (latest edition). Available at: nseindia.com.

MBA 690: FinTech – Reshaping Financial Service Ecosystem

Course Code	MBA 690	**Credits**	4
NHEQF Level	6.5	**Semester**	I (1-Year MBA)

Course Objectives

1. Explain the evolution of financial technology (FinTech) and assess its disruptive impact on traditional financial services.
2. Analyse digital payment systems, mobile banking, and e-wallets and evaluate their role in financial inclusion.
3. Evaluate blockchain technology, cryptocurrencies, decentralised finance (DeFi), and their implications for financial markets.
4. Assess the rise of robo-advisors, algorithmic trading, and AI-driven credit scoring in reshaping investment and lending.
5. Examine InsurTech, RegTech, and WealthTech innovations and their transformative effects on insurance, compliance, and wealth management.
6. Develop a FinTech strategy framework that identifies opportunities, assesses risks, and navigates the regulatory landscape.

Unit 1	Introduction to FinTech and the Financial Ecosystem
1.1	• FinTech: definition, history, and the evolution of financial services
2.1	• FinTech landscape: payments, lending, wealth, InsurTech, RegTech, PropTech
3.1	• FinTech ecosystem: startups, incumbents, BigTech, regulators, investors
4.1	• India's FinTech revolution: UPI, IndiaStack, Jan Dhan, Aadhaar, DigiLocker
5.1	• Global FinTech hubs: Silicon Valley, London, Singapore, Mumbai, and Bengaluru
6.1	• FinTech business models: platform, marketplace, SaaS, API-as-a-

	service
Unit 2	**Digital Payments and Banking Technology**
1.2	• Digital payment systems: UPI, IMPS, NEFT, RTGS, card networks (Visa, Mastercard, RuPay)
2.2	• Mobile wallets and payment apps: PhonePe, Google Pay, Paytm — business models
3.2	• Open banking and Account Aggregator (AA) framework in India
4.2	• Neobanks and challenger banks: business model, customer acquisition, regulation
5.2	• Embedded finance: BaaS (Banking as a Service), fintech-as-infrastructure
6.2	• Cross-border payments: SWIFT alternatives, real-time gross settlement, stablecoins
Unit 3	**Digital Lending and Credit Technology**
1.3	• Alternative credit scoring: data sources, machine learning models, thin-file borrowers
2.3	• Peer-to-peer (P2P) lending platforms: model, regulation (RBI P2P guidelines), risks
3.3	• Buy Now Pay Later (BNPL): mechanics, risk management, regulatory scrutiny
4.3	• SME lending platforms: cash flow-based lending, invoice financing, supply chain finance
5.3	• Credit underwriting using non-traditional data: social data, psychometric, device data
6.3	• Digital collections and recovery: AI-based collections, ethical considerations
Unit 4	**WealthTech, InsurTech, and RegTech**
1.4	• Robo-advisors: algorithm-based portfolio management, platforms in India (Zerodha Coin, Groww)
2.4	• Digital brokerage and zero-commission trading: impact on retail investing
3.4	• InsurTech: digital insurance distribution, parametric insurance, telematics
4.4	• RegTech: automated compliance, KYC/AML technology, regulatory reporting
5.4	• Blockchain in financial services: trade finance, cross-border payments,

	tokenisation
6.4	• Cryptocurrency and CBDC: digital currency landscape, RBI Digital Rupee
Unit 5	**FinTech Strategy, Regulation, and Future**
1.5	• Incumbent bank response: acquire, partner, or build digital subsidiaries
2.5	• FinTech regulation in India: RBI sandbox, SEBI innovation initiatives, IRDAI sandbox
3.5	• Cybersecurity and fraud in FinTech: phishing, account takeover, synthetic identity fraud
4.5	• Financial inclusion through FinTech: last-mile access, Jan Dhan to microinsurance
5.5	• AI and Generative AI in financial services: personalised banking, risk assessment
6.5	• Future of FinTech: DeFi, Web3 finance, quantum computing, and hyper-personalisation

Suggested Readings

Type	Book / Resource Details
Text	Arner, D. W., Barberis, J., & Buckley, R. P. (2015). The Evolution of FinTech: A New Post-Crisis Paradigm? Georgetown Journal of International Law, 47(4).
Text	King, B. (2018). Bank 4.0: Banking Everywhere, Never at a Bank. Marshall Cavendish International.
Reference	Chishti, S., & Barberis, J. (Eds.). (2016). The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries. Wiley.
Reference	RBI Annual Report and Report on Trend and Progress of Banking in India (latest editions). Reserve Bank of India.
Supplementary	KPMG Pulse of FinTech Report and PwC Global FinTech Report (latest editions). Available at: kpmg.com and pwc.com.

MBA 691: Corporate Financial Strategy

Course Code	MBA 691	**Credits**	4
NHEQF Level	6.5	**Semester**	I (1-Year MBA)

Course Objectives

1. Explain the principles of corporate financial strategy and evaluate their application in creating and sustaining long-term firm value.

2. Apply advanced capital budgeting techniques—real options, sensitivity analysis—to evaluate complex strategic investments.
3. Analyse corporate restructuring strategies including mergers, acquisitions, spin-offs, and leveraged buyouts from a financial strategy perspective.
4. Evaluate international financial strategy including foreign investment decisions, transfer pricing, and cross-border risk management.
5. Assess corporate governance mechanisms, agency problems, and their impact on financial strategy and stakeholder value.
6. Develop integrated financial strategies that align capital structure, dividend policy, investment, and risk management with corporate goals.

Unit 1	Financial Strategy and Value Creation
1.1	• Corporate financial strategy: linkage between business strategy and financial decisions
2.1	• Value creation framework: ROIC, WACC, and economic value added (EVA)
3.1	• Shareholder value vs stakeholder value: shifting paradigms in corporate finance
4.1	• Financial strategy in different lifecycle stages: growth, maturity, and decline firms
5.1	• Strategic financial planning: long-range financial forecasting and scenario planning
6.1	• Value drivers: revenue growth, operating margins, asset efficiency, and capital costs
Unit 2	**Capital Allocation and Investment Strategy**
1.2	• Strategic capital budgeting: linking investment decisions to corporate strategy
2.2	• Capital allocation frameworks: Buffett's owner earnings, Mauboussin's ROIIC
3.2	• Portfolio approach to capital allocation: growth platforms vs cash generators
4.2	• Real options in strategic investment: flexibility value in R&D, expansion, and abandonment
5.2	• Corporate venture capital (CVC): strategy, governance, and financial returns
6.2	• Capex optimisation: maintenance vs growth capex, asset-light strategies
Unit 3	**M&A Strategy and Corporate Restructuring**
1.3	• Strategic rationale for M&A: synergies, market power, diversification, acqui-hire

2.3	• M&A value destruction: overpaying, integration failure, cultural clashes
3.3	• Deal structuring: all-cash, all-stock, mixed consideration — strategic and tax implications
4.3	• Due diligence in M&A: financial, legal, commercial, and cultural diligence
5.3	• Corporate divestitures: strategic rationale, execution, and post-divestiture management
6.3	• Indian M&A landscape: cross-border deals, SEBI open offer regulations, CCI approvals
Unit 4	**Financial Risk Strategy and Corporate Governance**
1.4	• Enterprise risk management (ERM): financial risk identification, measurement, and mitigation
2.4	• Hedging strategy: when, how, and how much to hedge — policy and implementation
3.4	• Liquidity management: cash strategy, credit facility management, liquidity risk
4.4	• Corporate governance and financial strategy: board oversight, independent directors
5.4	• Activist shareholders: tactics, responses, and value creation/destruction
6.4	• Financial distress strategy: early warning signals, turnaround financing, restructuring options
Unit 5	**Shareholder Returns and ESG in Financial Strategy**
1.5	• Capital return strategy: dividends, buybacks, and their signalling effects
2.5	• Payout policy optimisation: balancing investment needs with shareholder returns
3.5	• ESG integration in corporate financial strategy: materiality, risk, and opportunity
4.5	• Green finance and sustainability-linked loans and bonds
5.5	• Reporting and transparency: integrated reporting, TCFD, and BRSR in India
6.5	• Case studies: value-creating and value-destroying financial strategies (Indian and global)

Suggested Readings

Type	Book / Resource Details
Text	Brealey, R. A., Myers, S. C., & Allen, F. (2022). Principles of Corporate

	Finance (14th ed.). McGraw-Hill.
Text	Mauboussin, M. J., & Callahan, D. (2014). Capital Allocation: Evidence, Analytical Methods, and Assessment Guidance. Credit Suisse Global Financial Strategies.
Reference	Damodaran, A. (2015). Applied Corporate Finance (4th ed.). Wiley.
Reference	Stewart, G. B. (1991). The Quest for Value: The EVA Management Guide. Harper Business.
Supplementary	McKinsey & Company: Koller, T., Goedhart, M., & Wessels, D. (2020). Valuation: Measuring and Managing the Value of Companies (7th ed.). Wiley Finance.

MBA 692: Data Mining & Business Intelligence

Course Code	MBA 692	**Credits**	4
NHEQF Level	6.5	**Semester**	I (1-Year MBA)

Course Objectives

1. Explain the concepts, techniques, and tools of data mining and assess their role in transforming raw data into business intelligence.
2. Apply data preprocessing techniques—cleaning, transformation, normalisation, and feature selection—to prepare datasets for mining.
3. Implement classification, regression, clustering, and association rule mining algorithms to extract patterns from business data.
4. Use data mining software tools—Python (scikit-learn), R, or Weka—to perform end-to-end data mining projects.
5. Evaluate the quality of data mining models using validation techniques including cross-validation, confusion matrix, and ROC curves.
6. Apply data mining and business intelligence solutions to real-world business problems in marketing, finance, and operations.

Unit 1	Introduction to Data Mining and Business Intelligence
1.1	• Business intelligence: definition, components, and the BI architecture
2.1	• Data mining: definition, process (CRISP-DM), and business applications
3.1	• Data warehousing fundamentals: star schema, snowflake schema, OLAP vs OLTP
4.1	• ETL processes: extract, transform, load — tools and best practices
5.1	• BI maturity model: from descriptive reports to predictive intelligence
6.1	• BI tools overview: Power BI, Tableau, Qlik Sense, SAP Business Objects

Unit 2	Data Exploration and Preprocessing
1.2	• Data quality issues: missing values, outliers, noise, and inconsistencies
2.2	• Data cleaning techniques: imputation, outlier treatment, deduplication
3.2	• Feature engineering: creating new variables, binning, encoding categorical data
4.2	• Exploratory Data Analysis (EDA): distributions, correlations, cross-tabulations
5.2	• Dimensionality reduction: Principal Component Analysis (PCA) and feature selection
6.2	• Data integration: combining data from multiple sources — challenges and solutions
Unit 3	**Classification and Regression Techniques**
1.3	• Decision trees: ID3, C4.5, CART algorithms — construction and pruning
2.3	• Random forests and ensemble methods: bagging, boosting, gradient boosting
3.3	• Logistic regression for binary and multi-class classification
4.3	• Support Vector Machines (SVM): concept, kernel functions, and applications
5.3	• Neural networks: perceptron, backpropagation, deep learning concepts
6.3	• Model evaluation: accuracy, precision, recall, F1-score, ROC-AUC, confusion matrix
Unit 4	**Clustering, Association Rules, and Text Mining**
1.4	• Clustering algorithms: K-means, hierarchical clustering, DBSCAN
2.4	• Cluster validation: silhouette score, elbow method
3.4	• Association rule mining: Apriori algorithm, support, confidence, lift
4.4	• Market basket analysis: retail applications and cross-sell recommendations
5.4	• Text mining pipeline: tokenisation, stemming, TF-IDF, topic modelling (LDA)
6.4	• Sentiment analysis: supervised and lexicon-based approaches for business
Unit 5	**BI Dashboards, Reporting, and Advanced Applications**
1.5	• Designing effective BI dashboards: KPI selection, layout, interactivity

2.5	• Self-service BI: empowering business users with data discovery tools
3.5	• Predictive analytics in BI: embedding ML models in BI platforms
4.5	• Real-time BI: streaming analytics and operational dashboards
5.5	• Data governance and BI: metadata management, data lineage, security
6.5	• Case studies: BI in retail, banking, healthcare, and supply chain management

Suggested Readings

Type	Book / Resource Details
Text	Han, J., Kamber, M., & Pei, J. (2011). Data Mining: Concepts and Techniques (3rd ed.). Morgan Kaufmann.
Text	Shmueli, G., Bruce, P. C., Gedeck, P., & Patel, N. R. (2019). Data Mining for Business Analytics (4th ed.). Wiley.
Reference	Turban, E., Sharda, R., & Delen, D. (2014). Business Intelligence and Analytics: Systems for Decision Support (10th ed.). Pearson.
Reference	Loshin, D. (2012). Business Intelligence: The Savvy Manager's Guide (2nd ed.). Morgan Kaufmann.
Supplementary	Microsoft Power BI Documentation and Learning Path (latest edition). Available at: learn.microsoft.com/power-bi.

MBA 693: Data Visualisation for Decision Making

Course Code	MBA 693	**Credits**	4
NHEQF Level	6.5	**Semester**	I (1-Year MBA)

Course Objectives

1. Explain the principles of data visualisation and assess its role in transforming complex data into clear, actionable insights.
2. Apply design principles—Gestalt theory, colour theory, and visual hierarchy—to create effective and accurate data visualisations.
3. Use data visualisation tools—Tableau, Power BI, and Python libraries (Matplotlib, Seaborn, Plotly)—to build dashboards and reports.
4. Select appropriate chart types for different data types and analytical objectives to maximise communicative clarity.
5. Develop interactive dashboards that support exploratory data analysis and evidence-based organisational decision-making.
6. Evaluate data visualisation outputs for accuracy, ethical integrity, and clarity, avoiding misleading or biased representations.

Unit 1	Principles of Data Visualisation

1.1	• Why visualise? The role of visualisation in decision-making and communication
2.1	• Perception and cognition: pre-attentive attributes, Gestalt principles in data design
3.1	• Choosing the right chart: bar, line, scatter, pie, heat map, treemap — when to use each
4.1	• Common visualisation mistakes: chart junk, dual axes, 3D distortions, misleading scales
5.1	• Data-ink ratio and Tufte's principles of analytical design
6.1	• Colour theory for data: categorical vs sequential vs diverging palettes, accessibility (colour blindness)
Unit 2	**Data Storytelling Framework**
1.2	• What is data storytelling? The three components: data, narrative, and visuals
2.2	• Audience-centric design: adapting complexity and depth for different stakeholders
3.2	• The Pyramid Principle applied to data presentations: executive summary first
4.2	• Structuring the analytical narrative: situation, complication, resolution (SCR)
5.2	• Annotations and callouts: guiding the reader's attention to key insights
6.2	• From dashboards to presentations: different formats for different communication goals
Unit 3	**Tableau for Business Visualisation**
1.3	• Tableau interface: data source connection, dimensions, measures, marks card
2.3	• Building core charts: bar charts, line charts, scatter plots, maps in Tableau
3.3	• Calculated fields, table calculations, and LOD (Level of Detail) expressions
4.3	• Dashboard design in Tableau: layout containers, filters, actions, and interactivity
5.3	• Storytelling in Tableau: story points, captioned visualisations
6.3	• Tableau Public: publishing and sharing interactive visualisations
Unit 4	**Power BI for Business Intelligence**
1.4	• Power BI Desktop: connecting data sources, Power Query for data

	transformation
2.4	• Data modelling in Power BI: relationships, star schema, DAX measures
3.4	• Building reports in Power BI: visuals library, slicers, drill-through, bookmarks
4.4	• Power BI Service: publishing, sharing, and workspace collaboration
5.4	• DAX fundamentals: SUM, CALCULATE, FILTER, time intelligence functions
6.4	• Power BI for HR, Sales, Finance, and Operations dashboards: practical exercises
Unit 5	**Advanced Visualisation and Decision Support**
1.5	• Geospatial visualisation: choropleth maps, point maps, flow maps for business
2.5	• Network and relationship visualisation: org charts, supply chain maps
3.5	• Real-time and streaming data visualisation: operational dashboards
4.5	• Infographics for business communication: design principles and tools (Canva, Piktochart)
5.5	• Ethical data visualisation: avoiding manipulation, transparency in data presentation
6.5	• Case studies: data visualisation in marketing analytics, financial reporting, and public health

Suggested Readings

Type	Book / Resource Details
Text	Knaflic, C. N. (2015). Storytelling with Data: A Data Visualization Guide for Business Professionals. Wiley.
Text	Few, S. (2012). Show Me the Numbers: Designing Tables and Graphs to Enlighten (2nd ed.). Analytics Press.
Reference	Tufte, E. R. (2001). The Visual Display of Quantitative Information (2nd ed.). Graphics Press.
Reference	Kirk, A. (2016). Data Visualisation: A Handbook for Data Driven Design. SAGE Publications.
Supplementary	Tableau and Microsoft Power BI Learning Paths (latest editions). Available at: learning.tableau.com and learn.microsoft.com/power-bi.

MBA 694: Strategic Management of Digital Innovations

Course Code	MBA 694	**Credits**	4

NHEQF Level	6.5	Semester	I (1-Year MBA)

Course Objectives

1. Explain the strategic management of digital innovations and assess how firms create, capture, and sustain value through technology.
2. Analyse digital innovation ecosystems, platform strategies, and the role of open innovation in accelerating technological change.
3. Evaluate the adoption of disruptive technologies—AI, IoT, blockchain, and edge computing—from a strategic management perspective.
4. Develop technology roadmaps and digital innovation portfolios aligned with organisational capabilities and market opportunities.
5. Apply innovation management frameworks—Stage-Gate, Lean Startup, and Design Thinking—to guide digital innovation processes.
6. Assess the challenges of scaling digital innovations including talent, culture, regulatory compliance, and organisational transformation.

Unit 1	Digital Innovation: Concepts and Strategy
1.1	• Digital innovation typology: product, process, business model, and ecosystem innovation
2.1	• Digital innovation vs traditional innovation: speed, scale, and network effects
3.1	• Innovation strategy: open vs closed, incremental vs disruptive, sustaining vs radical
4.1	• Digital innovation ecosystems: orchestrators, complementors, and users
5.1	• Innovation ambidexterity: exploiting existing capabilities while exploring new opportunities
6.1	• India's digital innovation landscape: startups, unicorns, and corporate innovation
Unit 2	**Frameworks for Managing Digital Innovation**
1.2	• Three Horizons framework for innovation portfolio management
2.2	• Lean Startup and design thinking for corporate digital innovation
3.2	• Jobs-to-be-done (JTBD) framework: identifying innovation opportunities
4.2	• Disruptive innovation theory applied to digital contexts: foothold markets, performance trajectories
5.2	• Innovation accounting: metrics, milestones, and learning goals for digital projects
6.2	• Build-Measure-Learn loop: validated learning and pivot decisions
Unit 3	**Organising for Digital Innovation**

1.3	• Corporate innovation structures: intrapreneurship, innovation labs, skunkworks, spinouts
2.3	• Balancing exploitation and exploration: ambidextrous organisational structures
3.3	• Innovation governance: stage-gate, lean stage-gate, agile portfolio management
4.3	• Strategic partnerships for digital innovation: open innovation, API ecosystems
5.3	• Venture building and corporate venture capital (CVC) as strategic tools
6.3	• Managing innovators: culture, autonomy, incentives, and psychological safety
Unit 4	**Platform and Ecosystem Innovation Strategies**
1.4	• Platform strategy for innovation: attracting developers, partners, and complementors
2.4	• API strategy: monetisation, governance, and developer experience
3.4	• Data-driven innovation: leveraging proprietary data for continuous product improvement
4.4	• Ecosystem orchestration: setting standards, managing interdependence, and governance rules
5.4	• Co-innovation and co-creation with customers: crowdsourcing, hackathons, innovation challenges
6.4	• Case studies: Amazon AWS, Apple App Store, Jio Platforms — ecosystem innovation strategies
Unit 5	**Scaling, Governance, and Future of Digital Innovation**
1.5	• Scaling digital innovations: overcoming the chasm, crossing into mainstream adoption
2.5	• Innovation risk management: technical, market, regulatory, and execution risks
3.5	• IP strategy for digital innovations: patents, trade secrets, open source, and defensive publishing
4.5	• Responsible innovation: ethical AI, digital safety, and societal impact assessment
5.5	• Regulatory strategy: proactive engagement with regulators for digital innovations
6.5	• Future of digital innovation: generative AI, quantum computing, brain-computer interfaces

Suggested Readings

Type	Book / Resource Details
Text	Chesbrough, H. W. (2006). Open Innovation: The New Imperative for Creating and Profiting from Technology. Harvard Business School Press.
Text	Christensen, C. M., Raynor, M. E., & McDonald, R. (2015). What Is Disruptive Innovation? Harvard Business Review, 93(12), 44–53.
Reference	Ries, E. (2017). The Startup Way: How Modern Companies Use Entrepreneurial Management to Transform Culture and Drive Long-Term Growth. Crown Business.
Reference	Iansiti, M., & Lakhani, K. R. (2020). Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World. Harvard Business Review Press.
Supplementary	CB Insights State of Innovation and Startup Reports (latest editions). Available at: cbinsights.com.

MBA 695 ESG: Business Ethics & Sustainability

Course Code	MBA 695 ESG	**Credits**	4
NHEQF Level	6.5	**Semester**	I (1-Year MBA)

Course Objectives

1. Explain the principles of business ethics and assess the role of ethical frameworks—utilitarian, deontological, and virtue ethics—in managerial decision-making.
2. Analyse corporate social responsibility (CSR) frameworks, stakeholder theory, and ESG standards in the context of sustainable business practice.
3. Evaluate sustainability strategies, circular economy principles, and environmental management systems used by responsible businesses.
4. Assess ESG reporting frameworks—GRI, SASB, TCFD, and BRSR—and the role of green finance in supporting sustainable investment.
5. Apply ethical leadership principles to build cultures of integrity, transparency, and accountability within organisations.
6. Examine constitutional values, anti-corruption frameworks, gender justice legislation, and their implications for ethical organisational governance.

Unit 1: Foundations of Business Ethics	
1	Ethical theories: consequentialism (utilitarianism), deontology (Kant), virtue ethics, contractarianism
2	Stakeholder theory: Freeman's stakeholder framework vs. shareholder primacy; stakeholder capitalism
3	Corporate governance and ethics: board ethics, executive compensation ethics,

	whistleblowing protection
4	Ethical decision-making frameworks: Rest's four-component model, Badaracco's right vs. right dilemmas
5	Indian ethical traditions in business: Gandhian trusteeship, dharmic business, Arthashastra on economic ethics
Unit 2: Corporate Social Responsibility (CSR)	
1	CSR evolution: philanthropy → compliance → strategy → systemic change; Carroll's CSR pyramid
2	CSR in India: Companies Act 2013, Section 135 – mandatory CSR, Schedule VII activities, CSR reporting
3	Creating Shared Value (CSV): Porter & Kramer framework; examples from HUL, ITC, Tata Group
4	Social entrepreneurship: hybrid organisations, impact measurement (SROI, impact dashboards)
5	Community engagement and bottom-of-pyramid (BOP) strategies: C.K. Prahalad's BOP model
Unit 3: Environmental Sustainability and Climate Change	
1	Climate change science for managers: IPCC reports, Paris Agreement, NDCs, 1.5°C pathways
2	Corporate environmental management: environmental audits, ISO 14001, LCA (Life Cycle Assessment)
3	Circular economy: principles (Ellen MacArthur Foundation), cradle-to-cradle design, industrial symbiosis
4	Carbon management: scope 1, 2, 3 emissions; carbon accounting; carbon offsets and cap-and-trade
5	Environmental regulation in India: Environment Protection Act, CPCB norms, Extended Producer Responsibility (EPR)
Unit 4: ESG Reporting and Sustainable Finance	
1	ESG framework overview: GRI Standards, SASB, TCFD, ISSB (IFRS S1 & S2), BRSR (SEBI, India)
2	ESG ratings and indices: MSCI ESG, Sustainalytics, DJSI; methodology and limitations
3	Green finance: green bonds, sustainability-linked bonds, social bonds; SEBI green bond framework
4	ESG investing: responsible investment principles (UN PRI), ESG integration, thematic and impact investing
5	Greenwashing: definition, examples, detection, regulatory response (EU Green Claims Directive, SEBI)

Unit 5: Constitutional Values and Ethical Leadership	
1	Indian Constitution and management: Preamble values (justice, liberty, equality, fraternity) in organisational context
2	Fundamental duties and business: Article 51A; environmental duties; rights of workers and consumers
3	Anti-corruption framework: Prevention of Corruption Act, Lokpal, corporate anti-bribery policies (FCPA, UK Bribery Act)
4	Gender justice and workplace inclusion: POSH Act 2013, gender pay gap, inclusive leadership
5	Ethical leadership practice: building a culture of integrity, transparency, accountability, and trust

Suggested Books & References

#	Title & Author(s)	Publisher / Edition
1	*Business Ethics: Ethical Decision Making and Cases – O.C. Ferrell, John Fraedrich & Linda Ferrell*	Cengage, 13th Ed.
2	*ESG Investing For Dummies – Brendan Bradley*	Wiley
3	*The Sustainable Business – Jonathan T. Scott*	Greenleaf Publishing
4	*Corporate Social Responsibility – Archie B. Carroll & Ann K. Buchholtz*	Cengage, 10th Ed.
5	*Sustainability for Business – Sheryl Kurland*	Business Expert Press
6	*Firms of Endearment – Raj Sisodia, David Wolfe & Jagdish Sheth*	Pearson, 2nd Ed.

MBA 696M: Indian Knowledge System

Course Code	MBA 696 M	**Credits**	4
NHEQF Level	6.5	**Semester**	II (1-Year MBA)

Course Objectives

1. Revisit and critically evaluate the foundations of Indian Knowledge Systems with emphasis on science, mathematics, astronomy, and epistemology.
2. Assess the contributions of ancient Indian traditions—Ayurveda, water management, metallurgy, and agriculture—to sustainable development thinking.
3. Analyse the management and governance insights embedded in ancient Indian texts, trade systems, and administrative structures.
4. Apply Indian aesthetic theory, design principles, and cultural wisdom to contemporary creativity, branding, and consumer experience.
5. Evaluate the relevance of IKS to modern challenges in sustainability, digital innovation, and global knowledge leadership.

6. Design an IKS-inspired business model that integrates traditional wisdom with contemporary management thinking and entrepreneurship.

Unit 1: Revisiting the Foundations of Indian Knowledge Systems	
1	Vedic knowledge systems: structure of Vedas (Samhita, Brahmana, Aranyaka, Upanishad); knowledge classification
2	Indian epistemology and logic: Nyaya Darshana, Vaisheshika atomism; ancient taxonomy and classification systems
3	Indian mathematics and science: zero, decimal system, Aryabhata, Brahmagupta, Sulba Sutras; relevance to modern computing
4	Ancient Indian astronomy: Vedanga Jyotisha, Panchanga, astronomical precision – implications for project planning and timekeeping
5	Indian metallurgy and material science: Wootz steel, iron pillar, shipbuilding – ancient Indian industrial excellence
Unit 2: IKS and Sustainable Development	
1	Traditional ecological knowledge (TEK): India's environmental wisdom – sacred groves, water harvesting, soil conservation
2	Stepwells (Vav), tank irrigation (Eri), check dams – ancient Indian water management systems
3	Traditional Indian healthcare: Ayurveda as a comprehensive healthcare system; Tridosha theory and management applications
4	Sustainable agriculture in India: traditional crop varieties, organic farming wisdom, seed conservation (Navdanya)
5	Linking Indian sustainability traditions with UN Sustainable Development Goals (SDGs)
Unit 3: IKS in Management and Governance	
1	Ancient Indian polity and administration: Mauryan empire's administrative excellence; Megasthenes' account
2	Trade and commerce in ancient India: trade guilds (Shrenis), merchant ethics, Silk Route and spice trade
3	Management lessons from Indian epics: leadership transitions in Ramayana; strategic management in Mahabharata
4	Ancient Indian education systems: Gurukul system, Nalanda, Takshashila – pedagogical wisdom
5	Applying Indian governance principles in modern organisations: Pancha Tatva framework, Raj Dharma
Unit 4: Indian Arts, Aesthetics and Creative Industries	
1	Rasa theory (Bharata's Natyashastra): emotional intelligence and aesthetic experience in product design and marketing
2	Indian classical arts as cultural diplomacy and soft power: value for global brand India

3	Traditional Indian crafts and industries: handloom, pottery, jewelry – sustaining living traditions through business
4	Design thinking through Indian aesthetics: Vastu, Yoga, Tantra as design principles for space and experience
5	Creative economy and IKS: opportunities in wellness, yoga, Ayurveda, cultural tourism, heritage hospitality
Unit 5: IKS for the Future: Integration and Innovation	
1	IKS and Industry 4.0: finding relevance of ancient knowledge in AI, robotics, and biotechnology era
2	IKS-inspired innovation: biomimicry from Indian natural wisdom; traditional pharmacopoeia and modern pharma
3	Knowledge translation: converting IKS into IP, patents, GI tags – challenges and opportunities
4	NEP 2020 and IKS integration in higher education: curriculum design, faculty development, research agenda
5	Student project: designing an IKS-inspired business model for a contemporary challenge

Suggested Books & References

#	Title & Author(s)	Publisher / Edition
1	*Indian Knowledge System (Vol. I & II) – IIT Kharagpur NPTEL Course Material*	Ministry of Education, GoI
2	*The Wonder that was India – A.L. Basham*	Rupa Publications
3	*Ancient Indian Social History – Romila Thapar*	Orient Blackswan
4	*The Arthashastra – Kautilya (tr. L.N. Rangarajan)*	Penguin Books India
5	*Indian Philosophy (Vol. I & II) – Sarvepalli Radhakrishnan*	Oxford University Press
6	*Being Different – Rajiv Malhotra*	HarperCollins India

MBA 697I / MBA 697RP: Internship / Research Project

Course Code	MBA 697I / MBA 697RP	**Credits**	8
NHEQF Level	6.5	**Semester**	II (1-Year MBA)

Course Objectives

1. Integrate and apply theoretical knowledge and analytical skills acquired across the MBA programme to address real-world business challenges.
2. Demonstrate professional competence in research design, data gathering, and evidence-based analysis in an industry or research setting.

3. Develop and present a comprehensive project report or research study that reflects academic rigour and practical relevance.
4. Exercise critical thinking, professional judgement, and creative problem-solving in addressing an authentic organisational problem.
5. Communicate findings, insights, and recommendations effectively to professional and academic audiences through written and oral presentation.
6. Reflect critically on the internship or research experience to identify learning outcomes, professional growth, and future development priorities.

The applied learning capstone of the 1-Year MBA: students either undertake a supervised industry internship (minimum 8 weeks) or execute an original research project in their area of specialisation.

MBA 677 ST: Interview Skill/Presentation Skill/Data Proficiency/Communication Skill